

**EFFECT OF EMPLOYEE ENGAGEMENT ON JOB
PERFORMANCE AMONG NURSES AT AMI EXPEDITIONARY IN
KENYA**

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DECLARATION

STUDENT'S DECLARATION

I declare that this research project is my own original work and has not been presented to any other college, university or institution for any award.

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SUPERVISORS APPROVAL

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DEDICATION

I dedicate this research to my beloved family, whose unwavering belief in me, relentless support, and inspirational encouragement have been the driving force behind my journey. To my precious children, Leo, Emmanuel, and Mariana, your faith in my abilities has been my greatest motivation. To my parents, Mr. and Mrs. Shieunda, your prayers and steadfast support have carried me through every challenge and triumph. To my siblings, Steve, Collins, and Diana, your presence in my life has been a source of strength and inspiration. This research project is a testament to the love and support of my family, without whom none of this would have been possible.

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ABBREVIATIONS AND ACRONYMS

ANOVA	Analysis of Variance
GDP	Gross Domestic Product
HRM	Human Resource Management
IEA	Institute of Economic Affairs
SDT	Self-Determination Theory
SET	Social Exchange Theory
SHRM	Society for Human Resource Management

ABSTRACT

This study embarked on exploration of the relationship between employee engagement and job performance within the healthcare sector, spotlighting AMI Expeditionary Healthcare in Kenya. The necessitation of this research arises from the imperative to understand how employee engagement, a critical organizational aspect, influences job performance, particularly within the specialized and impactful realm of healthcare, where prior studies have primarily focused on other sectors. The main objective of the study was to determine the influence of employee engagement on job performance at AMI Expeditionary health care. The research was anchored on self-determination theory and supported by social exchange theory. A cross-sectional descriptive survey was utilized. The population of the study was the 55 nurse supervisors and registered nurses in the organization. Primary data was collected using a structured questionnaire. All the 55 target respondents provided the required data for analysis. For data analysis, both descriptive and inferential analysis was performed. The regression analysis rendered an RSquare value of .682, revealing that approximately 68.2% of the variability in job performance could be explained by employee engagement. The standardized beta coefficient was .826, indicating a strong positive impact of employee engagement on job performance, with every unit increase in employee engagement associated with a .826- unit increase in job performance. The study substantiates the hypothesis that elevated employee engagement correlates with enhanced job performance within AMI Expeditionary Healthcare, emphasizing the indispensable role of engagement in achieving organizational objectives and fostering a productive, harmonious workplace environment. The findings reinforce the relevancy of self-determination and social exchange theories, aligning with previous research and contributing nuanced insights specific to the nursing profession within the healthcare sector. Recommendations include the enhancement of organizational strategies focusing on employee engagement, such as fostering an inclusive, supportive work environment, implementing continuous professional development programs, and promoting effective communication and feedback mechanisms. For further research, the study suggested the need to encompass diverse organizational settings, employ longitudinal and experimental designs, and incorporate qualitative methods to yield more comprehensive and generalized insights into the intricate dynamics between employee engagement and job performance.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Businesses in the 21st century are facing employee performance challenges which literature associate with lack of employee engagement. Studies have shown that employee engagement is a tool that organizations can use to improve Job performance. Kevin Kruse (2012) opines that organizations must invest in a culture of engagement to create a mutually beneficial relationship between themselves and their employees to achieve organizational success. According to Harter, Schmidt, and Hayes (2002) engaged employees are more likely to put more effort in their work, leading to higher levels of job performance. They show more dedication, are more productive, and show better initiative and invention. Extant literature shows that there is a relationship between employee engagement and job performance.

It is shown that engaged employees are passionate, enthusiastic and motivated to do their best at work, which improves job performance and productivity (Towers Watson, 2012). According to Vance (2006), employee engagement is intrinsically tied with company behaviours. He provides a job performance model to shed light on how employer behaviors affect job performance and engagement. Job performance is important for organizations because it has a direct impact on the organization's bottom line. Literature shows further that organizations with high-performing employees earn higher profit per employee than those with low-performing employees, according to a study conducted by the Society for Human Resource Management (SHRM, 2021). Additionally, high-

performing staff can promote client satisfaction and loyalty, resulting in greater sales and repeat business.

The Social Exchange Theory (SET) and the Self-Determination Theory (SDT) are two theories that explain the relationship between employee support, engagement, and performance. SET suggests that individuals engage in partnerships where resources are exchanged, seeking to maximize rewards and minimize costs. It emphasizes how the exchange of resources shapes social relationships, and individuals behave in ways that lead to positive outcomes. Self-Determination Theory (SDT), on the other hand, states that when employees feel independent, competent, and connected in their work environment, they are more motivated and engaged. Intrinsic motivation leads to increased effort and better performance. Understanding these theories helps healthcare organizations develop interventions to enhance employee engagement and improve job performance, ultimately resulting in better patient outcomes. By applying insights from both theories, healthcare organizations can identify strategies to boost engagement and performance among AMI Expeditionary nurses.

AMI expeditionary is a health provider facility that deals with both inpatient and outpatient clients. The hospital has hired nurses that handle patients on daily basis for their recovery. Nurses play an essential role in patient care, and their job performance can have a direct impact on the quality of care they provide. The organization has faced a myriad of challenges such as high attrition, low job satisfaction and low productivity among the Nurses and this has raised concerns about nurses' performance at AMI Expeditionary (Nurses survey, 2021 & 2022). Based on the challenges, it was important

for this study to examine if employee engagement can influence job performance at AMI Expeditionary.

The health-care sector contributes significantly to Kenya's economic development. Good health allows people to be more productive, reduces disease load, and increases life expectancy. All these elements can contribute to enhanced economic growth. According Murangó (2013) both public and private health investment have a considerable favorable effect on Kenya's economic development. Another study, conducted by the Institute of Economic Affairs (EIA), discovered that Kenya's health industry contributes an estimated 10% of the country's GDP. The study also discovered that the health sector is a significant source of employment, accounting for around 5% of all occupations in Kenya.

The motivation for conducting a study on the effect of employee engagement on job performance among nurses in the healthcare industry stems from the need to address workforce challenges, improve patient safety and quality of care, increase efficiency and cost-effectiveness, and foster a positive organizational culture. The study intends to contribute to understanding and solving workforce concerns, encouraging skilled professional retention, and providing a supportive work environment by examining the relationship between employee engagement and job performance. The findings have the potential to improve patient outcomes, maximize resource use, and guide evidence-based approaches adapted to the healthcare industry's particular environment.

1.1.1 Employee Engagement

According to Macey and Schneider (2008) Employee engagement is a positive, fulfilling state of mind associated with work that is characterized by vigor, dedication, and

absorption. Employees that are engaged are physically and mentally interested in their work, driven to make their best efforts, and have a sense of accomplishment and passion for their work responsibilities.

Employees who are engaged are dedicated, enthusiastic, and motivated to produce their best work, which has a positive improvement on job performance and productivity. Kahn (1990) opined that employee engagement has three dimensions namely, physical, cognitive, and emotional. Physical Engagement refers to how much effort people expend, both physically and mentally, while they go about their jobs.

Employee Engagement enhances sentiments of confidence with the ability to expend physical and mental energy during work. Cognitive engagement is all about how employees are mentally and intellectually engaged in their work. It focuses on their thoughts, understanding, and dedication to their job responsibilities. When employees are cognitively engaged, they actively participate in their work, think deeply and analytically, and are motivated to use their knowledge and skills to help the organization succeed. Emotional engagement is built on the emotional bond that employees have with their employers. This study projects that adopting these components of employee engagement can improve employee engagement and job performance in AMI healthcare organizations.

Employee engagement, according to him, is the result of personal characteristics such as knowledge, skills, abilities, temperament, attitudes, and personality, as well as organizational context, which includes leadership, physical setting, and social setting, and Human Resource practices that have a direct impact on the person, process, and context components of job performance.

1.1.2 Job Performance

The effectiveness with which individuals carry out their work obligations and contribute to organizational outcomes is referred to as job performance Colquitt & Wesson (2014). It involves the skills, knowledge, and abilities that employees bring to their job, as well as their motivation and willingness to perform well. Job performance is a critical factor in organizational effectiveness, as it can impact the quality of goods and services provided, customer satisfaction, and overall productivity. There are two main components of job performance: task performance and contextual performance, and counterproductive work behavior (Borman & Motowidlo, 1997). Task performance refers to the specific job duties and responsibilities that employees are expected to perform, such as completing tasks accurately and efficiently.

Contextual performance refers to behaviors that support the organization but are not explicitly part of the job description, such as helping colleagues or volunteering for extra tasks. Counterproductive work behavior refers to behaviors that undermine the organization's goals, such as absenteeism, theft, or sabotage. Other factors that can impact job performance include individual characteristics, work environment, and training and development (Salas et al., 2012). Individual characteristics such as personality, motivation, and cognitive ability can impact job performance. Understanding the components of job performance and the factors that influence it is important for healthcare organizations seeking to improve patient outcomes and overall organizational effectiveness.

1.1.3 AMI Expeditionary Healthcare

AMI Expeditionary Healthcare (AMI) is a global healthcare organization that specializes in providing medical services in remote and challenging environments. AMI offers medical services to government agencies, the corporate sector, humanitarian organizations, and international relief organizations. AMI was established in 2017 in response to a requirement to offer the best medical treatment in high-demand locations to some of the world's most remote and challenging environments. AMI has representation in Reston Virginia with offices in Nairobi, South Sudan, Sierra Leone and Liberia. The organization has 200 employees. The organization's structure is a matrix organizational structure, combining elements of functional and project-based structures. This type of structure allows for flexibility and adaptability in delivering medical services in dynamic and diverse environments. The organization has functional departments responsible for specific areas of expertise, such as medical, operations, logistics, finance, human resources, etc. These departments are responsible for providing specialized support and expertise to the organization.

The company has project or mission teams that are responsible for planning, coordinating, and executing specific healthcare missions or deployments to remote locations. These teams may be composed of medical professionals, logistics experts, and other specialists who work together to achieve the mission's objectives. Specific to the scope of this research paper, the nurses in the organization comprise of highly skilled cadres of specialized nurses such as ICU Nurses, ER Nurses, Operation Theater Nurses, and Ward Nurses. Nurses at AMI Expeditionary face a variety of performance challenges. This performance challenges are caused by high workloads that cause fatigue

and difficulty with task management, time constraints that affect decision-making and patient care, staffing shortages that compromise workload distribution and patient care, complex patient cases that necessitate specialized skills.

1.2 Research Problem

The conceptual discussions around the relationship between employee engagement and job performance are inconclusive due to varying results. For example, Kahn (1990), found that there was a moderate relationship between employees' emotional engagement and their performance. Rich et al. (2010) found that there was low relationship between employee engagement and job satisfaction. Job satisfaction is an element of employee engagement. Christian et al. (2011) found that there was no significant relationship between engagement and task performance. Similarly, Saks (2006) found that engagement was not consistently associated with job performance but was rather impacted by a variety of contextual circumstances. These contradictory findings call for further study to be done. In response, this study aims at examining the influence of employee engagement on job performance for the generalizations of findings.

Earlier surveys done at AMI Expeditionary showed that the organization faces challenges such as low employee engagement levels, job dissatisfaction, and high attrition among the Nurses. As a result, employee engagement surveys were deployed to Nurses in 2020 and 2021. The survey scores which categorized engagement scores into three distinct categories: Engaged, not Engaged, and Actively Disengaged, indicated that at least 50% of the Nurses are not engaged and 25% are actively disengaged. However, these surveys were done 2 years ago, and there are factors that might have changed such as attrition, reorganization, and hence the need to carry out another survey to gauge the current

engagement level and how this influences job performance. At the heights of COVID 19 in 2020, and 2021 there was massive attrition of Nurses in the organization. The company lost at least 50% of the Nurses' workforce due to COVID 19 pandemic challenges. The pandemic put an enormous strain on healthcare personnel, and many nurses encountered difficult working conditions, increased stress, physical and mental exhaustion, and an increased risk of viral exposure (Researcher, 2023).

Globally, there exists empirical studies in this area. Ismail, Iqbal and Nasr (2019) in Lebanon found a significant relationship between employee engagement and performance outcomes, including profitability, productivity, customer satisfaction, and employee turnover, demonstrating that higher workplace engagement leads to better job performance. Another study by Noercahyo, Maarif and Sumertajaya (2021) determined that employee engagement is closely related to organizational commitment and job satisfaction, contributing to enhanced job performance and reduced burnout. Additionally, a study by Pongton and Suntrayuth (2019) illustrated that employees who are engaged exhibit higher levels of energy, are more involved in, and are more enthusiastic about their work, which leads to higher levels of job performance, suggesting that employee engagement is a precursor to elevated job performance and organizational success.

Numerous studies on employee performance and engagement have been conducted in Kenya. Ndugo (2010) conducted research on the factors that promote employee engagement in Afya Savings and credit cooperation society. The study used a survey design, and the data was analyzed using descriptive statistics. The study found that pay rise, promotions, training, and seminars were the factors affecting employee performance.

Mutunga (2009) performed study at Zain Kenya on the factors that determine employee engagement levels in the Kenyan telecoms sector. A case study research design was used in this study. The study established that training and development; career growth; supervisor skills and fairness; job security; and recognition and appreciation are the factors that contributed to employee engagement. It was established that employees at Zain were disengaged. This was depicted by distraction from work, lack of satisfaction with remuneration, work-life balance.

Wachira (2013) investigated the relationship between employee engagement and commitment in Barclays bank of Kenya. The study adopted a descriptive survey in design in the investigation of the relationship between employee engagement and employee commitment at Barclays Bank of Kenya. The study concluded that Employee commitment is evidenced by good reward and salary programs, career development. It was concluded that the allowing people to make their own decisions about work, to control their work, and to achieve their goals may help employees become more engaged in their jobs.

Previous studies that investigated the relationship between employee engagement and job performance used different methodologies. This study therefore addressed the methodological gap by using a cross-sectional research design in which data was collected from a population or sample at a single point in time or over a set period. No studies have been carried out on the effect of employee engagement on job performance with specific reference to AMI Expeditionary Healthcare which is in the health service industry. This study therefore strived to establish the effects of employee engagement and job performance at AMI Expeditionary Healthcare by posing the question that; does

employee engagement have a significant effect on job performance among nurses at AMI Expeditionary Healthcare?

1.3 Research Objective

The objective of the study was to examine the effect of employee engagement on job performance at AMI Expeditionary health care.

1.4 Value of the Study

This study contributes to the empirical evidence on the relationship between employee engagement and job performance by enhancing the theoretical underpinnings of concepts like social exchange theory, self-determination theory, and other relevant frameworks. The findings of the study may also reveal new insights and nuances in understanding the mechanisms and dynamics of employee engagement and its impact on job performance, thereby contributing to the advancement and refinement of theories related to human motivation, organizational behavior, and performance management. Overall, this study adds to theory by broadening our understanding of the relationship between employee engagement and job performance, laying the groundwork for future research and theoretical advancement in the subject.

This study will contribute to the body of knowledge in Human Resource Management (HRM) by giving useful insights and evidence-based recommendations for enhancing employee engagement and boosting job performance. The findings can be used to inform human resource management strategies and practices aimed at increasing employee engagement, such as recruitment and selection processes that prioritize engagement-related traits, training and development programs that promote engagement-enhancing skills, and performance management systems that recognize and reward engagement

behaviors. Understanding the relationship between employee engagement and job performance allows HR managers to create interventions that encourage a great work environment, increase employee motivation and commitment, and ultimately improve organizational productivity and success.

This study contributes to policy by giving significant insights that can drive the establishment of policies aimed specifically at promoting nurse engagement and, as a result, improving healthcare delivery. The study's findings can assist policymakers appreciate the value of creating a positive work environment, boosting nurse autonomy, and encouraging chances for professional growth and development. Policymakers can build policies that address important elements impacting engagement, such as workload, staffing levels, work-life balance, and recognition programs, by acknowledging the impact of employee engagement on job performance among nurses. These rules can help to improve nurse satisfaction, minimize burnout, and increase retention, all of which can lead to better patient outcomes.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter provides a review of the theories anchoring the study, existing literature on the effect of employee engagement on job performance. This chapter also provides a theoretical framework for the research by reviewing the current body of knowledge, hypotheses, and empirical evidence.

2.2 Theoretical Foundation of the Study

This study is anchored on Self-determination theory and supported by Social Exchange Theory which aims to study organizational behavior. Self-determination theory suggests that individuals experience greater well-being and intrinsic motivation when their needs are met, while Social Exchange Theory emphasizes the importance of evaluating contributions and benefits, maintaining equity, and seeking balance in relationships. Each of these theories emphasizes various aspects of how employee engagement influence job performance in organizations.

2.2.1 Self-Determination Theory

The theory was developed by Deci and Ryan in 1985. The theory postulates that intrinsic motivation, autonomy, and competence drive human behavior and well-being. This theory provides a theoretical perspective that allows the examination of how employee empowerment can contribute to their engagement in the workplace. Self-determination theory, have three basic psychological needs: autonomy, competence, and relatedness. Individuals' intrinsic need for freedom and power in directing their own activities and decisions is referred to as autonomy (Deci & Ryan, 1985). Competence includes the

desire to feel capable and competent at work and in one's own responsibilities. Relatedness refers to the desire to connect with others and to maintain meaningful relationships (Deci & Ryan, 2000).

The Self-Determination Theory (SDT) has been criticized for a narrow focus on internal motivation that fails to account for the impact of extrinsic factors that might also influence engagement (Gagné & Deci, 2005). Furthermore, SDT shows a disregard for contextual factors that influence engagement, such as job design, leadership styles, corporate culture, and social support (Rich, Lepine, & Crawford, 2010). Another issue is the lack of clear practical guidance on how to implement effective engagement tactics (Baard, Deci & Ryan, 2004). Additionally, SDT's limited scope may fail to capture the intricate and multifaceted nature of engagement, thereby omitting critical components that contribute to employees' overall experience (Saks, 2006). As a result, it is critical to supplement SDT with other theoretical frameworks, models, and empirical evidence to establish a more comprehensive knowledge of employee engagement and devise effective solutions that consider the broader contextual elements.

Self-determination theory is relevant to studies exploring the relationship between employee engagement and job performance as it delves into the role of intrinsic and extrinsic motivation in driving human behavior. Within the workplace context, SDT posits that fulfilling intrinsic needs for competence, relatedness, and autonomy fosters optimal development and function, thus, potentially leading to increased employee engagement and, subsequently, improved job performance. Studies integrating SDT into employee engagement research assert that when employees' psychological needs are satisfied, they are more likely to be engaged and perform better in their jobs.

Consequently, organizations applying principles from SDT can foster environments that support these inherent psychological needs, promoting higher levels of employee engagement and improved job performance outcomes.

2.2.2 Social Exchange Theory

Social exchange theory (SET) was developed by Homans in 1964. The theory predicts that people participate in a process by weighing the benefits and drawbacks of their interactions with others. Employees' job performance improves when they feel fairness, trust, and positive social exchanges in their work relationships. Reciprocity is an important part of social exchanges because employees who feel that their efforts are rewarded, recognized, and supported are more driven and likely to perform better (Eisenberger et al., 1986). Employees who trust their superiors, coworkers, and organization are more likely to engage in cooperative conduct (Dirks & Ferrin, 2001). SET emphasizes the importance of reciprocity, trust, and perceived justice in workplace social exchanges, which contribute to employee motivation, engagement, and overall increased job performance.

However, it is critical to understand SET's limitations in this situation. One shortcoming is that SET focuses solely on economic and transactional interactions, ignoring the broader range of social exchanges that might occur in the workplace (Emerson, 1976). Furthermore, SET does not adequately account for the impact of individual variations, such as personality traits and values, on job performance (Liden, Wayne, & Sparrowe, 2000). SET lacks particular instructions on how to successfully manage social exchanges to improve job performance and workplace behavior, limiting its practical usefulness (Cropanzano, Anthony, & Hall, 2017). Finally, SET may oversimplify social interaction

complexity and fail to convey the changing character of social exchange relationships (Molm, 2003). To solve these limitations, it is necessary to supplement SET with other theories and take a larger view that considers a broader range of social contacts and their impact on job performance.

Social Exchange Theory is pertinent in studies of employee engagement and job performance as it posits that relationships, formed through a series of interactions, are based on mutual exchange of benefits, typically guided by considerations of rewards and costs. In the context of the workplace, employees perceive their contributions, efforts, and performance as investments and expect reciprocal actions from their employers in the form of recognition, fair treatment, and other benefits. This theory can help in understanding that when employees feel valued and fairly treated, they are likely to be more engaged, exhibit increased job satisfaction, and show enhanced performance. Hence, Social Exchange Theory provides a valuable framework for investigating the dynamic interplay between employee engagement and job performance, highlighting the significance of reciprocal and positive employer-employee relationships in promoting organizational success.

2.3 Employee Engagement and Job Performance

Empirical studies done in the past explored herein indicate the relationship between Employee Engagement and Job Performance. For example, Mbae (2014) did a Descriptive Census Survey on perceived relationship between employee engagement and employee performance in Kenya medical training college headquarters. The study found a strong relationship between employee engagement and employee performance. However, this study finding did not study the Nursing profession, the findings cannot be

generalized for the present study. The present study looked at the effects of employee engagement on the job performance among Nurses in AMI Expeditionary to fill this gap. Mudany, Awuor, Aosa, and Ogutu (2021) investigated the relationship between employee engagement, motivation, and performance at the Kenyan Electric Power Generation Company. The study adopted the descriptive research design. The study showed that Staff motivation had an enhancing mediating effect on employee engagement since it improved employee connection thereby improving the employer reputation. However, there were contextual differences as the studies reviewed were based in the context of KenGen research and not the healthcare setting. The present study therefore examined the effects of employee engagement on the job performance among Nurses in AMI Expeditionary to fill this gap.

Nkansah, Gyimah, Sarpong and Annan (2023) carried out a study on the Effect of Employee Engagement on Employee Performance in Ghana's MSMEs Sector during COVID-19. They used a Cross-sectional approach and a questionnaire with closed-ended questions. The study found that Increasing Employee Engagement among employees during a pandemic is critical for organizations to ensure the sustainability of their businesses. The gap in the study found that using the Regression analysis model, job demands were found to have insignificant effects on employee engagement.

Moletsane et al (2019) carried out a cross sectional study on the relationship between employee engagement and organizational productivity of sugar industry in South Africa: the employees' perspective. According to the findings of the study, the sugar factory has a properly engaged staff. Personal feelings, work environment, communication, leadership, and commitment were some of the major elements impacting employee

engagement. However, personal feelings had a significant impact on their participation. There were contextual differences as the studies reviewed were based in the context.

Harter et al. (2002), used meta-analysis to examine the relationship at the business-unit level between employee satisfaction-engagement and the business-unit outcomes of customer satisfaction, productivity, profit, employee turnover, and accidents. Employee engagement and work performance were found to have a substantial positive link, implying that engaged individuals are more likely to contribute to favorable business outcomes. However, this study did not provide a full review of the meta-analysis. The present study therefore used a cross-sectional research design to address this gap.

Bakker and Demerouti's (2008) study entitled towards a model of engagement found a positive relationship between employee engagement and performance. The study acknowledged the need of considering contextual elements that may influence the relationship between work engagement and job performance. Different work environments, company cultures, and job features may interact with employee engagement in unexpected ways, and investigating these contextual aspects can help improve understanding of the relationship.

2.4 Summary of Reviewed Literature and Research Gaps

This study discovered several knowledge gaps. These knowledge gaps were identified by a review of the literature on several studies demonstrating the relationship between the variables used in this study, namely Employee Engagement and Job performance.

Table 2.1: Summary of Literature and Gaps in Research

Previous Research	Focus of Previous Study	Methodological Approach	Finding	Gaps in Research
Mbae (2014)	Perceived relationship between employee engagement and employee performance in Kenya medical training college headquarters	Descriptive Census Survey	Positive relationship between Employee Engagement and Performance	The findings of the study cannot be applied to all organizations.
Mudany, Awuor, Aosa, and Ogutu (2021)	Relationship between employee engagement, motivation, and performance at the Kenyan Electric Power Generation Company (KENGEN)	Descriptive research design	Staff motivation had an enhancing mediating effect on employee engagement	Contextual differences in the Study
Nkansah, Gyimah Sarpong and Annan. (2023)	The Effect of Employee Engagement on Employee Performance in Ghana's MSMEs Sector during COVID-19	Cross-sectional approach and a questionnaire with closed-ended questions	Increasing EE among employees during a pandemic is critical for organizations to ensure the sustainability of their businesses	Using the Regression analysis model, job demands were found to have insignificant effects on employee engagement
Moletsane et al (2019)	The relationship between employee engagement and organizational productivity of sugar industry in South Africa : the employees' perspective	Cross-sectional design	Employee engagement is influenced by personal feelings, work environment, communication, leadership, and commitment.	Contextual differences in the Study

Harter, Schmidt, and Hayes (2002).	Employee Engagement, Satisfaction, and Business-Unit-Level Outcomes: A Meta-Analysis	Meta-analysis	Employee engagement and work performance were found to have a substantial positive link	The study did not provide a full review of meta-analysis
Bakker and Demerouti (2008)	Towards a model of work engagement	Qualitative and quantitative studies	Engaged workers are more creative, productive, and willing to go the extra mile.	Further consideration on the contextual elements

Source: Researcher, (2023)

2.5 Conceptual Framework

According to Creswell (2014), conceptual framework explains the main things to be studied—the key factors, concepts, or variables—and the assumed relationships between them, either graphically or narratively. The conceptual model of this study was summarized below.

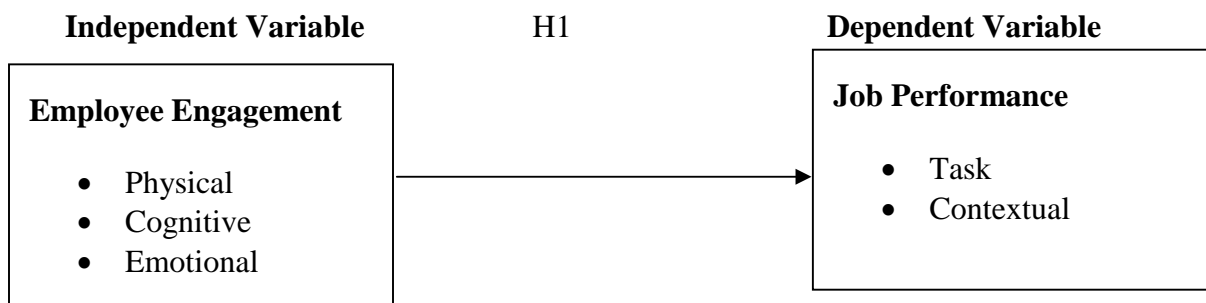


Figure 2.1: Contextual Framework

Source: Researcher, (2023)

2.6 Study Hypotheses

H₀₁: Employee Engagement Does Not Influence Job Performance Among Nurses in AMI

Expeditionary.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter illustrates the methodological approaches used by the current study to achieve research objectives. As a result, it includes the research design, study population, sample design, data collecting, and data analysis.

3.2 Research Design

The research design was a cross-sectional descriptive survey. Cross-sectional studies provide insight into the current situation and the cause and effect of study phenomena. Nurses were the unit of analysis for this study, using structured questionnaires to collect data. According to Gall et al. (2007), a cross-sectional descriptive survey design enables researchers to collect data on variables of interest from multiple individuals or units within a population or sample at the same time, resulting in a snapshot of the population's traits or opinions.

The cross-sectional descriptive design was chosen on the basis that it facilitates gathering information as it occurs and aids in acquiring both quantitative and qualitative data at a single moment in time. Furthermore, this approach was recommended for the current study since it enables summarizing, interpreting, and presenting the obtained data in tables, charts, and graphs.

3.3 Population of the Study

Babbie (2020) refers to study population as the entire group of individuals, objects, or events that the researcher wishes to investigate, from which a sample is selected. The study was focused on the Nurses in the organization which comprises 55 Nurses in AMI

Expeditionary which was the unit of analysis. The study adopted a census design due to the small number of the population of the study. A census is a complete count of a given population in a given area at a given time Guest et al. (2012).

3.4 Data Collection

The research used primary data sources. Data was acquired using a standardized questionnaire that was sent by email to respondents as the main method of gathering primary data. The respondents comprised of Nurse Supervisors and Registered Nurses in the organization. The questionnaire was adapted from the literature and refined to match the study's aims. The questionnaire statements were provided in a five-point Likert scale manner, with 5 indicating a very wide extent and 1 indicating a very little degree.

The questionnaire had three parts, and the respondents were required to show their level of acceptance with the statements. Part A- showed statements of demographic characteristics of the respondents on Age, Gender and Education level. Part B- showed statements about Employee Engagement. The specific data that was collected on this section comprises of statements on Physical Engagement, Cognitive Engagement and Emotional Engagement. Part C- showed statements about Job Performance. The specific data that was collected in this section comprised of statements on Task Performance and Contextual Performance.

3.5 Data Analysis

Data was analyzed using regression models to determine the nature of the correlation that can be observed between employee engagement and job performance among Nurses in AMI Expeditionary. The study used descriptive statistics such as mean, frequency,

percentages, and standard deviation. Regression analysis was used to assess the effect of employee engagement on the Job performance of Nurses in AMI Expeditionary.

Gujarati and Porter (2010) posit that regression analysis is a statistical technique for determining the connection between one or more independent variables and a dependent variable. It gives information on the relationship's strength, direction, and significance, allowing for the prediction or explanation of the dependent variable. This study adopted regression analysis to predict a causal relationship that exists between the independent variable (employee engagement) and dependent variable (Job Performance).

The regression equation used was as follows:

$$Y = B_0 + BX + \epsilon$$

Whereby

Y = Job Performance

X = Employee Engagement

B= Beta Coefficient

ϵ = error terms

3.6 Operationalization of Study Variables

The process of translating abstract concepts or constructs into observable and measurable variables is known as operationalization. It entails specifying the indicators or measures that will be used to evaluate the construct in a research study. Leedy and Ormrod (2014).

Table 3.1: Operationalization of the Study Variables

Variables	Variable Type	Measurement of Variables	Indicators	Measurement	Data Collection Method	Related Literature
Job Performance	Dependent Variable	Task	Quality of Output Goal Completion Stakeholder satisfaction	Likert Scale	Questionnaire	Campbell(1990)
		Contextual	Proactive contribution Collaboration and cooperation Organizational citizenship Continuous learning and development	Likert Scale	Questionnaire	Crant (1995) Sonnentag & Frese(2002)

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter primarily presents the analysis of the data collected, the results and the discussion of findings where the current study findings are compared with previous studies. Specifically, the chapter covers the response rate, the descriptive analysis, correlation and regression analysis conducted to achieve the objective of this research study.

4.2 Response Rate

The researcher issued 55 questionnaires to nurse supervisors and registered nurses at AMI Expeditionary. All the 55 administered questionnaires were completed, filled out, and returned giving a response rate of 100%. As per Babbie (2020), a study that has achieved a response rate of 70% should be considered adequate for data analysis and inference. The study's findings are displayed in table 4.1 below.

Table 4.1: Response Rate

Response Rate	Frequency	Percentage
Returned	55	100
Unreturned	0	0
Total	55	100

Source: Field Data (2023)

From Table 4.1, it was deduced that the study achieved 100% response rate. This implied that the data that was collected for the study was sufficient for analysis, interpretation and inference.

4.3 Reliability Test

Testing for reliability of a questionnaire is essential to ensure that the questionnaire consistently measures what it intends to measure. Reliability assesses the degree to which a measurement instrument, in this case a questionnaire, produces consistent and dependable results. It provides an indication of the instrument's stability and consistency over time, across different samples, and among different raters or observers. The questionnaire items in this study were subjected to reliability tests which were done using Cronbach's Alpha. Generally, a Cronbach Alpha greater than 0.7 implies that the questionnaire is internally consistent. The results are as depicted in Table 4.2.

Table 4.2 Reliability Results

Variables	No. of Items	Cronbach's Alpha	Critical Value	Conclusion
Employee engagement	10	0.878	0.7	Reliable
Job performance	8	0.872	0.7	Reliable

Source: Research Data (2023)

The Table 4.2 outcomes indicated a relatively high degree of consistency in the variables. Employee engagement returned the highest alpha of 0.878 while job performance variable had 0.872. The two variables had alpha way above the 0.7 recommended by Guest et al. (2012) and therefore a conclusion was made that the questionnaire was reliable.

4.4 Demographic Analysis

The study aimed at understanding the general features of the respondents that were being surveyed. To gather these characteristics, the study collected background information in

regards to gender, age and education level. The data was analysed and relayed in form of tables.

4.4.1 Gender Representation

The target respondents were requested to state their gender. The results are mentioned in Table 4.3.

Table 4.3: Gender Distribution

Gender	Frequency	Percentage
Male	28	50.9%
Female	27	49.1%
Total	55	100%

Source: Research Data (2023)

Table 4.3 shows the gender distribution of the 55 nurses who participated in a study on the effect of employee engagement on job performance at AMI Expeditionary Health Care. There are 28 male nurses (50.9%) and 27 female nurses (49.1%). This is a very close to even gender split, with only a slight majority of male nurses. The gender distribution of the nurses in this study suggests that AMI Expeditionary Health Care is committed to creating a diverse and inclusive workplace. This is important because diversity in the workplace can lead to better decision-making and improved patient care.

4.4.2 Age of the Respondents

The study sought to establish the age of the respondents involved in this research. Understanding the age of the respondents is important as someone's age can influence their response to study. Table 4.4 displays that the majority of nurses (60%) are between the ages of 31 and 50, with 41.8% in the 31-40 age group and 38.2% in the 41-50 age group. 20% of nurses are below the age of 30. The age distribution of the nurses in this

study suggests that AMI Expeditionary Health Care is a good place to work for nurses of all ages, but it may be especially appealing to younger nurses.

Table 4.4: Respondents’ Age Composition

Age	Frequency	Percentage
Below 30 years	11	20%
31-40 years	23	41.8%
41-50 years	21	38.2%
Total	55	100%

Source: Research Data (2023)

4.4.3 Highest Education Level

The target respondents were asked to indicate their highest educational level. The results are shown in Table 4.5.

Table 4.5: Distribution of Respondents by Highest Level of Education

Education	Frequency	Percentage
Certificate/Diploma	11	20%
First Degree	38	69.1%
Masters	6	10.9%
Total	55	100%

Source: Research Data (2023)

Table 4.5 shows the educational attainment of the 55 nurses who participated in a study on the effect of employee engagement on job performance at AMI Expeditionary Health Care. The majority of nurses (69.1%) have a first degree, while 20% have a certificate or diploma and 10.9% have a master's degree. This suggests that AMI Expeditionary HealthCare is able to attract and retain nurses with a high level of education. The high level of education among nurses at AMI Expeditionary Health Care is important because it can lead to improved patient care. Nurses with a higher level of education are more likely to be up-to-date on the latest medical practices and procedures, and they are also more likely to be able to think critically and make sound clinical decisions.

4.5 Descriptive Statistics of Study Variables

This section discusses the descriptive analysis of the variables used in the study. The findings shown in this section, are summarized data sets that represent the effect of employee engagement on job performance among nurses. Respondents' views were analyzed based on the Likert scale ranging from 1 to 5. The mean scales are highlighted below.

0 to 1.5= Very Low

1.5 to 2.5=Low

2.5 to 3.5=Moderate

3.5 to 4.5=Large

4.5 to 5=Very Large

Results of the analyses were presented as mean scores, standard deviations (SD).

In the standard deviations < 1 statement means that the statement is generally agreeable and speaks to majority of the respondents.

>1 means that the respondents do not agree on the statement.

4.5.1 Employee Engagement

Table 4.6 presents descriptive statistics for different aspects of employee engagement among 55 nurses at AMI Expeditionary Healthcare in Kenya. Regarding physical engagement indicators, the statement that my work life balance is fulfilling scores a mean of 2.93, SD 0.71. This implies that majority of the respondents moderately agreed with the statement. The statement that I do arrive at work on time and stick to my work schedule scores a mean of 3.69, SD 0.93. This indicates that majority of the respondents

largely agreed with the statement. The statement that I do experience challenges in completing tasks within the allocated timeframes/shift had a mean score of 2.11, SD 1.11. This indicates that the majority of respondents lowly agreed that they experience challenges in completing tasks within the set timeframes. However, the higher standard deviation suggests that the respondents do not agree on the statement.

Table 4.6: Descriptive Statistics for Employee Engagement

Statements	N	Mean	Std. Dev
Physical engagement			
My current work life balance is fulfilling	55	2.93	0.71
I do arrive at work on time and stick to my work schedule	55	3.69	0.93
I do experience challenges in completing tasks within the allocated timeframes/shift	55	2.11	1.11
Cognitive engagement			
When faced with a pertinent issue I do actively seek out alternative perspectives and ideas to explore different points of view	55	3.75	1.03
I am confident in expressing your thoughts and views during group discussions or meetings	55	3.60	1.07
I am fully engaged and focused on my work tasks without getting easily distracted	55	3.67	0.97
Emotional engagement			
I am excited about my work	55	3.75	1.05
I do maintain a positive attitude even in challenging or stressful situations	55	3.69	0.99
I am open to receiving feedback and constructive criticism to improve performance.	55	4.05	0.96
I do feel encouraged and supported to express your emotions and feelings at work	55	3.16	0.97
Overall mean Score	55	3.42	0.62

Source: Field Data (2023)

Regarding cognitive engagement indicators, the statement that when faced with a pertinent issue, I do actively seek out alternative perspectives and ideas to explore different points of view had a mean of 3.75, SD 1.03. This shows that the majority of the

nurses largely agreed that they seek alternative perspectives when faced with challenges. However, the SD also that the respondents do not agree on the statement. The statement that I am confident in expressing my thoughts and views during group discussions or meetings had a mean score of 3.60, SD 1.07. This indicates that the majority of respondents largely agreed they feel confident in expressing their views during group settings, although the higher SD indicates that the respondents do not agree on the statement. The statement that I am fully engaged and focused on my work tasks without getting easily distracted had a mean of 3.67, SD 0.97. This indicates that the majority of respondents largely agreed that they feel engaged and focused on their work.

In terms of emotional engagement indicators, the statement that I am excited about my work had a mean score of 3.75, SD 1.05. This suggests that the majority of respondents largely agreed that they feel excitement about their work, though the high standard deviation suggests that the respondents do not agree on the statement. The statement that I do maintain a positive attitude even in challenging or stressful situations had a mean of 3.69, SD 0.99. This indicates that majority of respondents largely agreed that they maintain a positive attitude during challenges, but there is slight variation in the level of agreement. The statement that I am open to receiving feedback and constructive criticism to improve performance had a mean score of 4.05, SD 0.96. This reveals that respondents largely agreed that they are open to feedback. The statement that I do feel encouraged and supported to express my emotions and feelings at work had a mean score of 3.16, SD 0.97. This suggests that the respondents moderately agreed that they feel encouraged to express their emotions at work.

The overall mean score for employee engagement is 3.42 with a standard deviation of 0.62, indicating a moderate level of agreement in regards to employee engagement at AMI Expeditionary Healthcare in Kenya.

4.5.2 Job Performance

Table 4.7 represents the descriptive statistics pertaining to job performance among the 55 nurses.

Table 4.7: Descriptive Statistics for Job Performance

Statements	N	Mean	Std. Dev
Task Performance			
I do frequently fulfill or exceed the goals and objectives established for your work	55	3.87	0.79
I do solicit feedback from stakeholders (e.g., clients, coworkers, and supervisors) to gauge their level of satisfaction with your work	55	3.44	1.00
I do believe that your work output meets or exceeds the required standards and expectations	55	3.69	0.89
Contextual Performance			
I do go beyond my current responsibilities to take on jobs or projects	55	3.75	1.07
I am willing to share knowledge, experience, or resources with coworkers to help them or the project as a whole	55	4.13	1.10
How comfortable are you working collaboratively as part of a team?	55	4.09	0.98
How devoted are you to the organization's performance and goals?	55	4.11	1.00
Do you actively seek out new learning opportunities to improve your knowledge and abilities in your line of work?	55	4.16	1.06
Overall Mean Score	55	3.86	0.73

Source: Field Data (2023)

Regarding task performance, the statement that I do frequently fulfill or exceed the goals and objectives established for my work had a mean score of 3.87, SD 0.79. This indicates that respondents largely agreed that they often fulfill or exceed their work goals and

objectives. The statement that I do solicit feedback from stakeholders (e.g., clients, coworkers, and supervisors) to gauge their level of satisfaction with my work had a mean of 3.44, SD 1.00. This suggests that respondents moderately agreed that they actively seek feedback from stakeholders about their work. The statement that I do believe that my work output meets or exceeds the required standards and expectations had a mean score of 3.69, SD 0.89. This demonstrates that respondents largely agreed that they believe their work meets or even surpasses the set standards and expectations.

In terms of contextual performance, the statement that I do go beyond my current responsibilities to take on jobs or projects had a mean score of 3.75, SD 1.07. This suggests that respondents largely agreed that they often go above and beyond their duties. However, the SD indicates that the respondents do not agree with the statement. The statement that I am willing to share knowledge, experience, or resources with co-workers to help them or the project as a whole had a mean of 4.13, SD of 1.10. This indicates that respondents largely agreed that they are open to sharing knowledge and resources with their peers. The SD indicates that the respondents do not agree on the statement. For the statement that I am comfortably working collaboratively as part of a team had a mean score of 4.09, SD 0.98. This implies that respondents largely agreed that they are comfortable working in a team setting. For the statement that I am devoted to the organization's performance and goals had a mean score of 4.11, SD 1.00. This indicates that respondents largely agreed that they are dedicated to the organization's goals and performance.

The statement that I actively seek out new learning opportunities to improve my knowledge and abilities in my line of work had a mean score of 4.16, SD 1.06. This

indicates that respondents largely agreed that they actively seek learning opportunities related to their job. The high standard deviation indicates that the respondents do not agree on the statement. The overall mean score for job performance is 3.86 with a standard deviation of 0.73. This suggests that the nurses at AMI Expeditionary Healthcare in Kenya are largely performing well in their roles.

4.6 Inferential Statistics

This section presents the findings for both correlation and regression analysis.

4.6.1 Correlation Analysis

To ascertain the type and degree of the connection between the studied variables, correlation analysis was conducted. In this research, the correlation between the study variables was determined using the Karl Pearson correlation coefficient. The outcomes are summarized in Table 4.8.

Table 4.8: Correlation Results

		Job performance	Employee engagement
Job performance	Pearson Correlation	1	.826**
	Sig. (2-tailed)		.000
Employee engagement	Pearson Correlation	.826**	1
	Sig. (2-tailed)	.000	

** . Correlation is significant at the 0.01 level (2-tailed).
 b. Listwise N=55

Source: Field Data (2023)

The correlation results in Table 4.8 reveal a strong and significant positive correlation between job performance and employee engagement ($r = .826$, $p < .01$, $N = 55$). This high correlation coefficient indicates that as levels of employee engagement increase, there is a corresponding increase in job performance among the nurses at AMI

Expeditionary Healthcare, Kenya. The p-value of .000 signifies that this correlation is statistically significant at the 0.01 level, lending substantial empirical support to the premise that enhancing employee engagement can potentially lead to improved job performance within this context.

4.6.2 Regression Analysis

The study utilized regression analysis in determining if a linear link existed between employee engagement practices and job performance. The model summary, ANOVA, and coefficients tables present the analysis' findings. The model summary explains how much variation in the dependent variable is due to the independent variables fitted in the model. The ANOVA table checks if the model fit is statistically significant in predicting the dependent variable and the coefficient table quantifies the magnitude of the association between the variables. The findings of the study are shown in the tables below.

Table 4.9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.826 ^a	.682	.676	.419933220886647

a. Predictors: (Constant), Employee engagement

Source: Field Data (2023)

The model summary (Table 4.9) provides a snapshot of the regression analysis between employee engagement and job performance. The R-value of .826 signifies a strong linear relationship between the two variables. The R Square (or coefficient of determination) value of .682 indicates that approximately 68.2% of the variability in job performance

can be explained by employee engagement. The Adjusted R Square, which accounts for the number of predictors in the model and sample size, is slightly lower at .676 but still confirms that a substantial portion of the variance in job performance is attributed to employee engagement.

Table 4.10 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.064	1	20.064	113.779	.000 ^b
	Residual	9.346	53	.176		
	Total	29.410	54			

a. Dependent Variable: Job performance
b. Predictors: (Constant), Employee engagement

Source: Field Data (2023)

Table 4.10 (ANOVA) tests the hypothesis that the regression model predicts the dependent variable (job performance) better than using the mean of the dependent variable. The F-value of 113.779 is significantly high, and with a p-value of .000, this model is statistically significant at predicting job performance based on employee engagement. This implies that the regression model is fit for making predictions and is statistically better than no model.

Table 4.11 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.549	.315		1.741	.087
	Employee engagement	.969	.091	.826	10.667	.000

a. Dependent Variable: Job performance

Source: Field Data (2023)

The coefficients table (Table 4.11) provides further detail about the regression equation. The unstandardized coefficient (B) for employee engagement is .969, which means that for every one-unit increase in employee engagement, there's an estimated increase of .969 units in job performance, holding all other variables constant. With a t-value of 10.667 and a corresponding p-value of .000, employee engagement is found to be a statistically significant predictor of job performance.

From the table 4:11 the following model has been developed;

$$Y = 0.549 + 0.969X$$

Where:

Y = Job performance,

X = Employee engagement

Interpretatively, a unit increase in employee engagement will lead to a 0.969 increase in job performance holding other factors constant.

4.7 Discussion of Findings

The significant positive correlation and the substantial proportion of variance in job performance explained by employee engagement in the present study resonate well with the Self-determination Theory. This theory, posited by Deci and Ryan, stipulates that conditions supporting the individual's experience of autonomy, competence, and relatedness foster the most volitional and high-quality forms of motivation and engagement for activities, including enhanced performance, persistence, and creativity. The nurses in the study likely experienced high levels of these three psychological needs, contributing to the observed high levels of engagement and subsequent job performance.

The research conclusions are also in agreement with a study by YuSheng and Ibrahim (2020) who investigated innovation adoption influence on performance of banks in Ghana. The research conclusions showed that organizational, product, process, and marketing innovations are the innovative dimensions that subsidize bank innovation. The study also showed a direct and positive link between the three types of innovation— product, marketing, and organizational—and bank performance. The study findings also concur with another study done by Chatzoglou and Chatzoudes (2018) who conducted a study to see how innovation can aid a company gain a competitive edge. The data was examined using the structural equation modeling technique in this empirical study. The results reveal that a firm's competitive positioning and innovation are directly linked.

The findings also align with the Social Exchange Theory, which suggests that the relationships employees build with their organization impact their level of engagement and their performance. When employees feel valued and supported, they are more likely to go above and beyond their basic job requirements, reciprocating the positive treatment they receive from the organization. This reciprocal relationship between the organization and its employees could explain the observed increase in job performance with higher employee engagement in the studied context.

When compared to the study conducted by Mbae (2014), which observed a strong relationship between employee engagement and performance, the findings from the present study further emphasize the universality of this relationship across different sectors, including healthcare. However, the distinction in context and profession addressed between the studies underscores the relevance of exploring this relationship

specifically within the nursing profession, as the present study does, to offer nuanced insights applicable to healthcare settings.

Mudany et al. (2021) elucidated how employee engagement is closely tied to staff motivation and, in turn, improves employer reputation within the Kenyan Electric Power Generation Company. The present study resonates with these findings, indicating that such a correlation can be translated into the healthcare sector, with the potential of exploring further contextual variations and intrinsic motivational elements specific to healthcare professionals.

Nkansah et al. (2023) and Moletsane et al. (2019) emphasized the critical role of employee engagement in organizational sustainability and productivity across different industries and contexts, including during pandemic situations and in the sugar industry. These cross-sectional studies illuminate various factors influencing employee engagement, such as personal feelings and work environment, reflecting the multi-faceted nature of employee engagement. However, the distinction in context underscores the importance of the present study in exploring and understanding these relationships within the specific framework of healthcare settings and nursing professionals.

The meta-analysis by Harter et al. (2002) and the study by Bakker and Demerouti (2008) both found a substantial positive link between employee engagement and performance, which is corroborated by the present study. The emphasis on contextual elements and the different interactions between work environments, company cultures, and job features with employee engagement highlighted in Bakker and Demerouti's study are especially relevant, emphasizing the need for ongoing, context-specific research to fully understand

the complexities and nuances of these relationships in various settings, including healthcare.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter entails summary of findings, conclusions, implications and finally recommendations. This section also includes the limitations and suggestions for future studies.

5.2 Summary of Findings

The main objective of the study was to determine the influence of employee engagement on Job Performance at AMI Expeditionary health care. The research was anchored on self-determination theory and supported by social exchange theory. A cross-sectional descriptive survey was utilized. The population of the study was the 55 nurse supervisors and registered nurses in the organization. All the 55 target respondents provided the required data for analysis. For data analysis, both descriptive and inferential analysis was performed and the findings are presented in this segment.

The descriptive results of this study on AMI Expeditionary Healthcare in Kenya reveal meaningful insights into employee engagement and job performance among the 55 nurse respondents. Employee engagement, assessed through physical, cognitive, and emotional facets reflected a moderately high level of engagement. Individual components, such as open receptiveness to feedback and constructive criticism and expression of thoughts during group discussions, scored particularly high, signifying employees' proactive involvement and emotional connection in the workplace. However, areas like work-life balance and completing tasks within allocated timeframes highlighted potential areas for

improvement indicating room for enhanced organizational support and resource allocation. Similarly, the job performance, encompassing task and contextual performance indicated a relatively high performance level among the respondents. The willingness to share knowledge and devotion to the organization's performance and goals scored notably high. However, soliciting feedback from stakeholders to gauge satisfaction with work had a lower score implying a possible area for enhancement in communication and feedback mechanisms. These results provide an intricate view of the varied dimensions of employee engagement and performance, pinpointing specific areas of strength and potential improvement within the organization.

The correlation analysis in this study presented a substantial positive relationship between employee engagement and job performance, with a Pearson correlation coefficient of .826, significant at the 0.01 level (2-tailed). This signifies a strong linear association between the variables, suggesting that higher levels of employee engagement are correlated with improved job performance among the nurses at AMI Expeditionary Healthcare, Kenya. The significance level of .000 indicates that the results are highly statistically significant, providing robust evidence for the relationship between employee engagement and job performance in this specific context.

The regression analysis in this study showcased that employee engagement significantly predicts job performance among the nurses at AMI Expeditionary Healthcare, Kenya. The model summary exhibited an R square value of .682, indicating that approximately 68.2% of the variability in job performance can be explained by employee engagement. The ANOVA results confirmed the model's statistical significance with an F-value of

113.779 and a significance level of .000. The coefficients table further quantified the relationship, displaying an unstandardized beta coefficient of .969, implying that for every one-unit increase in employee engagement, there is a corresponding .969-unit increase in job performance, holding all other variables constant. The significant t-value of 10.667 for employee engagement confirmed the predictor's significance in the model.

5.3 Conclusion of the Study

This study aimed to explore the effect of employee engagement on job performance among nurses at AMI Expeditionary Healthcare in Kenya. The results highlight a significant positive correlation between employee engagement and job performance, emphasizing the pivotal role of engagement in enhancing job outcomes. The aspects of employee engagement—physical, cognitive, and emotional, were found to be moderately high among the respondents, while the overall job performance also depicted high levels, implying a conducive work environment and effective role execution within the organization. However, certain aspects like maintaining work-life balance and efficient task completion within timeframes warrant organizational attention and improvement.

Regression analysis further corroborated the association, revealing that employee engagement can significantly predict job performance. This implies that initiatives and strategies aimed at bolstering employee engagement can potentially lead to improved job performance, thereby contributing to organizational success and employee well-being. Employee engagement was found to be crucial, and its enhancement could lead to optimizing task and contextual performance among the nursing staff, which is crucial in healthcare settings for the delivery of quality patient care.

Drawing from the self-determination theory and social exchange theory, the study supports the proposition that fulfilling intrinsic needs and fostering positive reciprocal relationships at the workplace can yield enhanced employee engagement and consequently, improved job performance. The findings align with several previous studies, emphasizing the universal importance of employee engagement across different sectors and geographical locations. However, the specific contextual elements, especially related to the healthcare sector in Kenya, provide unique insights and indicate the necessity for tailored interventions and strategies to address the distinct needs and challenges encountered by the nursing staff in such settings.

5.4 Recommendations of the Study

Based on the conclusive evidence and insights gleaned from this study, one principal recommendation is the strategic enhancement of employee engagement within AMI Expeditionary Healthcare, specifically targeting areas that showed lower mean scores, such as work-life balance and task completion within allocated timeframes. Implementing support structures, resources, and policies that address these challenges could significantly impact overall engagement levels, fostering a conducive and supportive work environment. Aligning with self-determination theory, it is crucial to address the intrinsic needs of the employees, promoting autonomy, competence, and relatedness to fuel higher levels of engagement and satisfaction among the nursing staff.

Furthermore, an organizational culture that encourages continuous learning, feedback, and open communication can enhance cognitive and emotional engagement, leading to enriched job performance. It is recommended that the organization fosters a supportive environment where feedback and constructive criticism are valued, and employees feel

encouraged and supported to express their thoughts, emotions, and ideas. Emphasizing shared values and goals, promoting collaboration and knowledge sharing, and recognizing and rewarding high performance and commitment can boost the sense of belonging and purpose among the employees, reinforcing their emotional attachment and devotion to the organization and its objectives.

Given the substantial role of employee engagement in determining job performance, it is also recommended to institutionalize regular assessments and surveys to monitor employee engagement levels and identify any emerging needs or areas of concern promptly. This proactive approach can facilitate timely interventions and adjustments, ensuring sustained high levels of engagement and performance. Tailoring strategies and interventions to address the unique needs and preferences of the nursing staff in the context of healthcare in Kenya can optimize the impact and relevance of these initiatives, contributing to the well-being and fulfillment of the employees and the overall success and effectiveness of the organization.

Finally, considering the diversified nature of work settings and organizational cultures, future studies may explore the dynamics of employee engagement and job performance in varied contexts and professional fields, focusing on the influence of contextual elements and the customization of engagement-enhancing strategies to suit specific organizational climates and workforce characteristics. This approach would help in deriving more generalized and universally applicable insights and strategies, catering to a broader spectrum of organizational settings and professional domains.

5.5 Limitations of the Study

One limitation encountered in this study was the potential for response bias, which is common in survey-based research. Given that the respondents were all nurses working for AMI Expeditionary Healthcare in Kenya, there might have been a tendency to provide socially desirable responses or perceptions that align with the organizational norms and expectations. To mitigate this limitation, the study ensured the anonymity and confidentiality of the responses, clarifying to the respondents that their inputs were solely for research purposes and would have no repercussions on their job status or relationships within the organization. This approach aimed to foster a sense of security and honesty among the participants, enabling them to express their true perceptions and experiences.

Another limitation was the confined scope of the study to one healthcare organization in Kenya, which limits the generalizability of the findings to other organizations, sectors, or geographical locations. To address this, the study meticulously contextualized its findings, emphasizing the specific organizational and geographical setting, and clearly stated that the conclusions drawn are predominantly applicable to similar contexts and should be generalized with caution to different settings. However, the study also related its findings to existing literature and theories, providing a broader perspective and enabling comparisons and contrasts with other studies in diverse contexts.

Another limitation involved the cross-sectional nature of the study, which provides a snapshot of the relationship between employee engagement and job performance at a particular point in time. This approach lacks the depth and continuity of longitudinal studies and is unable to capture the evolving dynamics and causal relationships between the variables over time. To counterbalance this limitation, the study incorporated a

comprehensive literature review and theoretical framework, drawing on established theories and empirical studies to interpret the findings and infer plausible causal relationships and underlying mechanisms. The study also recommended future longitudinal and experimental research to delve deeper into the causal pathways and dynamic interactions between employee engagement and job performance.

5.6 Suggestions for Further Research

Given the constraints and insights of this study, future research could explore the multilayered aspects of employee engagement and job performance in a more diverse and representative sample, encompassing various sectors, organizational types, and geographical locations. Such an approach would facilitate the derivation of more generalized and universally applicable insights and strategies, aiding a broader range of organizations in enhancing engagement and performance. Comparative studies between different sectors, especially contrasting corporate and healthcare settings, could unearth sector-specific dynamics and requirements, allowing for the development of tailored engagement-enhancing strategies.

To address the limitations of a cross-sectional approach, subsequent research endeavors could employ longitudinal and experimental study designs to track the temporal evolution of employee engagement and its impact on job performance. Longitudinal studies could offer richer, more nuanced insights into the causal relationships and underlying mechanisms between engagement and performance, shedding light on the temporal dynamics and the potential for reciprocal influences over time. Experimental designs could enable the manipulation of engagement-related variables, providing empirical

evidence of causality and unveiling the effectiveness of various engagement-enhancing interventions and strategies.

Further, considering the integral role of contextual elements highlighted in this study, future research should delve deeper into the interactions between organizational culture, work environment, leadership styles, and employee engagement. Investigating the moderating and mediating effects of these contextual factors can help elucidate the conditions and mechanisms that optimize the relationship between employee engagement and job performance. Studies exploring the role of individual differences, such as personality traits, values, and motivations, could also provide valuable insights into the personal determinants of engagement and their interactions with organizational and job-related factors.

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APPENDICES

Appendix I: Research Questionnaire

PART A: DEMOGRAPHIC INFORMATION

1. Kindly provide your Gender: Male Female others (specify) -----

2. Kindly tick your Age bracket: below 30 years 30-40 41-50 50-60 Over 60

3. Kindly state your highest education level: Doctorate ; Master’s Degree ; First Degree Certificate/Diploma Secondary education Primary education and below

PART B: EMPLOYEE ENGAGEMENT

Kindly choose the statement that is true about you. Tick the box that is relevant to your case

Physical Engagement

No	Measures	Ratings				
	Physical Engagement Statement	Very large extent [5]	Large extent [4]	Moderate extent [3]	Small extent [2]	Very small extent [1]
1	My current work life balance is fulfilling					

2	I do arrive at work on time and stick to your work schedule					
3	I do experience challenges in completing tasks within the allocated timeframes/shift					
No	Cognitive Engagement Statement					
1	When faced with a pertinent issue I do actively seek out alternative perspectives and ideas to explore different points of view					
2	I am confident in expressing your thoughts and views during group discussions or meetings					
3	I am fully engaged and focused on my work tasks without getting easily distracted					
No	Emotional Engagement Statement					
1	I am excited about my work					
2	I do maintain a positive attitude even in					

	challenging or stressful situations					
3	I am open to receiving feedback and constructive criticism to improve performance.					
4	I do feel encouraged and supported to express your emotions and feelings at work					

PART B: JOB PERFORMANCE

Kindly choose the statement that is true about you. Tick the box that is relevant to your case

No	Measures	Ratings				
	Task Performance Statement	Very large extent [5]	Large extent [4]	Moderate extent [3]	Small extent [2]	Very small extent [1]
1	I do frequently fulfill or exceed the goals and objectives established for your work					
2	I do solicit feedback from stakeholders (e.g., clients,					

	coworkers, and supervisors) to gauge their level of satisfaction with your work					
3	I do believe that your work output meets or exceeds the required standards and expectations					
No	Contextual Performance Statement					
1	I do go beyond my current responsibilities to take on jobs or projects					
2	I am willing to share knowledge, experience, or resources with coworkers to help them or the project as a whole					
3	How comfortable are you working collaboratively as part of a team?					
4	How devoted are you to the organization's					

	performance and goals?					
5	Do you actively seek out new learning opportunities to improve your knowledge and abilities in your line of work?					


END

Appendix II: NACOSTI Permit

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This is to Certify that Ms. Belinda Sheila Nekesa of University of Nairobi, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: Effect of Employee Engagement on Job Performance Among Nurses at Ami Expeditionary for the period ending : 09/November/2024.

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