



PERCEIVED ORGANIZATIONAL SUPPORT, PSYCHOLOGICAL EMPOWERMENT AND EMPLOYEE ENGAGEMENT IN PUBLIC HEALTH FACILITIES IN KENYA. A REVIEW

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ABSTRACT

The domain of effective customer services delivery in the health sector calls for workers affection for familiarization with the mercurial health circumstances, prediction of new confronts in the health sector to conjure solutions for the customer all premised on their levels of engagement attributed to their perceived organizational support and psychological empowerment. Public health employees are more compelled to view organizational goals as their own and are more loyal and committed to the organization in cognizance of their perceived organizational support. Thus, perceived organizational support (POS) could act as a positive resource for catalyzing employee engagement and positive organizational behavior amongst health care personnel. Despite limited studies on the moderating role of psychological empowerment on the relationship between POS and employee engagement in the health sector it is justified to infer that based on social exchange theory and organizational support theory, the value attached to POS by employees based on their ability to meet their needs and mitigate their stress empowers them psychologically to stoke their engagement levels. Therefore, psychological empowerment is as significant as a moderator. In this regard the health sector should promote the adoption of human resource practice with an inclination of POS and stoking psychological empowerment for employee engagement. The review has provided insights that should encourage conversations and future research in the domain of POS, psychological empowerment and employee engagement that is critical for survival and success of public health sector.

Key words: *Perceived Organizational Support, Psychological Empowerment and Employee Engagement*

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INTRODUCTION

Globally, all manner of healthcare employees are expected to deliver quality care experiences that keep patient satisfaction scores high (Matt, 2020). This is premised on the engagement of health personnel which is fundamental to great quality care and patient satisfaction. Employee engagement has a strong correlation with employee safety and enhancing a safer environment for healthcare consumers (Mosadeghrad, Ferlie & Rosenberg, 2011). Thus, improving employee engagement therefore carries an important advantage for the health systems already competing to find and keep a dwindling supply of people with critical skills (Sherwood, 2013). This calls for perceived organization support (POS) to increase the health personnel inner obligation to help the hospitals reach their objectives and their affective commitment to the health care providers (Wang, Liu, Zou, Hao & Wu, 2017). In the converse hospitals can be dangerous places. This compels the management to embrace employee engagement strategies in healthcare as a key strategic tool for righting the ship. However, research shows engagement is fragmented in the industry, with non-clinical departments exhibiting higher levels while clinical and nursing departments trend lower (Sherwood, 2013). Besides the drivers of employee engagement remain diverse as there are critical differences arising in the way in which each hospital has institutionalized its own unique set of behaviors and actions across its functions, roles and departments.

As stated by the organizational support theory, employees develop a sense regarding the extent to which the organization appreciates their contribution and cares about their well-being (Uçar & Ötken, 2010). This corroborates the impetus of employee engagement as a result of perceived organizational support. Perceived organizational support is able to engender employee's loyalty and dedication to their work which is an index of employee engagement. In

this regard employees use their perception as tool to measure the balance in their relationship with organization (Ali, et al., 2010). Therefore perceived organizational support predicts both job and organization engagement (Gillet, Huart, Colombat & Fouquereau, 2013). Perceived Organizational Support (POS) is described as a common feeling of employees toward their organizations; it explains whether they value their employees' contributions and pay attention to their well-being (Edwards & Peccei, 2010). Perceived organizational support is an employee's discernment of the extent to which organization is apprehensive of their welfare and appreciated the efforts for organization. They put more efforts by being more engaged when they believe the organization will reciprocate by a reward. Therefore, employees always engage themselves in activities which keep them close and respected to their employer hence psychological empowerment. According to Colakoglu, Culha & Atay (2010) perceived organizational support is of great importance for employees as it enhances the job satisfaction and employee engagement. This argumentation is further underscored by the social exchange theory and reciprocity principle as the theoretical basis of the relationship between perceived organizational support and employee engagement (Dai & Qin, 2016).

Employee engagement is the emotional commitment of the employee towards the organization (Jeve, Oppenheimer & Konje, 2015). Employee engagement is one of the top variables correlating to mortality, complications, accidents on the job, patient safety, clinical outcomes, staff turnover, and absenteeism in the health sector (Stone, 2017). When the perceptions of employees about their interactions with the organization is positive, the patients experience in terms of satisfaction, quality of care, and communication is elevated. In health sector, previous studies have reported that high level of employee engagement can enhance job performance,

satisfaction, and emotional health and reduce their turnover intention of health personnel (Salanova, Lorente, Chambel, & Martínez, 2011). Meanwhile employee engagement has a positive effect on the attitudes of health personnel towards patients (Schultz, Hossain & Johnson, 2009). Thus, a low level of employee engagement not only adversely affects patients' health but also deteriorates the quality of health care services. Therefore, the employers should put in place strategies that provide a conducive working environment for health personnel and adjust their work demands and rewards from jobs for optimal employee engagement. This is explained by the fact that employee engagement is significantly related to individual and organizational factors (Naruse, et al., 2013). In this regard the health personnel should be of the opinion that the organization recognizes and rewards their effort, supports their socio-emotional needs and help them on request. Thus, perceived organizational support (POS) could act as a positive resource for catalyzing employee engagement and positive organizational behaviour amongst health care personnel.

Perceived organizational support should influence the components of psychological empowerment (Abdulrab, et al., 2018). Besides psychological empowerment is positively associated with engagement and commitment, absorption, emotional-dedication and physical vigor (Welch, 2011). Spritzer (1995) defined psychological empowerment as a motivational construct manifested in four cognitions meaning, impact, competence and self-determination. Perceived organizational support has positive and significant effect on the psychological empowerment (Lau, 2010). Psychological empowerment leads to loyalty and satisfaction amongst employees which is essential for engagement. Thus, the employees must perceive the support they are getting from the organization in terms meaning, impact, competence and self-determination to invoke motivation and

engagement amongst them. This therefore mandates the health service providers to ensure that their support provides favorable conditions and environments of workplaces that support and promote employee satisfaction. In fine the perception of organizational support should be portent enough to engender the reciprocity norm for psychological empowerment and employee engagement. Ahmad, et al., (2010) discussed that when employees feel organizational support, they would be more confident that they have required resources and rewards for their efforts and organizational affiliation in their actions. The contrary invokes the betrayal perspective as the inconsistency of expectations in social relationships, i.e., the worker expects the organization to play a supporting role but the organization does not meet his/her expectations (Bohle, Chambel, Medina & Cunha, 2018).

While the significance of POS in engendering employee engagement is undeniable. What calls for attention is that courtesy of lapses in POS only 29% of the workforce is engaged, 45% are not engaged, and 26% are actively disengaged. Which means nearly 71% of employees are not fully engaged (Stone, 2017). In Towers Watson's most recent global workforce study, less than half (44%) of the U.S. hospital workforce overall was highly engaged (Sherwood, 2013). That leaves a large proportion of employees across all workforce segments feeling somewhat disconnected from their hospital system and its goals, and unsupported to some extent in doing their jobs well an index of poor POS and psychological empowerment. In Africa a dearth of POS and employee engagement has posed a barrage of challenges in the health sector. First, there is a gross deficiency in the actual number of health workers in Africa, affecting all cadres. The "brain drain" depletes public sector health workers to critically low numbers, especially in rural areas. Second, there has been a remarkable lack of attention on understanding and addressing the needs

of existing health workers themselves, and how they might be better supported to deliver safe, effective care (Pakenham-Walsh & Bukachi, 2009).

Chass and Balu (2018) found a significant positive relation between POS and employee engagement at Tas Impex Private Limited, Hyderabad India. Makanjee, Hartzler and Uys (2006) found that perceived organizational support positively influenced radiographers' organizational commitment in South African hospitals. In Uganda, Onyinyi (2003) investigated the relationship between perceived organizational support and organizational commitment among health workers and found a weak but significant relationship between the two variables. Mwirigi, (2014) found a strong positive relationship between employee engagement and employee performance at KMTCC Headquarters. Njuki and Kwena (2017) found that rewards and leadership had a positive influence on employee engagement in Nairobi women's hospital Kenya. However, these studies do not bring together, the three constructs of POS, psychological empowerment and employee engagement in the health sector thus providing a gap for the current study.

Compared to other predictors of employee engagement (e.g. leader-member exchange, job satisfaction, rewards, leadership style, etc) POS and psychological empowerment are arguably the least researched, especially in the developing countries of sub-Saharan Africa. As already explained in literature, it is expected that POS induces high levels of employee engagement. However, there is still limited understanding of how POS, psychological empowerment may work together to effect the employee engagement. In this regard the current study has been designed to fill the existing gap in literature by reviewing studies on moderating role of psychological empowerment on the effect of perceived organizational support on employee engagement amongst health staff the Kenyan perspective.

Statement of the Problem

Perceived organizational support shapes employees' attitude and conscientiousness in carrying out conventional job responsibilities, employee engagement and job satisfaction in organizations (Ali, et al., 2010). The support employees perceive is positively related to a number of outcomes favorable to both the organization and the individual. Perceived organizational support predicts both job and organization engagement (Gillet, Huart, Colombat & Fouquereau, 2013). Perceived organization support (POS) increase the health personnel inner obligation to help the hospitals reach their objectives for quality patient care and their affective commitment to the health care providers (Wang, Liu, Zou, Hao & Wu, 2017). Therefore, the level of support employees perceive of their needs to be constantly reviewed to ensure favorable outcomes to the organization (Krishnan & Mary, 2012). In fine the perception of organizational support should be portent enough to engender the reciprocity norm for psychological empowerment and employee engagement. The converse would precipitate employee disengagement and poor service delivery in the health sector.

High level of perceived organizational support develops commitment and ownership among employees towards organization, hence reduces turnover intention (Hussain & Asif, 2012). However in the Kenyan public health sector after devolution some of the tenets of perceived organizational support such as unharmonised salaries and allowances, delayed salaries, non-remittance of health workers' statutory deductions, delayed promotions and re-designations, staff shortages and inadequate budgets, deteriorating working conditions, loss of skilled and specialized manpower, unclear procedures for career progression and inadequate equipment and infrastructure in health facilities are at their worse. These altogether has precipitated unrest amongst health workers in many counties, which often causes disruption of health

services, and loss of lives (MOH., 2016). These altogether calls for the enhancement of perceived organization support to attenuate the consequences of employee disengagement in the health sector.

Recent studies showed that perceived organizational support have been frequently examined as the antecedents of psychological empowerment (Ali et al., 2010; Bogler & Nir, 2012; Ameen & Ahmad, 2013; Ertürk & Vurgun, 2015; Iqbal & Hashmi, 2015; Salehzadeh et al., 2014). Such studies examined a relationship of perceived organizational support and psychological empowerment, however, there is still lack of understanding about the moderating role of psychological empowerment on the effect of perceived organizational support and positive work outcomes, especially in the Public health organizations. In this regard there was need to establish the empirical foundations of public sector perceived organizational support and employee engagement as moderated by psychological empowerment with conceptual sharpness and clarity to fill the gap.

LITERATURE REVIEW

Perceived organizational support

Perceived organizational support is the degree to which employees believe that their organization values their contributions and cares about their well-being and fulfills socioemotional needs (Eisenberger, Huntington, Hutchison & Sowa, 1986). POS increases employees' felt obligation to help the organization reach its objectives, their affective commitment to the organization, and their expectation that improved performance will be rewarded. The three common antecedents of perceived organizational support are fairness, supervisor support, and organizational rewards and job condition (Eisenberger, Huntington, Hutchison & Sowa, 1986). POS engenders employees' felt obligation to help the organization realize its goals, their affective commitment to the organization,

and their expectation that improved performance will be rewarded.

Perceived organizational support (POS) can be positive if reciprocation of support and respect occurs between employer and employee. If the reciprocation does occur and the employee feels that he or she is being appreciated and respected for the work that he or she is doing, the POS is increased (Lynch, Eisenberger & Armeli, 1999). If the respect and appreciation is either not present or is not expressed adequately, then the employee may begin to harbor suspicion, which may increase organizational cynicism. A low perception of organizational support can result in employees being wary of reciprocation. Of course, perfect correlations happen infrequently. Just as POS does not always positively correlate with performance, neither does job satisfaction (Levy, 2013). Although POS probably does have an effect on many employees' outcomes, it does not necessarily cause performance to increase or decrease in productivity.

Organizational support theory (OST) was generally successful in its predictions concerning both the antecedents of POS (leadership, employee–organization context, human resource practices, and working conditions) and its consequences (employee's orientation toward the organization and work, employee performance, and well-being) (Kurtessis, et al., 2015). OST has invoked profound interest owing to the essence of viewing the employee–organization matrix from the employees' viewpoint, the clarity of the POS construct, and the strong associations of POS with affective organizational commitment, job satisfaction, and other attitudinal outcomes. POS is potentiated by the employees focus on the organization's commitment to them and not their commitment to the organization as espoused by Organizational support theory (Kurtessis, et al., 2015). POS is positively related to social exchange and negatively related to economic exchange. POS plays a central role in the

employee–organization relationship and has important implications for improving employees' well-being and favorable orientation toward the organization. Within this social exchange framework, individuals who view their organizations as supportive will be more supportive of their organizations and this will be displayed through improved job performance and lowered workplace deviance (Eisenberger & Stinglhamber, 2011).

Psychological empowerment

Psychological empowerment refers to an “intrinsic task motivation reflecting a sense of self-control in relation to one’s work and an active engagement with one’s work role (Meng & Sun, 2019). Psychological empowerment is a psychological state in which employees feel they can control their work environment (Kim, Triana, Chung & Oh, 2016). Employees who have the autonomy in making decisions usually develops a positive attitude within themselves. They are more responsible in their work and exemplary levels of self-motivation, achieve higher level of job satisfaction and they are able to achieve the organization’s goals. According to Scott, Gang and Stephen (2011) Many studies on enterprise organizations have found that psychological empowerment can effectively stimulate individuals’ enthusiasm for work and promote the improvement of job performance. Employees experiencing a higher level of these four dimensions: (a) meaning (sense of caring); (b) self-efficacy (one’s ability); (c) self-determination (initiating behavior); and (d) personal control (influencing actions and offering inputs) in their work are considered more empowered (Spreitzer, 1992).

In reaction to the global challenge, Buitendach and Hlalele (2005) proposed that numerous big organizations delayed, devolved decision-making, promoted multi-skilling, encourage teamwork, and introduced a range of initiatives in order to empower employees. Employee empowerment has received wide recognition as an important subject in

management circles mainly because it is seen as one of the fundamental elements of managerial and organizational effectiveness that increases when power and control are shared in an organization (Ergeneli, Saglam & Metin, 2007). Psychological empowerment has been extensively researched in European and North American Contexts however the topic has received scant attention in the Latin American and by extension the African context (Selvarajan & Singh, 2013). In fine Most of the work of psychological empowerment has been conducted within the cultural context of USA and western Europe with limited studies in other cultural contexts. Organizations compete in diverse cultural settings calling for the understanding of empowerment in a diverse cultural context. Besides studies have looked at the outcome of psychological empowerment as a precursor of positive work outcomes such as task performance, innovation, citizenship behaviors, job satisfaction and organizational commitment (Seibert, Wang & Courtright, 2011). In addition, psychological empowerment climate relates to performance only under conditions of high-felt accountability; it does not relate to performance under conditions of low-felt accountability (Wallace, Johnson, Mathe & Paul, 2011). The uncertainty surrounding psychological empowerment and belief in its potential has prompted calls for research on the process of empowering employees and the factors that characterize its’ implementation (Farmer, 2011). Besides there has not been much research on its role to as a moderator to between various relationships. According to Kimpah, Ibrahim and Raudeliuniene (2017) psychological empowerment is a significant as a moderator.

Employee engagement in public health facilities

An engaged employee is defined as one who is fully absorbed by and enthusiastic about their work and so takes positive action to further the organization's reputation and interests. An engaged employee has a positive attitude towards the organization and its

values (Eliza, 2017). Employee engagement is a workplace approach resulting in the right conditions for all members of an organization to give of their best each day, committed to their organization's goals and values, motivated to contribute to organizational success, with an enhanced sense of their own well-being (engageforsuccess.org., 2019). Employee engagement is therefore an emotional attachment to an organization and enthusiastically strives to help the organization achieve its goals. Their driving force is to see the organization succeed and not just their pay check. Engagement focuses on work performed at a job and represents the willingness to dedicate physical, cognitive, and emotional resources to this work (Christian, Garza & Slaughter, 2011). Disengaged employees feel their contributions are being overlooked, they concentrate on tasks rather than on outcomes, and they want to be told what to do (Fernandez, 2007). Employee engagement has become the focal point of the organization as a recipe for keeping customers. These argumentations are corroborated by Alison (2017) engaged, motivated workers have higher employee satisfaction, which leads to enthusiasm in their role and overall company growth in the form of higher retention and lower turnover; higher productivity; increased profitability; less absenteeism, and increased employee loyalty. It therefore remains quintessential for the organization to magnetize an engaged staff and steer their disengaged workforce to a more engaged state.

Employers that engage workers actively and encourage them to be creative will attract top-notch candidates and retain loyal employees, which can be a competitive advantage, recent research shows (Eliza, 2017). In this regard managers need to foster unique strategies that keep employees engaged, motivated and dedicated to their work. Frequently overlooked are employees' unique personalities, needs, motives and goals, which interact with organizational factors and interventions to influence

engagement levels. On the other hand, some employees will always be more (or less) engaged and motivated than others, as the recently operationalized construct of drive implies (Siegling, Ng-Knight & Petrides, 2018). American and Canadian workers share a very strong work ethic where the workers feel the "good will" of their companies (Fernandez, 2007). This "good will" remains essential as it is the cornerstone for true engagement, and engagement engenders higher performance and productivity. Hospitals that rank in the top 25% for employee engagement levels also score within the top 19% of highest-ranking hospitals on the HCAHPS (Matt, 2020). In other words, it literally pays to have high employee engagement in healthcare. But in the converse employees engage with the organizations at their own volition. Study conducted at an Irish hospital support the importance of health service organizations deploying organizational resources to foster employee work engagement (Freeney & Fellenz, 2013). What is concerning is that only 29% of the workforce is engaged, 45% are not engaged, and 26% are actively disengaged. Which means nearly 71% of employees are NOT fully engaged. (5) In addition, nearly 11 billion is lost annually due to employee turnover (Stone, 2017). This commits the health sector to secure exemplary strategies to engender an engaged health work force.

Critical at present, are the incessant hemorrhage of talent from the public health sector to the private sector. This is underscored by the fear and doubt, fueled by poor internal communications, public sector's most talented employees are increasingly jumping from what they perceive to be a sinking ship, to the comparatively 'dry land' of a recovering private sector (Ian., 2010). Matt (2020) adds that, increasingly, doctors, nurses, technicians, and all other manner of healthcare employees are being asked to do more with less. Cuts to funding and significant decreases in Medicare reimbursement loom large over hospitals while operating costs rise.

The public health sector, workforce which has traditionally felt secure and protected has now been left exposed, understandably nervous and disengaged. Several studies have shown that employee engagement is one of the top variables correlating to mortality, complications, accidents on the job, patient safety, clinical outcomes, staff turnover, and absenteeism. Kevin, (2015) advocates for the appreciation of the return on investment (ROI) of employee engagement in the health sector. Employee engagement and its relationship with performance have gained immense attention in the western developed countries and its application in the African public sector still remains a major gap in the engagement literature. This advances the need to understand the antecedents and possible moderators of employee engagement relationship. Thus the study interrogates the perceived organizational support, psychological empowerment and employee engagement in the public health sector.

Perceived organizational support, psychological empowerment and employee engagement in public health facilities

According to Neves and Eisenberger (2012) Behavioral outcomes of POS include increases in in-role and extra-role performance and decreases in withdrawal behaviors such as absenteeism and turnover. Perception of employees that the organization cares for them as well as values their service and contribution leads to a positive employee attitude and behavior (Kailiang & Xinyu, 2016). Perceived organizational support has a positive effect on work related outcomes. Perceived organizational support increases performance in standard work-related activities standards and increases the level of organizational identification significantly (Turunç & Çelik, 2010). There is a high performance; high levels of work engagement, and high workmanship quality in teams who have high levels of perception of supervisor support (Walumbwa et al., 2011). Supervisory support improves employee engagement

if offered to enable staff perform their duties well but in Contact Centers supervisors use bureaucratic control to ensure adherence (Straub, 2011). Perceived organizational support reflects the organization's overall expectations of its members and recognition of personal value and their contribution to it in a subjective perception way. "Social exchange theory" and "reciprocity principle" have always been the theoretical basis of research on organizational support and employee engagement (Kailiang & Xinyu, 2016). When organizations support is perceived by employees their sense of belonging is inspired thus become more enthusiastic in achieving the organization's goals, showing a higher degree of employee engagement. This implies that besides assigning duties to employees, the management should provide the necessary conditions required to complete the work to engender job satisfaction.

However, despite the growing importance of supervisory support and commitment, relatively few studies have empirically investigated the consequences of this construct. The supervisor support is particularly important because supervisors are formally responsible for monitoring the performance of employees, are involved in decisions regarding pay and promotions that affect their employees and are increasingly made accountable for reducing turnover in their teams (Panaccio & Vandenberghe, 2011). Previous studies have verified that when employees perceive a high level of support and assistance from their supervisor, such perception facilitates improving employees' attitude toward work, which encourages employee to devote greater effort to their work and in turn motivates employees to do things that are beyond the scope of their duties (Wanjau & Kyongo, 2013). However, there is a broad divergence in employee perceptions of supervisor supportiveness among different countries (Rucha, 2013).

Perceived organizational support positively and significantly affects employee engagement (Kailiang & Xinyu, 2016; Walumbwa et al., 2011; Neves &

Eisenberger, 2012; Meintjes & Hofmeyr, 2018). Research by Rothmann and Rothmann, (2010) Perceived organizational support is a strong predictor of employee engagement. In the context of health sector, this association is underpinned by the stressful nature of health professionals accompanied by emotional exhaustion, which ultimately has important implications for levels of engagement and the need for organisational support (Kurtessis, et al., 2017). This is attributed to the fact that through POS and the organization's commitment to the employees invokes a feeling of humane characteristics by the organization which they reciprocate through employee engagement. The perception of support from the organization should be intense enough to infuse some extent of psychological empowerment to intensify their emotional bonding with the organization. Navin, (2015) posits that irrespective of the size, the organization must support the employees and their needs in order to make them more engaged in the work owing to its cost advantage.

There is a dearth of literature on the relationship of perceived organization support and employee psychological empowerment in management literature in the health sector and by extension the moderating role of psychological empowerment on POS and employee engagement. According to Ali, et al., (2010) employees' perception about organizational support would psychologically empower them at their work settings. This is justified by the fact that when employees feel organizational support, they gain confidence that they possess the required resources (informational, financial, managerial and administrative), rewards for their efforts and organizational affiliation for their actions thus empowering them psychologically. The needs satisfying theory also elaborates that psychologically safe employees remain engaged with their work (Mahmood & Sahar, 2017). Besides one must comprehend the role of the psychological condition of the persons which drives them to act. The

conceptual framework of empowerment provided by Thomas and Velthouse (1990) and additional elucidation by Spritzer (1995) to highlight the significance of the psychosomatic element of empowerment in generating the essential enthusiasm for optimistic job performance is pertinent in identifying the connection amid empowerment and employee engagement. In fine Psychological empowerment has positive relationship with employee engagement (June, 2013; Albrecht & Andretta, 2011; Mahmood & Sahar, 2017). According to Ali, et al., (2010), Iqbal and Maryam, (2015); Chiang and Hsieh (2012) Navin, (2015); Kurtessis, et al., (2017) employees' perception about organizational support would psychologically empower them. Despite limited studies on the moderating role of psychological empowerment on the relationship between POS and employee engagement it is justified to infer that based on organizational support theory, the value attached to POS by employees based on their ability to meet their needs and mitigate their stress empowers them psychologically to stoke their engagement levels. POS is strongly driven by favorable HR practices which effects psychological empowerment and employee engagement (Eisenberger, Malone & Presson, 2016).

DISCUSSION

Despite the inordinate advances in medical technology, healthcare remains a people-intensive undertaking relying on an investment in human capital and the fulcrum is an engaged workforce. From the foregoing an increased understanding of the engagement process at work is particularly valuable given its strong linkage to important attitudinal and behavioral outcomes. Engaged individuals are energetic and feel connected to their work. The engaged staff members are better equipped to deal with job demands. High level of employee engagement in the health sector is related to retention, patient-centred care, patient safety culture and employees' positive assessments of the

quality of care or services provided by their team (Lowe, 2012). Kevin, (2015) adds that the hard return-on-investment (ROI) of employee engagement for hospitals the reduction of hospital-acquired conditions, readmissions and mortality rates. The arrantly displayed ROI of an engaged work force gives credence for the attraction and maintenance of engaged workforce by the health sector in general. The converse would definitely lead to the attrition of the quality of health care services.

The confusion between employee engagement and worker satisfaction is unfortunate because this confusion causes healthcare leaders to underinvest their time and money in engagement initiatives, thinking engagement is a “nice to have” rather than an enabler of their most important goals (Kevin, 2015). The clarity of the tenets of employee engagement remains quintessential for purposes of mobilizing the most salient strategies for achieving its maxims. This espouses the need to understand the antecedents and possible moderators of its causal relationships with its antecedents. In connection to this employee remain a critical driver of the health sector, there is a need to increase their perception of organization support ingrained so much with their psychological empowerment so much to drive their levels of engagement an index of efficiency of the health sector. This is further justified by the “Social exchange theory” and “reciprocity principle” which is the theoretical underpinning of organizational support, psychological empowerment and employee engagement. If organizational support was perceived by the employees they will be psychologically empowered to believe that the organization will fulfill its obligations of exchange in the future thus employee engagement and they will be obligated to repay the organization by working hard in order to obtain the material and spiritual rewards, thus realize social exchange (Navin, 2015). This is further underpinned by the group-value model which suggests that the group membership effect occurs

because people derive important self-relevant information from evaluations of how they are treated by ingroup authorities (Smith, Tyler, Huo, Ortiz & Lind, 1998).

The domain of effective customer services delivery in the health sector calls for workers affection for familiarization with the mercurial health circumstances, prediction of new confronts in the health sector to conjure solutions for the customer all premised on their levels of engagement attributed to their perceived support and psychological empowerment. The capacity of the organizational support to psychologically empower them at their work settings stokes their level of engagement as recipe for their service to mankind. The practical and voluntary behavior as a result of psychological empowerment is very significant than regular and arranged behavior (Mahmood & Sahar, 2017). Wang and Liu (2015) stated that sketch on the ground of optimistic psychology that concerns about healthiness as well as comfort is an optimistic, satisfying, work-related condition of intelligence which in turn is characterized by vigor, commitment, and combination. Vigor is further characterized by high levels of force and psychological flexibility as motivation in the face of complexities. POS occasions psychological empowerment by providing employees with a simple way to understand their valuation by the organization and may vary from the view that the organization regards them very positively to the opposite extreme of disdaining them and wanting to get rid of them given the first opportunity (Eisenberger, Malone & Presson, 2016).

There is a dearth of literature on the relationship of perceived organization support and employee psychological empowerment in management literature in the health sector and by extension the moderating role of psychological empowerment on POS and employee engagement. However, the significant effect of perceived organizational support on employee engagement would be adduced to the

extent to which the organizational support effects psychological empowerment. In this regard the public health sector should strategically embrace human resource practices which invoke the perception of a caring and supportive organization for psychological empowerment as a precursor for employee engagement. These foment a continuous need to research on those human resource factors which are fundamental for occasioning POS that affect employees' engagement thereby enhancing the performance of an organization (Blomme, Kodden & Beasley-Suffolk, 2015). Despite limited studies on the moderating role of psychological empowerment on the relationship between POS and employee engagement in the health sector it is justified to infer that based on organizational support theory, the value attached to POS by employees based on their ability to meet their needs and mitigate their stress empowers them psychologically to stoke their engagement levels.

CONCLUSION

Employee engagement has gained credence as crucial and important factor for a success of the health sector. Employee engagement play an important role

in achieving the objectives of the health sector, building effective teams, healthy interpersonal relationships among coworkers and managers and good working environment in the organization which enhance employee motivation and leads to better organizational performance. The psychosomatic element of empowerment in generating the essential enthusiasm for optimistic job performance is pertinent in identifying the connection amid empowerment and employee engagement. However, there are limited studies on the moderating role of psychological empowerment on the effect of POS on employee engagement in the health sector. Based on the review "Social exchange theory" and "reciprocity principle" which is the theoretical underpinning of organizational support, psychological empowerment and employee engagement the health sector should promote the adoption of human resource practice with an inclination of POS and stoking psychological empowerment for employee engagement. The review has provided insights that should encourage conversations and future research in the domain of POS, psychological empowerment and employee engagement that is critical for organizational survival and success of public health sector.

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