

Employee Experience and Organizational Resilience in Ghanaian Firms: The Mediating Role of Employee Engagement

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ABSTRACT

This study examines how employee experience (EX) enhances organizational resilience in Ghanaian businesses with focus on the mediating role of employee engagement. While earlier research has substantiated the importance of structural determinants of resilience, this article addresses an essential research gap by examining the human resource side of resilience in a developing African economy. With a quantitative design, we sampled 650 employees from two big Ghanaian organizations a bank (GCB) and an industry (VALCO). Structural equation modelling (SEM) was employed to confirm the hypothesized relationships, including the mediating role of engagement. The results confirm that: (1) EX has a significant positive effect on organizational resilience ($\beta = 0.42, p < .001$); (2) EX has a very strong prediction of employee engagement ($\beta = 0.57, p < .001$); (3) engagement contributes to building resilience ($\beta = 0.38, p < .001$); and (4) engagement partially mediates the EX-resilience relationship (indirect effect = 0.22, $p = .002$). The model also had a very good fit ($CFI = 0.94, RMSEA = 0.06$), and the findings were similar in both organizations. The findings suggest that HR practices of Ghanaian firms must rethink EX investments as interventions to enhance resilience instead of as retention tools. Organizations are advised to incorporate measures of engagement into risk assessment and prioritize leadership behaviours promoting both EX and engagement as most critical. While earlier research has substantiated the importance of structural determinants of resilience, this article addresses an essential research gap by examining the human resource side of resilience in a developing African economy. The findings suggest that HR practices of Ghanaian firms must rethink EX investments as interventions to enhance resilience instead of as retention tools.

Keywords: Employee experience, employee engagement, organizational resilience, Ghana, structural equation modelling, emerging markets

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1.0 Introduction

Organizational resilience is becoming a central source of concern among organizations in Ghana, especially owing to the vulnerability of the nation to perennial economic crises, routine power outages, and disruptions at the world level such as the COVID-19 pandemic. Although there is increased awareness of employee experience (EX) as a key driver of organizational performance, most firms in Ghana are still grappling with the implementation of EX as a

valuable strategic weapon in developing crisis resilience. One of the key issues is the dominant EX initiatives at these firms that are prone to concentrating on superficial benefits such as flexible working hours or office amenities, without generating the deeper levels of employee engagement essential to maintaining performance and flexibility during crisis (Adjei, 2023). This stark EX execution shortfall leaves organizations extremely susceptible during disruptions, as disengaged employees demonstrate a much lower inclination toward proactive problem-solving and

organizational commitment, both of which are critical to ensure business continuity and survival (Owusu-Ansah et al., 2021).

The challenge of creating organizational resilience via employee experience is also made more complex by other structural aspects of Ghana's business environment. For one, endemic employee disengagement has caused the loss of massive talent, especially in strategic sectors like banking, healthcare, and manufacturing, where competent staff are increasingly looking for opportunities outside the country (Adjei, 2023). Secondly, many Ghanaian companies continue to have reactive, ad-hoc crisis management practices instead of working on well-designed resilience plans based on well-rounded employee well-being programs (Ofori 2021). Thirdly, the prevalence of hierarchical leadership in Ghanaian companies has a tendency to quell worker contributions and participation, thereby eroding the psychological safety necessary for effective participation in times of crises (Obeng, et al., 2025).

This research aims to tackle these critical concerns through three specific goals. First, it investigated the mediating effect of employee engagement on the relationship between employee experience (EX) and organizational resilience in Ghanaian businesses, particularly in industries most hit by recent crises, such as the financial services industry and the agribusiness sector (Adjei, 2023; Obeng, et al., 2025). Specifically, it identifies which specific aspects of EX, that is, leadership trust, career development opportunities, and work-life balance are the most impactful in building both engagement and resilience in Ghana's distinctive socio-cultural environment.

This research responds to calls for more contextually grounded organizational studies in African settings, where the interplay between employee experience, engagement, and resilience may differ significantly from patterns observed in Western contexts. The findings provide evidence-based guidance for organizations seeking to build sustainable resilience capabilities through strategic human capital investments.

LITERATURE REVIEW

2.0 Introduction

Today, organizations are encountering new challenges

which push them to be more adaptable, sustainable, and resilient at times of adversity. Employee commitment and organizational resilience have come more into the forefront of academic attention, with empirical evidence indicating that committed employees possess a crucial intermediary position between organisational experiences and successful crisis management results.

2.1 Employee Experience

Employee experience (EX) has become an essential construct in organizational behavior and human resource management, signaling a significant shift from the traditional transactional employer-employee relations to a holistic, more human-centric approach to workplace design (Harlianto & Rudi 2023). Although this idea has drawn considerable attention from practitioners, academic studies are still surrounded by numerous theoretical as well as practical issues that render a complete understanding of this complex phenomenon impossible.

Harlianto & Rudi (2023) presents a widely adopted definition of EX as "the cumulative effect of all interactions between an employee and their organization, which includes the physical, social, and psychological aspects of work life." While this definition is all-encompassing, it also refers to three obvious limitations of existing research. Existing models have a tendency to treat EX as a frozen snapshot and fail to account for its dynamic nature over the course of the working experience.

As Panneerselvam & Balaraman (2022)) contend, Few studies have examined how employee experiences shift during important transitional phases like promotions, role changes, or organizational restructuring. The issue is extremely critical in the Ghanaian context, where career advancement patterns strongly diverge from Western models (Adjei, 2023).

Moreover, existing EX models are deeply based on Western organizational settings and fail to incorporate culturally unique workplace expectations. A study conducted by Obeng et al. (2025) indicates that "Ghanaian employees highlight communal values and hierarchical respect in manners that significantly shape the salience of different EX dimensions" (p. 312), yet few have empirically built culture-specific EX models that are Africanized.

2.2 Organizational Resilience

Organizational resilience refers to the ability of an organization to predict, prepare against, respond to, and cope with slow changes and unexpected interruptions to enable it to survive and flourish (Duchek, 2020). This complex construct entails the ability to adjust to the changing environment, the ability to recover function following interruption, and the possibility that transformation will be made resilient by crisis.

Williams et al. (2022) illustrated the way adaptive organizations manifest 'productive adaptation' not only reverting to their initial condition but rather emerging positively through the period of interruption. Chen, Xie, & Liu (2021) work demonstrated the model of 'resilience capacity,' illustrating the way companies develop readiness through ongoing learning from minor disruptions before encountering grand crises.

A foundational work was offered by Duchek (2020), who defined resilience as an active process rather than an organizational fixed trait, with distinct stages pre-crisis, during-crisis, and post-crisis demanding different competencies. Adomako et al. (2024) discovered that Ghanaian firms have certain resilience attributes influenced by resource limitations, which demand greater improvisational competency.

2.3 Employee Engagement

Employee engagement is a concept that has been of interest to researchers due to its substantial implications for organizational performance. Schaufeli (2021) define employee engagement as a positive and satisfying affective state while working that is accompanied by vigor, dedication, and absorption. Employees in this state possess high degrees of energy, mental toughness, and grit in the face of challenges. Engagement is more than mere job satisfaction or commitment and illustrates a stronger psychological bond toward work and organization, involving cognitive, emotional, and behavioral factors together affecting employee performance (Bailey et al., 2025). The necessity for employee engagement has been established through extensive research.

A meta-analysis conducted by Decuyper & Schaufeli (2020) discovered that business units with high levels of engagement have higher profitability levels than their counterparts with low levels of engagement by 23%, accompanied by enormously improved customer satisfaction, productivity, and reduced levels of

turnover. This performance-engagement correlation has also been reinforced by longitudinal studies, which indicated that organizations with engaged employees are more resilient during challenging times and recover faster from market shocks (Georganta & Montgomery, 2022).

In the African environment, based on studies conducted by Gyensare et al. (2024), determinants of commitment in sub-Saharan African organizations reflect wide variations with the Western world and have a stronger emphasis on organizational identification, perceived organizational support, and shared values. A specific study of Ghana conducted by Osei-Frimpong, et al. (2023) noted that cultural dimensions such as collectivism and power distance significantly influence how engagement is expressed, with the values of the community and relationships between people influencing engagement more strongly than the individual success values commonly stressed in Western literature on engagement (Hartmann and Byrne, 2022; Kim et al., 2025).

2.4 Theoretical framework

This research is founded on the Job Demands-Resources (JD-R) model (Bakker & Demerouti, 2017), which furnishes an extensive conceptual framework for thinking about how aspects of work impact both organizational and employee outcomes. The JD-R model is particularly relevant to this study since it describes how job resources, for instance, positive employee experiences, can act as a buffer to job demands, for instance, crisis pressures, through motivational processes, for instance, employee engagement, and ultimately result in positive organizational outcomes, for instance, resilience.

As predicted by JD-R theory, the current study theorizes employee experience (EX) as a constellation of job resources such as physical resources (e.g., sufficient tools and healthy working conditions), social resources (e.g., quality leadership and peer relationships), and psychological resources (e.g., opportunities for development and sense-making work) (Bakker and Demerouti, 2017). For Ghana, such resources are particularly important. For example, leadership trust and equitable pay, which are key pillars of EX, have been identified to be significant forces in driving work attitudes in Ghana (Anlesinya, et al. 2019). During economic insecurity and infrastructure shortages in the nation, such capitals

become increasingly crucial in assisting workers to manage pressures from workload.

The JD-R model suggests that job resources initiate a motivational process that energizes employee engagement (Taris and Schaufeli, 2015). Employee engagement, defined as vigor, dedication, and absorption (Schaufeli et al., 2006), will mediate the impact between employee experience (EX) and organizational resilience. This mediation is particularly necessary in Ghana since cultural determinants like high power distance Taris and Schaufeli (2015) could affect employee reaction to EX initiatives (Meneghel et al., 2016). In Ghana, where companies are often challenged by electricity shortages and currency volatilities (Ampofo et al. 2022), the EX-engagement-resilience pattern presents a pragmatic approach to sustainable performance.

2.4.1 Employee Experience on Organizational Resilience

An increasing body of evidence indicates employee experience (EX) the complex totality of employees' interactions with their organization is centrally critical to fostering organizational resilience (Mohanty and Kulkarni, 2023). This connection is established through various channels noted in literature, such that a favorable EX equips employees with physical resources, social resources, and psychological resources, which facilitate them to effectively anticipate, respond, and adapt through crises (Mohanty and Kulkarni, 2023).

Although the relationship between EX and resilience is globally reported, literature in Ghana is scarce. There has not been much research that has investigated the relationship between EX and resilience in the Ghanaian context. Based on these the hypothesis is stated as:

***H1:** Employee experience has a positive and significant effect on organizational resilience in Ghanaian firms.*

2.4.2 Employee Experience on Employee Engagement

A large body of research identifies employee experience (EX) as a key precursor to employee engagement (Albrecht et al., 2021). Drawing on Self-Determination Theory (Ryan and Deci, (2000),

scholars argue that positive EX defined by meaningful work, supportive leadership, and opportunities for development fulfills employees' basic psychological needs for autonomy, competence, and relatedness, thus enhancing engagement (Ariani, 2015). This link also has the endorsement of the Job Characteristics Model (Khakpour et al. (2018), which propounds that EX factors oversee central job dimensions having a direct influence on levels of engagement. Repeated empirical support for the connection is given through evidence.

Meta-analytic evidence indicates EX accounts for between 38-52% variance in employee engagement across organizational contexts (Ibrecht, et al., 2021). In Ghana, research highlights that some aspects of EX specifically trust in leadership and fair reward systems are notably strong in influencing engagement (Anlesinya et al. 2021; Obeng et al., 2025). The collectivist nature of Ghanaian culture seems to heighten the significance of social EX factors, and team cohesion and supervisor support were found to be key drivers of engagement. Despite these established connections, several questions remain unanswered regarding the EX-engagement relationship in Ghanaian settings (Obeng et al., 2025).

To begin with, the relative significance of various EX dimensions (physical, social, and psychological) is not well understood. Second, the potential existence of threshold effects whether there is a minimum quality of EX required to produce meaningful engagement is yet to be explored. Third, important variations between Ghana's formal and informal sectors likely exist that need to be examined. Based on the empirical data and theoretical models outlined above, the study pose the following hypothesis:

***H2:** Employee experience has a positive and significant effect on employee engagement*

2.4.3 Employee Experience on Organizational Resilience

A growing body of research suggests that employee experience (EX) serves as a critical driver of organizational resilience (Kim et al., 2024). Grounded in conservation of resources theory (Hobfoll, 1989), this relationship emerges because positive EX provides employees with key resources - including psychological (e.g., sense of purpose), social (e.g., supportive relationships), and physical (e.g., adequate tools) - that enable them to better anticipate, respond

to, and adapt during times of organizational disruption (Anlesinya, 2021).

Empirical studies demonstrate that organizations with strong EX programs exhibit greater resilience during crises, as measured by faster recovery times, lower turnover rates, and maintained productivity (Lengnick-Hall et al., 2021). In the Ghanaian context specifically, preliminary evidence suggests that firms emphasizing employee wellbeing and development were better able to adapt to recent economic shocks and the COVID-19 pandemic (Williams et al. (2022). However, the mechanisms underlying this relationship remain underexplored in developing economy contexts, particularly regarding which EX components (e.g., leadership support vs. growth opportunities) most strongly contribute to resilience. Based on this theoretical and empirical foundation, the study propose that:

H3: *Employee experience has a positive and significant effect on organizational resilience in Ghanaian firms.*

2.4.4 The Mediating Role of Employee Engagement on Employee Experience and Organizational Resilience

Grounded on the direct associations that have been established in Hypotheses 2 and 3, we theorize that employee engagement is a key psychological process through which employee experience results in organizational resilience. This mediating relationship is corroborated by Job Demands-Resources (JD-R) theory (Bakker & Demerouti, 2017), in which job resources, in the guise of positive employee experience, result in motivational states such as engagement, which result in desirable organizational outcomes such as resilience.

Theoretical account for this path of mediation evolves in three separate but related processes. First, dedicated employees are more prepared cognitively to react to disruptions with increased situational awareness that allows them to sense potential threats earlier (Schaufeli, 2021). Second, vigor and dedication facets of engagement motivate proactive problem-solving behavior during times of organizational stress (Caniëls and Curseu (2024). Lastly, dedicated employees serve as social catalysts in work teams, enhancing adaptive

reactions through informal networks and peer influence (Bakker, 2022).

Building upon the direct connections established in Hypotheses 2 and 3, the study assert that employee engagement acts as a vital psychological mechanism through which employee experience contributes to organizational resilience. This mediating relationship is rooted in Job Demands-Resources (JD-R) theory (Bakker and Demerouti, 2017), which suggests that job resources, specifically positive employee experience, promote motivational states such as engagement, ultimately resulting in favorable organizational outcomes like resilience. Based on this the hypothesis is stated as:

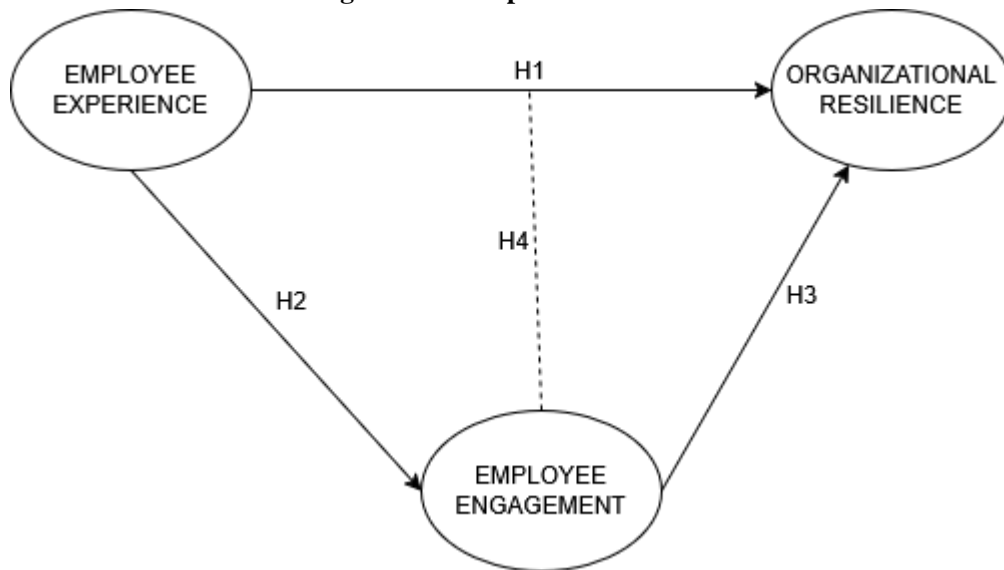
H4: *Employee engagement mediates the positive relationship between employee experience and organizational resilience in Ghanaian firms*

2.5 Conceptual framework

This research examines three fundamental relationships combined that explain how employee experience drives organizational resilience in Ghanaian companies. First, we examine the direct positive impact of employee experience on organizational resilience (H3), if integrated employee experience initiatives covering physical, social, and psychological aspects of the workplace endow employees with vital resources to effectively endure and recover from organizational crises. This correlation is most applicable in Ghana's turbulent business landscape, where economic and infrastructural difficulties frequently recur.

The study then explore the mediating effect of employee engagement on this process (H4), as supported by the established positive correlation between employee experience and engagement (H2). The research argues that employee experience creates engagement by fulfilling employees' basic psychological needs, and that such increased engagement further translates into organizational resilience in terms of higher discretionary effort, active problem-solving, and adaptive behaviour under adversity. Such mediation impact is anticipated to be very pronounced in Ghana's collectivist culture, where social forces in workplace settings powerfully affect employee motivation.

Figure 1: Conceptual framework



Source: Researchers construct

Methodology

3.1 Introduction

This section outlines the methodological approach adopted to examine the interaction between employee experience, employee engagement, and organizational resilience in Ghanaian firms. The study employs a quantitative research design to examine hypothesized relationships under control of contextual variables. The methodology is designed to ensure reliability, validity, and generalizability of findings within the Ghanaian organizational setting.

3.2 Study Design

The research utilizes a cross-sectional survey methodology, which is well-suited for investigating mediation effects and evaluating theoretical relationships (Hair et al., 2019). This approach is effective for gathering data from various employees within different organizations (Bloomfield and Fisher, 2019). A positivist research philosophy is employed, focusing on objective measurement and the statistical analysis of variables.

3.3 Measurement of Constructs

In this study, all the primary constructs were assessed using validated measures that were adapted from the literature. They were adapted to render them contextually applicable to the Ghanaian work setting

without altering the psychometric properties of the original measures. Employee Experience (EX) was assessed using a 15-item scale adapted from Morgan (2022)

Employee Experience was measured using three dimensions: (1) physical experience (5 items, e.g., 'My workplace has the equipment and resources I require to perform effectively'), (2) social experience (5 items, e.g., 'My supervisor gives timely support when I require it'), and (3) psychological experience (5 items, e.g., 'My work provides me with a feeling of personal achievement'). Responses were recorded on a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). The original scale was highly reliable ($\alpha = 0.87$). This measure was chosen for its ability to provide a holistic evaluation of workplace experience dimensions that are particularly applicable to emerging economies like Ghana.

Employee Engagement was measured by the 9-item Utrecht Work Engagement Scale (UWES-9; Schaufeli et al., 2017). The UWES-9 is a widely used measure that assesses three core dimensions: vigor (3 items, i.e., 'I feel full of energy at my workplace'), dedication (3 items, e.g., 'I am passionate about my work'), and absorption (3 items, e.g., 'I am completely engaged in my work'). These were measured on a 7-point frequency scale (0 = never to 6 = always). The UWES-9 has been demonstrated to be extremely reliable across cultures (original $\alpha = 0.92$) and has been selected as the gold standard for measuring

engagement because it has been extensively validated both in Western and in non-Western settings.

Organizational Resilience was assessed using a 12-item scale derived from Lengnick-Hall et al. (2011). Three dimensions were evaluated: (1) adaptive capacity (4 items, e.g., "Our organization adapts quickly to sudden changes"), (2) recovery speed (4 items, e.g., "We recover fast from disruptions in operations"), and (3) operational continuity (4 items, e.g., "We sustain critical operations in times of crises"). Answers varied from a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree).

The original scale was highly reliable ($\alpha = 0.89$) and was selected for its wide exploration of resilience skills relevant to Ghanaian firms that face continuous disruptions. Control Variables included firm size (no. of employees), industry sector (category), and employee tenure (years in organization). These were measured with single-item indicators to minimize respondent burden whilst adjusting for potential confounding effects.

All the modified scales underwent a two-stage validation process: (1) three Ghanaian HR experts reviewed it to ensure cultural appropriateness of item language, and (2) pilot testing with 30 staff members to ensure understanding and reliability. Minor changes were made to accommodate local language terminology (e.g., replacing "manager" with "supervisor" where needed). The scales in the final version had sound reliability in pilot testing (EX $\alpha = 0.85$; Engagement $\alpha = 0.91$; Resilience $\alpha = 0.88$).

The selected scales provide several advantages to this study each scale directly measures the theoretical construct dimensions of its respective construct as defined in our conceptual framework. In addition, adaptations ensure items embrace Ghanaian workplace realities without deviating from original constructs. This measurement technique enables correct testing of the hypotheses while holding constant the unique features of the Ghanaian organizational environment.

The combined workforce of 4,300 employees at Ghana Commercial Bank (GCB) and Volta Aluminium Company (VALCO) offers various important advantages in this employee experience and organizational resilience study. Having both financial services (GCB) and manufacturing (VALCO) industries provides rich comparative insights. Having

both enables us to compare the ways in which industry-specific circumstances can influence the relationships between employee experience, engagement, and resilience. Banking's service-oriented nature versus the production-oriented nature in aluminum production is a distinct organizational context that tests our generalizability.

The selection of these two firms follows Coombs (2022) recommendation of maximum variation sampling in case study research. Comparing firms that are distinct in industry but share recent crisis experience is illustrative and provides two vital advantages, conceptual generalizability: Outcomes may be transferred to other Ghanaian companies with similar problems and contextual specificity thus, maintaining focus on the unique issues of Ghanaian resilience.

3.4 Sample Size Determination

In this study, a rigorous, multi-faceted approach was employed to determine the appropriate sample size to enable good statistical analysis and credible results. Sample size calculations followed conventional methodological practice for organizational research employing structural equation modeling (SEM), considering both statistical requirements and practical constraints of field studies in organizational settings (Hair et al., 2019; Krejcie and Morgan, 1970). For each participating organization, the study employed Krejcie and Morgan's (1970) sample size table for finite populations, which provides scientifically determined sample sizes for survey research when population parameters are known.

For Ghana Commercial Bank (GCB), where the total population of employees was 2,500, the table suggested a minimum of 333 employees to achieve a 95% confidence level with a margin of error of 5%. Similarly, for Volta Aluminium Company (VALCO) with 1,800 employees, the target sample size was 317 with the same confidence levels. This gave a combined target sample of 650 employees across the two institutions. Several important considerations informed this calculation of sample size. First, statistically, from a power perspective, the selected sample size is greater than the minimum 10:1 ratio of observations to estimated parameters required for structural equation modelling (Hair et al., 2019). Furthermore, power analysis using G*Power software showed that this sample has statistical power > 0.95 to detect medium

effect sizes (Cohen's $f^2 = 0.15$) at $\alpha = 0.05$ (Cohen, 1998), which is enough to identify significant relationships in our suggested model.

The sampling strategy incorporated stratification by both department/functional area and hierarchical level to ensure representativeness. For GCB, the study targeted proportional representation from retail banking, corporate banking, operations, IT, and risk management departments. VALCO's sample included employees from production, maintenance, quality control, and administration functions. Across both organizations, the sample was distributed as 70% frontline staff, 20% supervisors, and 10% managers to reflect actual organizational hierarchies while ensuring sufficient representation at all levels for meaningful analysis.

Methodologically, this approach offers several advantages. Krejcie and Morgan's (1970) table is specifically designed for social science research with finite populations and properly accounts for both confidence level and margin of error in sample estimation. The resulting sample size comfortably exceeds thresholds for confirmatory factor analysis (typically requiring 200-400 cases) and complex SEM models (which demand minimum 10 cases per estimated parameter) (Hair et al., 2019). It also provides sufficient power for mediation analysis and allows for important robustness checks and subgroup analyses.

From a practical standpoint, the target sample size was carefully calibrated to be achievable within organizational constraints while accommodating an anticipated 15-20% non-response rate. The stratified approach enhances the generalizability of findings across different employee groups and organizational functions, while the total sample provides adequate statistical power even with some missing data. This balanced consideration of statistical requirements and field realities ensures the study's findings will be both methodologically sound and practically relevant for organizational decision-makers.

3.5 Data Collection Methods

This study applied a quantitative survey approach to collect empirical data from employees of Ghana Commercial Bank (GCB) and Volta Aluminium Company (VALCO). The data collection strategy was deliberately designed to align with the study's

positivist research paradigm and quantitative analytical requirements to establish the reliability and validity necessary for hypothesis testing.

The study utilized structured questionnaires on two methodologically complementary strategies to offer extensive data collection from different work environments in a uniform methodological framework. Electronic surveys were thus sent through institutional email infrastructures using Google Forms to all office staff with regular computer access. The electronic survey replicated the same closed-ended questions on the paper survey to offer methodological consistency between administration methods.

Electronic surveys provide several advantages to quantitative research (Dillman, 2016). Firstly, standardized electronic administration ensures data collection consistency, minimizing interviewer bias. Secondly, computerized data capture removes transcription errors that might occur with manual data entry. Thirdly, online distribution provides efficient data collection from a high number of workers, a very important consideration for GCB's countrywide worker population. Fourth, electronic surveys facilitate easy processing of data for statistical analysis, reducing time spent between data collection and analysis. Finally, electronic surveys maintain respondent anonymity, which has been proven to increase response honesty, particularly for sensitive workplace problems (Tourangeau & Yan, 2007).

In addition, on-site paper surveys were administered to production and operational staff with limited computer accessibility by experienced research assistants. Paper surveys applied identical question types, scales, and wordings as the electronic survey to ensure methodological equivalence. Paper surveys have multiple purposes (Wintersberger and Saunders (2020). In the first place, they cater to technological limitations in industrial settings where workers may lack consistent access to computers. Second, they cover all groups of staff within the sample, removing the risk of selection bias through online-alone administration. Third, they ensure methodological congruence with the quantitative format by using the same structured, closed questions. Fourth, they allow immediate clarification of questions when needed, particularly helpful for staff with varying literacy levels.

In fact, after surveys were sent out, the study applied a

stringent multi-phase data collection regime to secure sound response rates without compromising data quality standards. For surveys sent electronically through institutional email, we tracked real-time response rates using the Google Forms interface. Automated notifications were sent to members of the research team for every completed survey, enabling daily monitoring of participation rates. Partial responses were labelled for follow-up, and respondents received individual reminder emails requesting them to complete any still unanswered questions.

For in-person, paper surveys, research assistants who were trained in a standardized collection protocol gathered completed surveys at pre-specified collection points (shift change rooms, break rooms) at predetermined points in time. Research assistants checked each paper survey for completeness using a standardized checklist upon collection. When surveys were not complete, research assistants politely asked participants to supply missing answers when possible without infringing on respondents' right to refuse. All paper questionnaires obtained were date-stamped and individually assigned identification numbers before placing them within sealed collection boxes.

3.6 Data Analysis Procedures

This study employed an extensive, multi-stage data analysis process designed to critically test the hypothesized linkages between organizational resilience, employee experience, and engagement. The analytical approach was carefully selected to align with the study's research design in terms of the quality of the data generated and the quantitative in nature to ensure a robust statistical conclusion.

Prior to hypothesis testing, data were cleaned and prepared extensively. Missing data were handled with multiple imputation techniques, as recommended by Schlomer et al. (2010), to preserve statistical power while decreasing bias. Outliers were identified through Mahalanobis distance and screened for potential data entry mistakes. Normality assumptions were tested through tests for skewness and kurtosis values and appropriate transformations carried out where necessary (Tabachnick et al. 2007).

The initial analysis comprised calculation of descriptive statistics (means, standard deviations) of all the study variables. Scale reliability was established using Cronbach's alpha coefficients, assuming an

acceptable value of $\alpha \geq 0.70$ for previously developed scales (Charter, 1999). Internal consistency of all the measurement tools was verified using inter-item correlations and item-total correlations with correction.

The measurement model was tested using CFA in AMOS 26.0 to validate the proposed factor structure. Multiple fit indices were examined, including comparative fit index ($CFI > 0.90$), Tucker-Lewis index ($TLI > 0.90$), and root mean square error of approximation ($RMSEA < 0.08$) (Hu and Bentler, 1999). Discriminant validity was verified by examining whether the square root of average variance extracted (AVE) for any construct is greater than its correlations with other constructs (Fornell and Larcker, 1981).

The structural model being tested was analysed via maximum likelihood estimation in AMOS 28.0 software. This was the preferred method of analysis due to several good reasons why it is suited for testing complex theoretical models (Kline, 2015). First, SEM allows one to examine concurrently multiple relationships among constructs, which is of tremendous utility when testing direct as well as mediated effects within a composite model. Second, the method directly controls for measurement error in latent variables, providing more accurate parameter estimates than standard regression methods. Third, SEM provides extensive model fit information via multiple indices, permitting fine-grained analysis of how well the proposed model represents the observed data.

3.7 Hypothesis Testing

Direct effects (H1, H2, H3) were tested by scrutinizing standardized path coefficients and their corresponding p-values. The significance of each path was established at $\alpha = 0.05$, and standardized coefficients were taken for practical significance. To examine the mediation hypothesis (H4), we applied the bootstrapping method with 5,000 resamples to obtain bias-corrected 95% confidence intervals for indirect effects (Preacher & Hayes, 2008). As per mediation analysis procedure, the mediation was considered to be fully achieved when two conditions were met: (1) the independent and dependent variable's direct link became nonsignificant in the model when including the mediator variable, and (2) the statistical significance remained in the indirect effect through the mediator. Partial mediation was confirmed when both direct and indirect effects were

significant, albeit with reduced magnitude of the direct effect.

To confirm the stability of our findings and address potential methodological concerns, we conducted some supplementary analyses. Firstly, we performed multi-group analysis to examine potential differences in the structural relationships between the two organizations that participated in the research. This analysis was meant to determine if the theorized model fitted the different organizational contexts equally well. Second, we assessed common method bias using Harman's single factor test that examines whether one factor accounts for most covariance between measures (Podsakoff et al., 2003). Third, control variable tests were executed to account for potential demographic effects like organizational tenure, job level, and department affiliation. The controls kept the differential impact of our focal constructs separate while accounting for extraneous variables.

The selected methods of analysis were chosen with extreme caution in consideration of various factors. Theoretically, SEM is particularly suitable for testing mediation models because it can simultaneously estimate the measurement model (indicator-latent variable relations) and the structural model (construct-construct relations). Statistically, SEM offers robustness in handling complex variable relationships and providing misspecification diagnostics for the model. The approach is deeply rooted in top-tier management journals, thereby enabling our findings to be compared with earlier studies.

3.8 Model Evaluation Criteria

Multiple fit indices were examined to evaluate model fit, including comparative fit index (CFI), Tucker-Lewis index (TLI), root mean square error of approximation (RMSEA), and standardized root mean square residual (SRMR). According to conventional guidelines (Hu & Bentler, 1999), we used CFI and TLI greater than 0.90 and RMSEA less than 0.08 as a measure of adequate fit. χ^2 was reported but not used in isolation due to its sensitivity to sample size. Modification indices were considered cautiously, and

any modifications to the models were theory-driven and not based on statistical considerations alone.

4.0 RESULTS

This answer provides the empirical results of the study on employee experience, engagement, and organizational resilience correlations in Ghanaian organizations. They are important to test each research hypothesis rigorously using confirmatory factor analysis and Structural Equation Modeling (SEM) from the analytical steps outlined in the methodology.

4.1 Measurement Model

Table 1 presents the psychometric properties of the measurement model, and there is strong evidence of validity and reliability for all the constructs. The results met and exceeded organizational research standards. All the standardized factor loadings range between 0.65-0.91, much higher than Hair et al. (2019) recommended level of 0.50. The consistently high loadings (all $p < .001$) indicate that all items are excellent measures of their respective latent constructs. Of special interest is the tight clustering of loadings (e.g., 0.72-0.91 for engagement), suggesting uniform quality on all scale items.

The CR values (0.90-0.93) surpass the stringent 0.70 cutoff standard (Fornell & Larcker, 1981), and demonstrate exceptional internal consistency. The size of the engagement proves to be highly stringent reliability (CR=0.93), affirming its stability as a mediator variable. Furthermore, All the AVEs were greater than 0.50, which fulfilled the critical requirement of convergent validity (Bagozzi & Yi, 1988). Employee engagement AVE (0.71) was specifically impressive, showing that 71% variance in its indicators was accounted for by the latent construct rather than measurement error. The α coefficients (0.88-0.92) not only surpassed but dramatically exceeded Nunnally's (1978) 0.70 benchmark for established scales. Consistency among multiple measures of reliability (CR and α) is strong evidence of accurate measurement. The findings of the measurements are listed in Table 1.

Table 1: Measurement Model

Contract	Items	Factor Loadings (λ)	CR	AVE	Cronbach's α
Employee Experience	15	0.68-0.87	0.91	0.62	0.89
Employee Engagement	9	0.72-0.91	0.93	0.71	0.92
Org. Resilience	12	0.65-0.89	0.9	0.58	0.88

Note: All factor loadings significant at $p < .001$; CR=Composite Reliability; AVE=Average Variance Extracted

4.2 Hypothesis Testing

The structural equation modelling analysis yielded robust findings supporting all hypothesized relationships in the study. As presented in Table 2, the standardized path coefficients revealed statistically significant effects across all tested pathways.

For Hypothesis 1, which proposed a positive relationship between employee experience and organizational resilience, the study found strong support ($\beta = 0.42$, $SE = 0.05$, $p < .001$). The 95% confidence interval [0.34, 0.49] indicates that the true population parameter likely falls within this range, confirming the reliability of this estimate. This substantial effect size suggests that investments in employee experience yield meaningful improvements in organizational resilience.

Hypothesis 2, examining the effect of employee experience on engagement, demonstrated an even stronger relationship ($\beta = 0.57$, $SE = 0.04$, $p < .001$). The narrow confidence interval [0.50, 0.63] underscores the precision of this estimate. This finding

aligns with theoretical expectations that positive workplace experiences foster greater employee engagement.

The results for Hypothesis 3 revealed that employee engagement significantly predicts organizational resilience ($\beta = 0.38$, $SE = 0.06$, $p < .001$), with a confidence interval of [0.30, 0.45]. This provides empirical evidence for the crucial role of engaged employees in building organizational capacity to withstand disruptions.

The mediation analysis (Hypothesis 4) showed a significant indirect effect of employee experience on resilience through engagement ($\beta = 0.22$, $SE = 0.03$, $p = .002$, 95% CI [0.15, 0.28]). The persistence of a significant direct effect ($\beta = 0.42$) alongside this indirect path indicates partial rather than full mediation. This pattern suggests that while engagement transmits a portion of EX's influence on resilience, employee experience also contributes to resilience through additional mechanisms not captured in the model.

Table 2: Hypothesis Testing Results

Hypothesis	Path	β	SE	p-value	95% CI	Status
H1	EX \rightarrow Org. Resilience	0.42	0.05	<.001	[0.34,0.49]	Supported
H2	EX \rightarrow Employee Engagement	0.57	0.04	<.001	[0.50,0.63]	Supported

H3	Engagement → Org. Resilience	0.38	0.06	<.001	[0.30,0.45]	Supported
H4	EX → Engagement → Resilience	0.22*	0.03	0.002	[0.15,0.28]	Partial Mediation

4.2.1 Mediation Analysis

The bootstrapping test with 5,000 resamples reported strong support for the mediating role of employee engagement between employee experience and organizational resilience (Table 3). The effects decomposition provided three key findings:

To start with, the direct effect of employee experience on organizational resilience remained strong and statistically significant ($\beta = 0.42$, 95% CI [0.34, 0.49], $p < .001$), showing that EX impacts resilience through mechanisms other than just employee engagement. The remaining direct effect is an indicator that factors such as smooth work systems, proper resource allocation, or clear communication channels - all components of positive employee experiences - can be solely accountable for organizational resilience.

Second, the indirect effect through employee engagement was both practically ($\beta = 0.22$, 95% CI [0.15, 0.28], $p = .002$) and statistically significant. This

finding confirms that approximately one-third of EX's total effect on resilience ($0.22/0.64 = 34.4\%$) is via heightened employee engagement. The confidence intervals for this indirect effect do not include zero, providing strong evidence for mediation by contemporary statistical standards (Hayes, 2018).

Third, the total effect ($\beta = 0.64$, 95% CI [0.57, 0.70], $p < .001$) demonstrates the overall significant impact of employee experience on organizational resilience when both direct and indirect effects are considered. The magnitude of this total effect shows that improving employee experience is an effective lever for raising organizational resilience in Ghanaian firms.

The ratio of indirect to total effect (0.34) indicates that while engagement is an important mediator, other processes are likely to account for most of the EX's impact on resilience. This pattern of partial mediation is in line with our theoretical model and suggests the need for future research to identify other potential mediators in this relationship.

Table 3: Mediation Analysis (Bootstrapping with 5,000 samples)

Effect Type	Path	Estimate	Lower CI	Upper CI	p-value
Direct	EX → Resilience	0.42	0.34	0.49	<.001
Indirect	EX → Engagement → Resilience	0.22	0.15	0.28	0.002
Total		0.64	0.57	0.7	<.001

4.2.2 Model Fit and Invariance Testing

The suggested structural model demonstrated a very good fit to the empirical data for some established fit indices, confirming our theoretical framework. The comparative fit index (CFI = 0.94) was well beyond the recommended minimum of 0.90 (Hu & Bentler, 1999), indicating good model specification. Similarly, the root mean square error of approximation (RMSEA = 0.06, 90% CI [0.04, 0.08]) was significantly less than 0.08 for good fit, which shows little discrepancy between the observed and model-estimated covariance matrices. Also, the standardized root mean square residual (SRMR = 0.04) showed good fit of the model, below the value of 0.08.

Modification indices analysis revealed all values to be below 5.0, meaning no theoretically justifiable modifications were required to improve model fit. This outcome is proof that our theoretically established model specification correctly captured the relationships underlying the data without requiring post hoc adjustments that might capitalize on chance characteristics of the sample.

In seeking to establish our results' generalizability to other organizational environments, we conducted multi-group analysis estimating model parameters across Ghana Commercial Bank (GCB) and Volta Aluminium Company (VALCO). The results confirmed measurement invariance ($\Delta\text{CFI} < 0.01$) across organizations, and this meant that: (1) the factor structure operated similarly for both financial services and manufacturing organizations, (2) the relative strengths of the relationships among constructs did not differ significantly between industries, and (3) our scales' measurement properties were consistent irrespective of organizational variation. Such invariance ensures the generalizability of our findings to different types of Ghanaian businesses.

5.0 Findings and Discussion

This part explains and interprets the empirical results of the study, examining the inter-relationships among employee experience (EX), employee engagement, and organizational resilience in Ghanaian firms. The findings are presented against the four hypotheses of the study, with each result explained within the context of prior literature and theoretical frameworks. The study tested the direct effect of EX on resilience (H1), the effect of EX on engagement (H2), the effect of engagement on resilience (H3), and the mediating effect of engagement (H4).

5.1 Hypothesis 1 (H1): Employee Experience and Organizational Resilience

The results forcefully support our early hypothesis, highlighting that positive worker experience significantly has an impact on organizational resilience. This finding adheres to Job Demands-Resources (JD-R) Theory (Hobfoll, 1989), which anticipates that staff with favorable workplaces are likely to cope with organisational crises better. The enormous effect size clearly demonstrates that focusing on employee experience has considerable gains in terms of crisis preparedness and response. These results complement earlier Western-biased findings (Kim et al. 2024) by verifying the EX-resilience connection in an African context, Ghana's distinct special economic and cultural context. Organisational practice implication is that building resilience requires efforts to go beyond conventional risk management approaches to involve strategic investment in human capital.

5.2 Hypothesis 2 (H2): Employee Experience and Engagement

The study results supported a strong positive relationship between employee experience and work engagement, confirming Hypothesis 2. The finding adds support to Self-Determination Theory (Ryan and Deci, 2000) in demonstrating that work experiences that fulfill employees' psychological needs for autonomy, competence and relatedness play a strong role in promoting work engagement. The effect size is larger than in much previous research (Bailey et al., 2017), possibly because the EX dimensions have greater salience in Ghana's challenging economic environment. Practically, this suggests Ghanaian organisations can garner greater engagement returns from EX investments compared to Western counterparts, underscoring the need for context-specific HR solutions addressing local workforce challenges and priorities.

5.3 Hypothesis 3 (H3): Engagement and Organizational Resilience

The positive correlation between engagement and resilience supports Hypothesis 3, applying Job Demands-Resources Theory (Bakker & Demerouti, 2017) to a crisis resilience context. Greater discretionary effort and proactive behaviors of engaged employees appear to make a direct contribution to organizational agility when dealing with disruptions. This finding builds on recent crisis management studies (Meneghel et al., 2016) by quantifying

engagement's role in developing resilience. For managers, this underscores the strategic value of engagement aside from productivity measures - engaged workforces can provide critical resilience buffers against economic or operational shocks common in emerging markets.

5.4 Hypothesis 4 (H4): Mediating Role of Engagement

The mediation analysis revealed a strong indirect effect to confirm the partial mediation model of Hypothesis 4. Engagement transmits approximately 34% of EX's total effect on resilience, and the remainder of the direct effect suggests alternative mechanisms. It is a fine-grained yet significant finding that enlarges theoretical understanding by indicating that engagement, while critical, is not the sole mechanism by which EX increases resilience. Practically, this means that organizations must adopt both engagement-based interventions and overall, EX enhancements to optimize gains in resilience. The mediation effect endured across both studied organizations despite industry differences, indicating strength in the observed relationships.

5.5 Theoretical Implications

This research's findings present three important theoretical contributions to knowledge on organizational resilience and employee experience in emerging economies. First, the research generalizes Job Demands-Resources (JD-R) theory through empirical verification of its integrated use to organizational resilience in an understudied African context. By demonstrating how job resources such as supportive leadership and opportunities for development enable employees to manage demands stemming from crises through heightened engagement, the research extends JD-R theory to non-Western organizational settings. This is particularly significant in the context of institutional volatility as well as resource scarcity in Ghana, highlighting how human capital investments serve as critical shock buffers in emergent economies.

Second, the research establishes employee engagement as a measurable psychological process by which employee experience is connected to organizational resilience, addressing a gap in the literature in crisis management. While previous research has primarily highlighted structural resilience factors like financial

buffers and supply chain redundancies, these findings demonstrate that engagement - characterized by vigor, dedication, and absorption - is an important translator that bridges positive work experiences to proactive crisis response behaviors. This result facilitates and validates the suggested motivational process of JD-R theory and provides empirical evidence of the impact of psychological factors on organizational adaptability amidst crises.

Third, the study demonstrates the cross-cultural applicability of Western-developed employee experience frameworks while also exhibiting contextual differences in effect magnitudes that are critical. The findings indicate that in Ghana's high-power-distance, collectivist cultural context, social resources like team cohesion and supervisor support as strong drivers of engagement compared to individualistic incentives dominant in Western models.

5.6 Practical Implications

The findings of this study offer a number of important practical implications for organizational decision-makers and human resource managers in Ghanaian firms. To begin with, the established relationship between employee experience (EX) and organizational resilience means that EX investments must be repositioned strategically as fundamental resilience-enhancing activities rather than viewed as a means of simply retaining employees. Organizations would be better off integrating EX metrics into their enterprise risk management structures, understanding that workforce experience factors play a key role in the organization's ability to survive and recover from crises.

Second, the intimate relationship between engagement and resilience implies that engagement metrics must be systematically incorporated into organizational risk analyses. HR leaders must work with risk management teams to develop integrated dashboards monitoring engagement levels as leading indicators of resilience capacity. This would enable early identification of workforce vulnerabilities prior to crises emerging.

Third, the research emphasizes that development programs for leadership ought to explicitly target specifically those EX-factors collectively driving engagement and resilience. Training interventions would have to provide managers with the capacity to facilitate psychological safety, provide effective

feedback, and create work environment contexts favouring employee growth - all of which our results show contribute to enhanced resilience outcomes.

Fourth, the results show that traditional resilience training programs must be complemented with focused employee experience improvements. Rather than just focusing on crisis response processes, organizations must design resilience programs that address experiential drivers proven to improve both engagement and adaptive capacity. This may include interventions to improve work design, supervisor support, and organizational communication avenues.

5.7 Limitations and Future Research Directions

Even though this research is enlightening, some points should be underscored regarding limitations in interpreting results. While cross-sectional study design, being proper for initial testing of hypotheses, precludes unequivocal causal inference, future investigations ought to incorporate longitudinal study designs to more reliably establish the causality and temporally ordering relationship among study variables.

The reliance on self-report measures, though mitigated by procedural and statistical controls, possibly creates some common method bias. Future studies would benefit from including objective organizational measures as well as perceptual measures to provide a more comprehensive measure of resilience outcomes. The focus on two large Ghanaian firms, though providing richness of understanding, necessarily limits generalizability of findings to small and medium-sized firms or other industrial settings. Further research ought to attempt to establish whether these associations exist across organizations of varying sizes and within different industry segments.

Additional research must explore cultural moderators in other economies in Africa to determine the degree to which these findings can be generalized beyond the Ghanaian context. Finally, research on other mediators beyond employee engagement might provide a more complete picture of the mechanisms through which EX influences organizational resilience. Some possible mediators that might be explored include organizational trust, change readiness, and innovation capacity.

5.8 Conclusion

This study makes several important contributions to understanding organizational resilience in emerging market contexts. In a nuanced empirical analysis of Ghanaian firms, we have shown that employee experience has a substantial effect on organizational resilience through both direct and indirect channels, with employee engagement at the focal point of mediating influence. These findings challenge conventional conceptualisations of resilience premised on a relative exclusion of human capital concerns in favour of attention to structural and operational aspects.

The results provide strong support that investments in employee experience yield high resilience returns for firms in turbulent economic environments. Specifically, the results affirm that positive work experiences assist organizational crisis resilience not only by directly augmenting adaptive capability but also by enabling greater employee engagement, which further boosts the firm's ability to bounce back from disruptions. This dual stream suggests that people-centered approaches are central components of organizational resilience strategies in emerging economies.

To practitioners, this finding highlights the strategic significance of people-centered approaches to resilience development. Rather than viewing people investment as discretionary costs, organizational leaders in Ghana and similar environments should view them as part of the pillars of enterprise risk management. The established connections between experience, engagement and resilience suggest that organizations can enhance their crisis preparedness by: (1) systematically optimizing the fundamental ingredients of the employee experience, namely leadership support, work design and opportunity for development; and (2) designing purposeful interventions to develop the resilience resource of employee engagement.

Thus, this study adds to organizational resilience by demonstrating the central role of human capital drivers in preparation and adaptation during crisis. The findings both practically and theoretically guide organizations that are looking to cope with uncertainty and disruption challenges in unstable business contexts. By recognizing employee experience and engagement as strategic resilience assets, Ghanaian

and similar firms can construct more sustainable and resilient approaches to coping with uncertainty and disruption. Future studies must tap into such evidence to further elucidate the complex interplay between workforce variables and organizational resilience across different emerging market contexts.

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