

Effects of Job Resource on Job Performance with the Mediating Role of Job Satisfaction and Employee Engagement: Empirical Evidence from Public Sector Organizations in Ethiopia

DOI: <https://doi.org/10.31920/1750-4562/2025/v20n2a24>

Temesgen Tera^{1*}

¹Department of Management,

Arba Minch University, Arba Minch Ethiopia

ORCID: <https://orcid.org/0000-0002-2038-0472>

Email: temeodiro@yahoo.com

Chalchissa Amentie²

²Department of Leadership,

Ethiopia Civil Service University, Addis Ababa, Ethiopia

ORCID: <https://orcid.org/0000-0002-1453-2652>

Email: chalchoko@gmail.com



Gemechu Nemera³

³Department of Management,

Arba Minch University, Arba Minch Ethiopia

ORCID: <https://orcid.org/0000-0003-0341-8499>

Email: gemenera@gmail.com

Abstract

Employee job performance is widely regarded as the most effective indicator of an organization's strength and commitment to achieving its objectives, and it is a major priority for every firm seeking to realize its goal. This study aimed to show the effects of job resources on employee job performance with the mediation roles of job satisfaction and employee engagement. Covariance-based structural equation modeling (SEM) was used to test the hypotheses

experimentally on cross-sectional survey data collected from 342 sample respondents. Findings from regression analysis indicate job resource (JR) has statistically significant and positive effects on job satisfaction (JS) ($\beta=.18$; $p=.019$), employee engagement (EE) ($\beta=.33$, $p=.001$), and job performance (JP) ($\beta=.24$; $p=.021$). Furthermore, both JS and EE have positive effects on JP ($\beta=.17$; $p=.018$ and $\beta=.39$; $p=.000$), respectively. Moreover, a finding from mediation analysis reveals EE partially mediate the nexus between JR and JP. These findings add to the literature by illustrating the significance of job resources in improving job satisfaction, employee engagement, and job performance in the public sector in developing countries. The study also has practical implications for public sector managers and policymakers who are looking to enhance employee job performance specifically and organizational performance in general.

Keywords: *Job Resources; Job Satisfaction; Employee Engagement; Job Performance; Public Sector Organization.*

Introduction

Employee job performance assesses whether an employee performs their job well (Na-Nan et al., 2018), and it is an indicator of individual employees' efficiency and productivity as well as organizational operational efficiency and long-term success. Employee job performance is defined from an organizational perspective as the degree to which a member of the organization helps the organization reach its ultimate goals (Muntazeri & Indrayanto, 2018). According to Anwar & Abdullah (2021) assuring job performance is considered a pre-requisite to realizing overall organizational performance. Hence, sound management of job performance is imperative to enhance organizational performance and effectiveness (Badrianto & Ekhsan, 2020).

Existing previous studies (Diamantidis & Chatzoglou, 2019; Baluyos et al., 2019; Hussein, 2020; Wang & Chen, 2020; Ekingen, 2021) reveal that workforce performance is strongly correlated with and significantly affected by job resource, job satisfaction, and employee engagement.

Job resources imply the social, physical, and occupational aspects that enable workers to achieve organizational goals, foster their personal and career growth, and enhance their motivation, and it can decrease job requirements, and the related physical and emotional costs (Bakker & Demerouti, 2017; Bhatti et al., 2018; Kotze, 2018; Hakanen et al., 2021). These resources can be derived from the organization, the social

relations at work, the way work is organized, and the task itself (Hakanen et al., 2021).

Job satisfaction is described as an employee's attitudinal response to their organization, jobs in their organization, or towards his/her supervisor, and that provides a desirable state in an employee's attitudinal (Bellani et al., 2018; Djoemadi et al., 2019; Maan et al., 2020).

Employee engagement refers to how involved and immersed an individual is in their work and role performance. It is more than just an attitude; it includes emotion and behavior. Kahn (1990) defined it as the harnessing of organization members' self to their roles. According to Kahn, engaged employees exert physical effort, show cognitive resilience, and exert emotional attachment to the organization's goal. According to Schaufeli et al. (2002), employee engagement is a positive, and gratifying work-related frame of mind marked by vigor, dedication, and absorption.

Vigor denotes a high energy level and mental resilience, determination, and consistency on the job. Dedication is defined as an employee's work-related behavior characterized by the ability to face challenges, pride in their job, significance, enthusiasm, and inspiration associated with work (Guo & Hou, 2022). Absorption entails a sensation of detachment from one's surroundings, attention to one's task, and being completely involved in one's work (Schaufeli et al., 2002).

The public sector differs from the commercial and private sectors in that there is no profit-maximizing concentration, no urgency for income generation, and no hard and fast standard against which performance may be assessed (Střiteská & Sein, 2021; Knies et al., 2022). Public sector organizations in Ethiopia are government entities that supply and play an essential role in providing fundamental services to Ethiopian inhabitants, such as education, health, transportation, telecommunications, power, and water (Tensay & Singh, 2020). Since Ethiopian public sector organizations are primarily distinguished by their labor-intensive nature (Addis et al., 2018) and attaining accelerated service delivery for the customer depends on employee job performance, it is necessary to build a robust human resource management system (Knies & Leisink, 2018; Knies et al., 2018).

In line with this reality, the Ethiopian government has implemented various reform programs to improve service delivery and customer satisfaction, but research findings on the public sector indicate it couldn't address the problems of good governance and service delivery

performance up to the expected standard level (Mulugeta, 2018; Engdaw, 2019; Gobena, 2019).

According to Sisay (2016), Ethiopian public sector organizations are characterized by being time-consuming to respond to customer requests, costly in their operation, incompetent when compared with the private sector, and non-responsive and non-dynamic. Other existing empirical findings also reveal the presence of employee job performance problems in Ethiopian public sector organizations in terms of absenteeism, pilfering materials, corruption, and task performance (Balaraman et al., 2018).

Thus, the primary goal of this research was to investigate the effects of job resources on employee job performance via the mediating roles of job satisfaction and employee engagement. The current study addressed the gap in comprehending how job resources influence job performance in emerging economies' public sectors, focusing on Ethiopia's civil service organization. Thus, based on the problems mentioned above and the body of published literature; the current study focused on addressing the following fundamental research questions: (i) What is the effect of job resources on job satisfaction, employee engagement, and employee job performance?; (ii) To what extent do job satisfaction and employee engagement affect job performance?; (iii) Do job satisfaction and employee engagement play a mediation role in the link between job resources and job performance?

Literature Review and Research Hypotheses

Relationship between job resource and job performance

For this research, the authors identified and examined four major job resource dimensions, such as social support, rewards and recognitions, organizational justice, and feedback. Existing prior studies conducted by different scholars (Akram et al., 2019; Cho et al., 2020; and Ekingen, 2021) indicate the presence of strong and positive correlations between organizational justice dimensions and employee job performance; similarly, the findings of (Kima et al., 2017; Rhee et al., 2017; Diamantidis & Chatzoglou, 2019) indicate social support predicts significantly employee job performance. Other studies conducted by (Darma & Supriyanto, 2017; Ndungu, 2017; Seng & Arumugam, 2017) revealed the presence of an association between rewards and recognition with employee job performance. Furthermore, the findings of Zhao et al. (2016), and Ismaila et al.(2022) confirm that employees who can

obtain timely and helpful feedback tend to adjust their work actions and achieve better performance. Given the above empirical claims of previous studies, the following hypothesis was suggested:

Hypothesis 1: Job resource affects employee job performance significantly.

Relationship between job resources and job satisfaction

Several factors are linked to a person's degree of job satisfaction; (Ellickson & Logsdon, 2001) study found that the two most important variables influencing employee job satisfaction are personal traits and environmental conditions. Ganguly (2010) focused on the person-environment fit as a primary issue in the explanation for employee satisfaction. Other scholars (Irving & Montes, 2009; Koonmee et al., 2010) linked employee job satisfaction with factors such as recognition, working conditions, nature of the work, policies and procedures, personal development, and promotion. However, according to the majority of organizational behavior scholars, the best way to satisfy employees is still to meet their needs and motivate them (Giannikis & Mihail, 2011).

The findings of earlier research (Bakhshi et al., 2009; Fatt et al., 2010; Elamin & Alomaim, 2011; Mashi, 2017) show that organizational justice and worker job satisfaction are positively correlated. In opposite to this, a lack of fairness in the workplace leads to employee frustration (Mashi, 2017). Another study conducted by Johari et al. (2018), Diamantidis & Chatzoglou (2019), and Hussein (2020) indicates the existence of a strong association between timely feedback and employee satisfaction. Furthermore, other prior empirical studies conducted by different scholars reveal the presence of a constructive correlation between social support and job satisfaction (Pohl & Galletta, 2016; Yuh & Choi, 2017; Kim et al., 2019), and reward and recognition with employee job satisfaction (Zeb et al., 2015; Froese et al., 2019; Kuwaiti et al., 2020). Thus, based on the above empirical evidence, it is hypothesized:

Hypothesis 2: Job resource affects employee job satisfaction significantly.

Relationship between job resources and employee engagement

Based on the perspective of Kahn (1990) and Schaufeli et al. (2002), it can be stated that employee engagement comprises three dimensions:

physical (being physically involved in a task and showing vigor), cognitive (being alert at work and experiencing absorption and involvement), and emotional (being connected to the job while working and showing dedication).

While considering antecedents for employee engagement, dimensions of job resources are considered the major contributors. According to Kahn & Heaphy (2014) and Soane (2014), those in managerial positions play a vital role in creating an environment conducive to employee engagement. Previous studies also indicate leaders' behaviors that help and inspire people play a substantial role in employee engagement (Harter & Adkins, 2015; Rothmann & Rothmann, 2010). According to Harter and Adkins (2015), leaders account for up to 70% of the difference in employee engagement.

According to Barrick et al. (2015), employees' engagement levels fluctuate according to their impressions of the benefits they obtain from the organization in terms of monetary rewards, recognition, promotion opportunities, timely feedback, and training and development opportunities. Perceived organizational support is also another significant factor that determines the level of employee engagement (Saks, 2019). Organizational support includes giving information to employees, enabling access to useful training on the job, providing rewards, showing concern for employees, and being willing to help employees when they experience problems (Rothmann, 2017).

Also, the results of (He et al., 2014 and Haynie et al., 2016) demonstrate the presence of a strong association between fairness in organizations and employee engagement. Likewise, other extant research works reveal the presence of a strong association between rewards & recognition with employee engagement (Hoole & Hotz, 2016; Baqir et al., 2020; Pawar & Ranga, 2020) and feedback and employee engagement (Alzyoud et al., 2015; Kariuki & Makori, 2015; Ismaila et al., 2022). Based on the above empirical justifications, it is hypothesized:

Hypothesis 3: Job resources affect the level of employee engagement significantly.

Relationship between job satisfaction and job performance

Employee job satisfaction has a positive and significant effect on employee job performance, which includes service performance, behavior performance, and financial performance (Susanto et al., 2022). Existing research on this topic has demonstrated the prevalence of this

reality. Perera et al. (2014) investigated the link between job satisfaction and job performance in 17 apparel firms situated in free trade zones in Sri Lanka using SEM, and the findings assert that job satisfaction has a significant and positive effect on job performance. Yvonne et al. (2014) also examined the nexus between job satisfaction and employee job performance among 1,419 employees working in franchised stores throughout Malaysia. Findings indicate that the two variables were correlated with each other and the relationship was significant. Similarly, Abadi and Renwarin (2017) analyzed the impact of the reward system and management approach on job satisfaction and employee job performance among 84 managers in the Nusantara Bonded area in Jakarta. The findings show that compensation and job satisfaction significantly influence job performance. Other research studies (Platis et al., 2015; Siengthai & Pila-Ngarm, 2016; Dinc et al., 2018; Baluyos et al., 2019) have found that job satisfaction is closely correlated with and has a significant impact on employee performance. Given these facts, it is hypothesized that:

Hypothesis 4: Employee job satisfaction has a significant effect on employee job performance level.

Relationship between employee engagement and employee job performance level

Employee engagement has been linked to a variety of desirable outcomes, both at the individual and organizational levels. This is because engaged employees are enthusiastic, work hard, and are more willing to exert extra effort at their jobs (Christian et al., 2011). According to theories on employee engagement, when employees are engaged at work, they perform better because doing so increases their motivation to accomplish duties and tasks (He et al., 2014). Earlier empirical surveys have demonstrated that employee engagement has a positive influence on job performance.

For example, Dajan (2015) conducted an exploratory survey of 245 bank workers from multiple commercial and public banks in Cairo, Egypt, to identify the primary factors of employee engagement and their consequences on job performance and organizational commitment. According to Dajan (2015), job performance is significantly affected by the level of employee engagement.

Yongxing et al. (2017) investigated the moderating influence of POS on the relationship between job engagement and objective task performance

among 1,094 client support employees in a prominent state-owned telecom company in South China. The findings indicate that: (1) work engagement is positively correlated with task performance; (2) the link between work engagement and task performance is moderated by perceived organizational support. Ismail et al. (2019) also explored the association between employee engagement and job performance among 186 respondents working in Lebanese firms. According to the data, employee engagement has a considerable and favorable effect on job performance.

Wang and Chen (2020) investigated 312 frontline staff behavior from tourist hotels in Taiwan to see how coworker and client incivility affected work engagement and job performance. The results show that rude coworkers and customers negatively impacted work engagement and job performance, while work engagement positively impacted job performance. Additionally, other empirical research findings indicate the existence of a strong correlation between employees' engagement and dimensions of job performance (Bakker & Bal, 2010; Rich et al., 2010; Aftab et al., 2022; Bouckennooghe et al., 2022). Therefore, based on the existing literature foundation, it is hypothesized that:

Hypothesis 5: Employee engagement significantly affects employee's job performance level

The mediation role of job satisfaction and employee engagement

Job resources could create a positive working environment. Job resources enable workers to achieve organizational goals, enhance their motivation and satisfaction, decrease job requirements and the related physical and emotional costs, and increase employee engagement levels (Bakker & Demerouti, 2017; Bhatti et al., 2018; Kotze, 2018; Hakanen et al., 2021). As disclosed under Hypotheses 1 through 5, previous research revealed the direct relationship between job resources and job performance, job resources and job satisfaction, job satisfaction and job performance, job resources and employee engagement, and employee engagement and job performance. Given the aforementioned correlation and discussion, it is hypothesized that:

Hypothesis 6: Job satisfaction mediates the relationship between job resources and job performance.

Hypothesis 7: Employee engagement mediates job resources and job performance links.

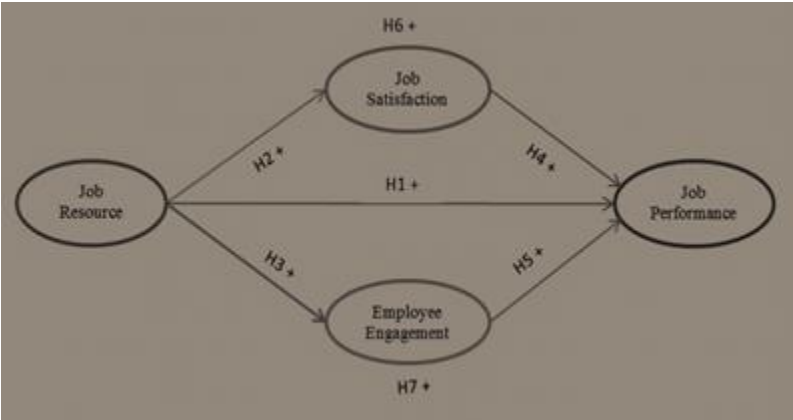


Figure 1: Proposed hypothetical model of study

Methodology

Study Area Descriptions

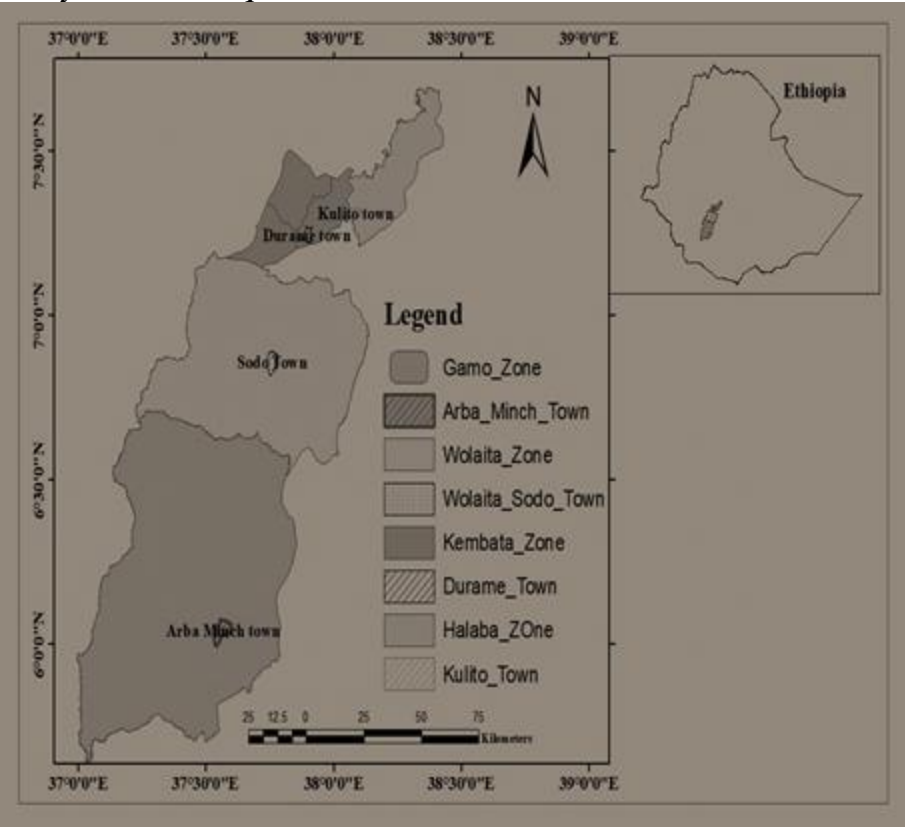


Figure 2: Map of the Study area

As presented in Figure 2 above, the current study was conducted in four zones (Gamo, Wolaita, Kembata, and Halaba), which are located in two regional states: Gamo and Wolaita zones are from South Ethiopia Regional State, and Kembata and Halaba zones are located in Central Ethiopia Regional State. Arbaminch, Wolaita Sodo, Durame, and Kulito towns are the administrative center of Gamo, Wolaita, Kembata, and Halaba zone, and they are located 505 km, 378 km, 343 km, and 203 km south of Addis Ababa, the capital city of Ethiopia respectively.

Study population and sampling technique

The target population for the current study was employees in zonal-level service-providing public sector organizations in the study area. According to the baseline data obtained from public service and human resource development offices, there are 29 zonal-level offices in each zone. For the current investigation, 15 zonal-level departments were selected from each zone, or a total of 60 zonal-level departments from four zones. The total number of employees is 5116 as per the baseline data. To compute sample size, the Cochran (1977) sample size determination formula was used. Cochran's sample size determination formula for unknown total population size is;

$$n_o = \frac{Z^2 pq}{e^2} \dots\dots\dots(1)$$

Where:

- n_o = adequate sample size with a 95% confidence level
- Z² = table value of the confidence level from normal distribution table
- e = the researcher's tolerable amount of error
- p = the probability of success
- q = the probability of failure

$$n_o = \frac{(1.96)^2(0.5)(0.5)}{(0.05)^2} = \underline{\underline{384}}$$

Furthermore, Cochran suggested an adjusted formula to determine the final sample size shown below if the population is finite.

$$n = \frac{n_o}{1 + (n_o - 1) / N} \dots\dots\dots (2)$$

Where:

- n = sample size for finite population size
- n_o = is the sample size derived from equation (1)
- N = population size

$$n = \frac{384}{1 + (384 - 1) / 5116} = \underline{\underline{357}}$$

Accordingly, 357 plus 10% to offset an anticipated low response rate, a total of 393 questionnaires were distributed. Since 393 is more significant than 200, which is suggested as an acceptable minimum sample size for SEM by different scholars (Anderson & Gerbing, 1988; Garson, 2009; Anderson and Tatham, 2006; Kline, 2016; Loehlin & Beaujean, 2017; Hair et al., 2019), researchers believe that the sample size determined through the Cochran formula is logical, sufficient, and representative enough to conduct the current study.

Measurement Scale

For this study, the authors adopted measurement tools (questionnaires) validated by different previous studies to measure all the study variables. For instance, the measurement scale of social support was adopted from Wongpakaran & Wongpakaran (2012) which consists of five items. To measure rewards and recognition, the authors used a 4-item scale used by Baqir et al. (2020) with modification. Organizational justice was measured by a 3-item perceived overall justice (POJ) scale developed and validated by Ambrose & Schminke (2009). The 3-items of the feedback scale were adopted from the measurement scale of Hwang & Jang (2020). To measure a latent variable of job satisfaction, the authors used a 6-item scale developed by Siengthai & Pila-Ngarm (2016) with revalidation. Employee engagement was measured by a three-factor 12-item scale adopted from Schaufeli & Bakker (2004). Employee job performance was measured by a three-factor, 10-item scale adopted from the research of Pulakos et al. (2002), Sackett (2002), Griffin et al. (2007), Charbonnier-Voirin & Roussel (2012) and Pradhan & Jena (2017). All the measurement scales were based on a five-point Likert scale: (1) strongly disagree, (2) disagree, (3) neutral, (4) agree, and (5) strongly agree. In the current study, the researchers followed the translation-back-translation procedure that was used by Lan (2019) to translate the original English-language questionnaire into Amaharic, and then it was back-translated into English.

Results and discussion

To collect quantitative data, the authors distributed a total of 393 questionnaires to employees who are working in four zonal-level offices. From a total of 396 distributed questionnaires, 342 (87% rate of return) usable questionnaires were collected from respondents and the analysis result is based on this data.

Respondents Demographic characteristics

According to respondents' demographic information, males who participated make up 59.4% of all respondents. In terms of age, the majority (51.5%) fall between the ages of 30 and 40. Bachelor degree holders made up the largest proportion of respondents (61.1%), and 55.6% of respondents had worked for five to eight years in the current organization. In terms of marital status, the majority of respondents (68.7%) are married, and 60.8% of respondents earn between 7,000 and 10,000 Birr per month as a basic salary.

Result of measurement Model

Reliability test result of study variables

Cronbach's alpha was utilized in this study to examine the constructs' reliability. Cronbach's alpha value serves as one of the most widely employed markers of internal consistency, and value a greater than 0.70 can be used as a baseline to assess a construct's reliability (Field, 2013). The analysis result in Table 1 below indicates the Cronbach alpha coefficient of all constructs in this study is greater than 0.70, and this shows all constructs of the current study possess a strong internal reliability.

Table 1: Reliability test result of the variables

Predicted Constructs	Indicators	Items	CR	AVE	KMO & Bartlett's Test (P-value)	Chronbach Alpha (α)
Job Resource	Social support	5	0.967	0.853	0.734 (P=0.000)	0.967
	Reward & Recognition	4	0.827	0.546	0.759 (p=0.000)	0.826
	Organizational Justice	3	0.882	0.722	0.612 (P=0.000)	0.848
	Feedback	3	0.760	0.526	0.577 (p=0.000)	0.726
Job Satisfaction		12	0.878	0.553	0.775 (P =0.000)	0.866
Employee Engagement	Vigor	3	0.744	0.494	0.665 (P=0.000)	0.739
	Dedication	3	0.790	0.557	0.698 (p=0.000)	0.787
	Absorption	3	0.754	0.506	0.673 (P=0.000)	0.747
Job Performance	Task performance	4	0.863	0.626	0.712 (p=0.000)	0.857
	Adaptive performance	3	0.748	0.501	0.676 (p=0.000)	0.744
	Contextual performance	3	0.801	0.573	0.703 (p=0.000)	0.799

By using SPSS, we have also generated the Kaiser-Meyer-Olkin (KMO) and Bartlett's test of sphericity test results. For factor analysis to be regarded as suitable, Bartlett's test of Sphericity must be significant. Bartlett's test of sphericity must be significant ($P < 0.05$), and the KMO

measure of sampling adequacy must be more than 0.5 (Ertugrul-Akyol, 2019; Shrestha, 2021). According to Table 1, KMO values range from 0.577 to 0.775 and the Bartlett sphericity value was significant ($p < 0.05$). Thus, we can say there is a sufficient sample size for factor analysis (Aslan et al., 2020).

Convergent Validity

According to Hair et al. (2019), convergent validity evaluates the degree to which indicators of a specific construct share a significant amount of variance in common. In the AMOS approach, the Average Variance Extracted (AVE) and composite reliability (CR) were employed as a convergent validity metric. According to Shrestha (2021), convergent validity for a construct is good if the AVE and CR are above 0.5 and 0.6, respectively. Results depicted in Table 1 show CR and AVE for almost all constructs are above the recommended threshold, except for vigor, for which AVE is 0.494, which is less than 0.5. Thus, in the current study, almost all constructs meet Shrestha's (2021) convergent validity requirements. This indicates convergent validity is good or this data does not violate the convergent validity requirement.

Discriminant Validity

Table 2: Fornell & Larker (1981) discriminant validity criteria

	Ss	Rr	Oj	Fed	Js	Vig	Ded	Abs	Tp	Adp	Cop
Ss	0.923										
Rr	0.416	0.739									
Oj	0.417	0.31	0.849								
Fed	0.322	0.421	0.33	0.725							
Js	0.203	0.078	0.065	0.089	0.743						
Vig	0.353	0.147	0.126	0.129	0.174	0.702					
Ded	0.294	0.145	0.105	0.098	0.193	0.57	0.746				
Abs	0.134	0.002	0.078	0.034	0.16	0.482	0.369	0.711			
Tp	0.141	0.097	0.128	0.206	0.17	0.362	0.39	0.3	0.791		
Adp	0.26	0.224	0.227	0.178	0.142	0.077	0.111	0.18	0.239	0.707	
Cop	0.124	0.097	0.134	0.121	0.2	0.18	0.236	0.23	0.385	0.498	0.757

Note: a bold diagonal indicates the square root of AVE, and the remaining elements indicate the correlation among study variables.

Where: Ss = Social support, Rr = Reward & recognitions, Oj = Organizational justice, Fed = Feedback, Js = Job satisfaction, Vig = Vigor, Ded = Dedication, Abs = Absorption, Tp = Task performance, Adp = Adaptive performance and Cop = Contextual performance.

Discriminant validity indicates the degree to which a measure fails to correlate with other conceptions from which it is designed to distinguish.

According to Hair et al. (2019), discriminant validity is the extent to which a variable is truly distinct from other constructs or variables. In the current study, the authors used the Fornell-Larcker criterion to assess discriminant validity. According to Fornell & Larcker (1981), to say constructs are different from each other, the respective square root value of AVE for each construct should exceed all correlations among the constructs.

In aggregate, the measurement model confirmed both sufficient convergent and discriminant validity. Thus, we can proceed to stage two, the SEM analysis. The visual representation of the structural model is depicted in Figure 3 below.

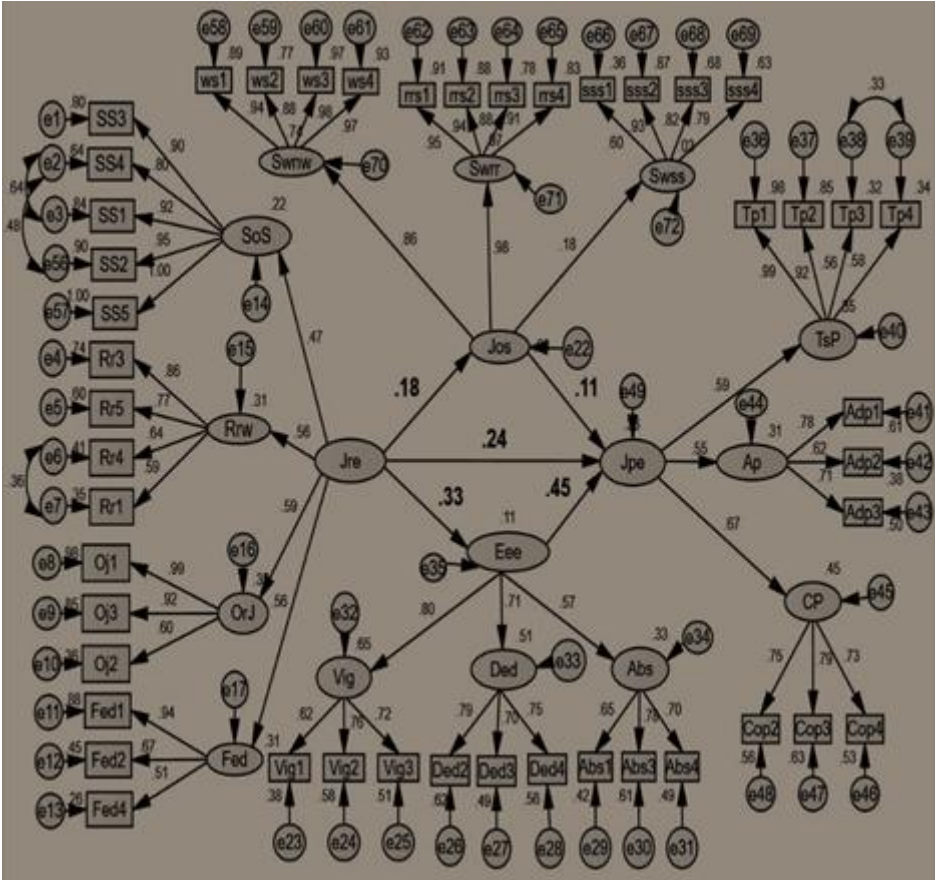


Figure 3: Path analysis
Where: JR= Job resource, JS=Job Satisfaction, EE= Employee engagement, JP= Job Performance, SS = Social Support, OJ= Organizational Justice, Fed = Feedback, Rr=Rewards and recognitions, Vig = Vigor, Ded = Dedication, Abs = Absorption, TP = Task performance, AdP = Adaptive performance and CoP = Contextual performance.

The Model Fit Indices

The model fit metrics were as follows: CMIN/DF (χ^2/df) = 2.028, CFI = 0.915, RMSEA= 0.055, SRMR=0.080, and PCLOSE = 0.024. According to Gaskin & Lim (2016) and Hair et al.(2019), the value for these five fit indices is under acceptable and excellent thresholds. Furthermore, the value for GFI (0.829) & AGFI (0.805) in this model is below 0.9, but the GFI and AGFI are known to depend on the sample size and can be used if it is above 0.8, while other fit indices are satisfied (Mulaik et al., 1989; Kim et al., 2016).

Results of the structural model and hypotheses testing

To address the objectives and test the hypotheses of this study, we used SEM. In this study, it is hypothesized that job resources have positive and significant effects on job satisfaction, employee engagement, and job performance. Furthermore, job satisfaction and employee engagement had a significant and positive effect on employee’s job performance. Thus, it was hypothesized that job satisfaction and employee engagement mediate the link between job resources and job performance.

Using SEM, it was empirically proven that job resources have a positive and statistically significant impact on job satisfaction, employee engagement, and job performance level. In addition, job satisfaction and employee engagement positively and significantly affect employee job performance levels. A summary of the SEM is presented in Table 3 below.

Table 3: Summary of path analysis result and hypotheses test

Hypothesized relationship	St.β (β)	C.R (t- value)	P- value	Hypothesis Supported
Job Resource---->Job Performance (H1)	0.24	2.313	0.021	Yes
Job Resource---->Job Satisfaction(H2)	0.18	2.348	0.019	Yes
Job Resource---->Employee Engagement (H3)	0.33	3.290	0.000	Yes
Job Satisfaction---->Job Performance (H4)	0.11	1.556	0.120	No
Employee Engagement---->Job Performance (H5)	0.45	4.067	0.000	Yes

Mediation Tests

According to Baron & Kenny (1986) and Hair et al. (2019), for the variable to play a mediation role between the independent and dependent

variable, the following three conditions must be met: first, the independent variable must affect the mediator; second, the independent variable must be shown to affect the dependent variable; and third, the mediator must affect the dependent variable. According to the results depicted in Table 3 above, in this study, the mediation analysis preconditions are satisfied. As a result, we may infer that job satisfaction and employee engagement operate as intermediaries between job resources and employee job performance.

Additional analysis using AMO-SEM was performed to test the significance of the mediation effects. For this purpose, the bias-corrected bootstrapping method with 5,000 bootstrapping resamples was performed. Mediation analysis results in Table 4 below revealed a significant indirect effect of JR on JP through JS ($\beta = 0.035$, $P = 0.007$). According to Table 3, the direct effect of JR on JP was also significant ($\beta = 0.23$, $P = 0.028$). Hence, JS partially mediates the link between JR and JP, and it supports H6. Likewise, Table 4 below indicates the presence of significant indirect effects of JR on JP through EE ($\beta = 0.146$, $P = 0.008$). Findings presented in Table 3 indicate the presence of significant direct effects of JR on JP. Thus, EE partially mediates the relationship between JR and JP in the current study and supports H7.

Table 4: Mediation Analysis Summary

Relationship	Direct Effect	Indirect Effect	Confidence Interval		P-value	Conclusion
			Lower Bound	Upper Bound		
JR-->JS--> JP	0.24 (0.021)	0.0198	0.014	0.123	0.110	No Mediation
JR-->EE--> JP		0.146	0.034	0.430	0.008	Partial Mediation

Discussions

Hypothesis 1 asserts that job resources have a meaningful impact on employee job performance. The AMOS-SEM results in Figure 3 and Table 3 show that job resources have a substantial positive effect on job performance ($\beta = 0.24$, C.R./t = 2.313, $p = 0.021$). Therefore, H1 is accepted. Thus, the current study findings are congruent with those of earlier studies (Rhee et al., 2017; Swalhi et al., 2017; Akram et al., 2019; Diamantidis & Chatzoglou, 2019; and Ekingen, 2021).

Hypothesis 2 states that job resources affect employee job satisfaction significantly. The SEM result presented in Table 3 and Figure 3 indicates that the effects of job resources on job satisfaction is positive

and statistically significant ($\beta = 0.18$, C.R./t = 2.348, and $P = 0.019$). Hence, H2 is supported by the current study. Consistent with this finding, an empirical study conducted by Orgambídez-Ramos & Almeida (2017), Froese et al. (2019), Bernarto et al.(2020), Kuwaiti et al.(2020), and Novitasari et al. (2020) also established that job resource dimensions such as social support, organizational justice, rewards & recognition, and feedback were significantly affecting employee job satisfaction.

Hypothesis 3 states that job resources affect employee engagement positively. According to the test results and its summary in Table 3 and Figure 3, job resource has positive and statistically significant effects on employee engagement. This can be proven by the statistical value of ($\beta=0.33$, C.R./t =3.290, and $P=0.000$). This means that H3 is supported by the empirical findings and accepted or supported. This result supports previous empirical research findings of (Haynie et al.,2016; Jin & McDonald,2016; Baqir et al., 2020; Pawar & Ranga, 2020 and Heyns et al.,2021) who stated that job resource dimensions such as organizational justice, social support, feedback, and rewards & recognitions were significantly affecting employee engagement level.

Hypothesis 4 suggests that employee job satisfaction has a substantial and constructive effect on employee job performance. The majority of existing studies have also discovered a positive association between job satisfaction and job performance (Dinc et al., 2018; Abdirahman et al., 2020; Loan, 2020; Kumar, 2022; Susanto et al., 2022). As hypothesized, in the current study we also found that the effects of job satisfaction on job performance is positive but, not significant with a coefficient ($\beta = 0.11$, C.R./t = 1.556, and $P = 0.120$) as presented in Table 3 and Figure 3 above. This implies that the empirical findings of the present study not supported H4.

Hypothesis 5 states that employee engagement has significant and positive effects on employee job performance. The SEM result depicted in Table 3 and Figure 3 indicates that the impact of employee engagement on job performance is positive and statistically significant ($\beta = 0.45$, C.R./t =4.067, and $P = 0.000$). Hence, H5 was supported. According to earlier research by (Yongxing et al., 2017; Ismail et al., 2019; Aftab et al., 2022; and Bouckennooghe et al., 2022), employee engagement is one of the best indicators of work performance, which supports the current finding.

Conclusion

The public sector service-rendering organizations are considered the lifeblood of public service provision in Ethiopia but remain beyond expectations due to different reasons. This study investigated the effect of job resources on employee job performance, with special emphasis on Ethiopian public sector service-rendering organizations. Additionally, it aimed to ascertain whether job resources had an impact on employee engagement and job satisfaction, whether employee engagement and job satisfaction influenced the degree of job performance, and whether job satisfaction and employee engagement mediate the relationship between job resources and job performance.

The study used quantitative primary data collected from employees through a structured questionnaire. The proposed hypotheses were empirically tested by using CB-SEM on cross-sectional survey data gathered from 342 sample respondents who are working in four zonal-level public sector organizations in the southern and central Ethiopia regional states. Our findings demonstrate that job resources positively influence job performance directly and indirectly through job satisfaction and employee engagement. These findings add to the body of research by emphasizing the critical roles that job resources, job satisfaction, and employee engagement play in improving job performance in public sector organizations in developing nations.

Theoretical implication

The JD-R model, conservation of resources, and social exchange theories served as the foundation for the current investigation. The results corroborate existing theories and empirical discoveries in different settings. Thus, this study conceptually will advance the application of prevailing theories to the public sector and emerging nations.

Therefore, this study extends the literature on job resources and job performance by examining their relationship in the unique context of an emerging economy's public sector. The results of the current study contribute to the existing theory by extending the job demand-resource model to employee job performance by incorporating job satisfaction and employee engagement. This establishes the foundation for future research into the link between job resources and work performance in the case of the public sector.

Managerial implication:

The authors believe that the present study gave public sector managers in Ethiopia a clear understanding of the relationship between job resources, job satisfaction, employee engagement, and employee job performance. Human resources ought to be regarded as an essential resource for the accomplishment of particular corporate goals as well as general national objectives. As mentioned in the introduction part, human resources are one of the key instruments to implement public sector policy and programs in the case of the Ethiopian public sector; thus, managers need to investigate and respond to factors related to job satisfaction, level of engagement, and performance to be competitive in today's dynamic environment.

Specifically, the effects of job resources on job performance should be emphasized to boost the level of employee job performance as well as the organization's overall performance. Findings revealed the presence of positive and significant effects of the independent variable on the mediating and independent variables. Therefore, the study can give some substantial managerial implications to help the Ethiopian public sector improve their employee job performance level as follows:

First, as per the result of the current study, job resources are a vital element that significantly affects job satisfaction, employee engagement, and the level of job performance. Therefore, managers in public sector organizations are expected to intensify employee access to different types of job resources, i.e., social support, organizational justice, rewards and recognition, and on-time feedback. To realize this, public sector managers are expected to create a working environment that is characterized by transparency, integration, and enough participation. By doing so, the interaction between employees with employers as well as with other employees can be improved, which may lead to a smooth ground for access to different types of job resources.

Secondly, job satisfaction also had significant effects on the level of job performance. As the literature reveals, the level of job satisfaction depends on numerous internal and external factors. Thus, some internal and external aspects can be altered, improved, and enhanced by an organization's personnel management to boost the level of employee job satisfaction. Specifically, managers need to improve motivator factors to elucidate a high level of employee job satisfaction in Ethiopian public sector organizations.

Thirdly, employee engagement influences job performance significantly. According to the Gallup 2024 workplace employee engagement report of different countries, the overall employee engagement level is only 15% worldwide, and it is below this in the case of developing countries, including Ethiopia. Thus, managers need to be concerned about low-level employee engagement, and they should seek out ways to boost engagement levels. To do this, managers need to work with their employees closely to identify as well as avail antecedents for employee engagement.

Generally, given the significant relationship between job resources, job satisfaction, employee engagement, and job performance, managers in public-sector organizations can boost their employee satisfaction, engagement, and job performance level by improving and availing different job resource dimensions. This could enhance organizational performance and competitiveness. Thus, we suggest that public sector organizations and officials concerned with this sector should focus on availing, applying, and following the correct job resources at the appropriate time and place. Human resources and human resource management departments in public sector organizations also require more attention since their contributions to organizational performance are critical. Furthermore, the Ethiopian government should periodically review civil service and human resource development programs to account for dynamism in economic, political, and competitive settings.

Limitations and future research directions:

Due to its nature, this study has two major limitations: First, it limited the sample organization to public sector service providers in Central and Southern Ethiopia only. Second, there was a paucity of follow-up across time; in the current investigation, we employed cross-sectional data, and it is difficult to determine real causality among study variables.

Thus, future studies could focus on the public as well as private sector organizations in comparison. In addition to this, it would be necessary to conduct a study by using sample organizations from different parts of the country to get an accurate image. Furthermore, future studies should focus on longitudinally investigating the job resource-job performance relationship. Finally, since job satisfaction and employee engagement partially mediate the effects of job resources on

job performance, future studies should include other mediating variables in the above correlation.

Acknowledgment

We would like to express our gratitude to Arba Minch University and Wolaita Sodo University for providing the chance for the corresponding author to pursue his PhD program. We also thank the sample respondents who participated in this survey from the public sector office. We also thank the anonymous reviewers and the journal editorial team for their insightful feedback.

Disclosure statement

The authors did not disclose any possible conflicts of interest

Data availability statement

The dataset used for the present study is available from the corresponding author (Temesgen Tera through this email: temeodiro@yahoo.com) upon reasonable request.

References

- Abdirahman, H. I. H., Najeemdeen, I. S., Abidemi, B. T., & Ahmad, R. (2020). The relationship between job satisfaction, work-life balance, and organizational commitment on employee performance. *Advances in Business Research International Journal*, 4(1), 42. <https://doi.org/10.24191/abrij.v4i1.10081>
- Addis, S., Dvivedi, A., & Beshah, B. (2018). Determinants of job satisfaction in Ethiopia: evidence from the leather industry. *African Journal of Economics and Management Studies*, 9(4), 410-429. <https://doi.org/10.1108/AJEMS-09-2017-0222>
- Akram, T., Lei, S., Haider, M. J., & Hussain, S. T. (2019). The impact of organizational justice on employee innovative work behavior: the mediating role of knowledge sharing. *Suma de Negocios*, 1–13. <https://doi.org/10.1016/j.jik.2019.10.001>
- Badrianto, Y., & Ekhsan, M. (2020). Effect of Work Environment and

- Job Satisfaction on Employee Performance in Pt. Nesinak Industries. *Management and Accounting*, 2(1), 85–91. <http://e-journal.stie-kusumanegara.ac.id>
- Bakker, A. B. & Demerouti, E. (2017). Job demand-resource theory: taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273–285.
- Bakker, A. B., & Bal, P. M. (2010). Weekly work engagement and performance: A study among starting teachers. *Journal of Occupational and Organizational Psychology*, 83(1), 189–206. <https://doi.org/10.1348/096317909X402596>
- Baluyos, G.R., Rivera, H. L., & Baluyos, E. L. (2019). Teachers' job satisfaction and work performance. *Open Journal of Social Sciences*, 07(08), 206–221. <https://doi.org/10.4236/jss.2019.78015>
- Baqir, M., Hussain, S., Waseem, R., & Islam, K. M.A. (2020). Impact of reward and recognition and supervisor support on employee engagement. *American International Journal of Business and Management Studies*, 2(2), 8–21. <https://doi.org/10.46545/aijbm.v2i3.256>
- Bellani, E., Ramadhani, S. R., & Tamar, M. (2018). *Job Satisfaction as Predictor of Employee Engagement*. February. <https://doi.org/10.2991/icaaip-17.2018.4>
- Bernarto, I., Bachtiar, D., Sudibjo, N., & Nurpatricia, I. (2020). Effect of Transformational Leadership, Perceived Organizational Support, and Job Satisfaction Toward Life Satisfaction: Evidence from Indonesian Teachers. *International Journal of Advanced Science and Technology*, 29(03), 5495–5503.
- Bhatti, M. A., Hussain, M. S., & Al Doghan, M. A. (2018). The role of personal and job resources in boosting nurses' work engagement and performance. *Global Business and Organizational Excellence*, 37(2), 32–40. <https://doi.org/10.1002/joe.21840>
- Bouckennooghe, D., Clercq, D. De, & Naseer, S (2022). A curvilinear relationship between work engagement and job performance: the role of feedback-seeking behavior and personal resource. *Journal of Business and Psychology*, 37(2), 353–368. <https://doi.org/10.1007/s10869-021-09750-7>
- Cochran, W. G. (1977). *Sampling Techniques* (Third Edit). John Wiley & Sons, Inc.
- Djoemadi, F. R., Setiawan, M., Noermijati, N., & Irawanto, D. W. (2019). The effect of work satisfaction on employee engagement. *Polish Journal of Management Studies*, 19(2), 101–111. <https://doi.org/10.17512/pjms.2019.19.2.08>

- Ekingen, E. (2021). The effect of organizational justice on job performance and the mediating role of job satisfaction: A study on nurses. *Hospital Topics*.
<https://doi.org/10.1080/00185868.2021.1969874>
- Engdaw, Db. D. (2019). The impact of quality public service delivery on customer satisfaction in Bahir Dar city administration. *International Journal of Public Administration*, 0(0), 1–11.
<https://doi.org/10.1080/01900692.2019.1644520>
- Fornell, C., & Larcker, D.F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39. <https://doi.org/10.2307/3151312>
- Froese, F. J., Peltokorpi, V., Varma, A., & Hitotsuyanagi-Hansel, A. (2019). Merit-based Rewards, Job Satisfaction and Voluntary Turnover: Moderating Effects of Employee Demographic Characteristics. *British Journal of Management*, 30(3), 610–623.
<https://doi.org/10.1111/1467-8551.12283>
- Gobena, A. G. (2019). The impact of service quality on customer satisfaction: A case study on Nekemte. *Annals of Social Science and Management Studies*, 4(1). <https://doi.org/10.19080/ASM.2019.04.555629>
- Guo, Y., & Hou, X. (2022). The effects of job crafting on tour leaders' work engagement: the mediating role of person-job fit and meaningfulness of work. *International Journal of Contemporary Hospitality Management*, 34(5), 1649–1667.
<https://doi.org/10.1108/IJCHM-09-2021-1082>
- Hair, J. F., Black, W. C., & Anderson, R. E. (2019). *Multivariate Data Analysis* (Eighth Edi). Cengage Learning EMEA.
- Hakanen, J. J., Bakker, A. B., & Turunen, J. (2021). The relative importance of various job resources for work engagement: A concurrent and follow-up dominance analysis. *Business Research Quarterly*, 1–17. <https://doi.org/10.1177/23409444211012419>
- Heyns, M. M., & Wet, E. H. (2021). The role of supervisory support and basic psychological needs in predicting work engagement, burnout, and turnover intentions in a service setting. *Research in Social and Administrative Pharmacy*, 18(6), 2981–2988. <https://doi.org/10.1016/j.sapharm.2021.07.009>
- Hoole, C., & Hotz, G. (2016). The impact of a total reward system of work engagement. *SA Journal of Industrial Psychology*, 1–14.
- Husseni, A. (2020). Effects of job characteristics on job performance

- among employees in the general TV channels. *International Journal of Academic Research in Business and Social Sciences*, 1(9), 333–344. <https://doi.org/10.6007/IJARBS/v10-i9/7745>
- Ismail, H. N., Iqbal, A., & Nasar, L. (2019). Employee engagement and job performance in Lebanon: the mediating role of creativity. *International Journal of Productivity and Performance Management*, 68(3), 506–523. <https://doi.org/10.1108/IJPPM-02-2018-0052>
- Ismaila, I., Ibrahim, B. G., & Mohammed, I. S. (2022). The Effects of Feedback and Reward System on Employee Engagement in Nigerian National Petroleum Corporation (NNPC). *IOSR Journal of Business and Management*, 24(1), 20–32. <https://doi.org/10.9790/487X-2401012032>
- Kahn W. (1990). Psychological Conditions of Personal Engagement and Disengagement at Work. *Academy of Management Journal*, 33(4), 692–724.
- Knies, E., Borst, R. T., Leisink, P., & Farndale, E. (2022). The distinctiveness of public sector HRM: A four-wave trend analysis. *Human Resource Management Journal*, February, 1–27. <https://doi.org/10.1111/1748-8583.12440>
- Knies, E., & Leisink, P. (2018). People management in the public sector. In *HRM in Mission-Driven Organizations*: https://doi.org/10.1007/978-3-319-57583-4_2
- Kothari, C. R. (2004). *Research Methodology Methods and Techniques* (Second Ed). New Age International (P) Ltd.
- Kotze, M. (2018). How job resources and personal resources influence work engagement and burnout. *African Journal of Economics and Management Studies*, 9(2), 148–164. <https://doi.org/10.1108/AJEMS-05-2017-0096>
- Kumar, P. (2022). Influence of University Teachers' Job Satisfaction on Subjective Well-being and Job Performance. *Journal of Engineering Education Transformations*, 35(35), 160–167.
- Kuwaiti, A. Al, Bicak, H. A., & Wahass, S. (2020). Factors Predicting Job Satisfaction Among Faculty Members of a Saudi Higher Education Institution. *Journal of Applied Research in Higher Education*, 12(2), 296–310. <https://doi.org/10.1108/JARHE-07-2018-0128>
- Loan, Tl. T. M. (2020). The influence of organizational commitment on employees' job performance: The mediating role of job satisfaction. *Maangement Science Letter*, 10, 3307–3312. <https://doi.org/10.5267/j.msl.2020.6.007>

- Maan, A. T., Abid, G., Butt, T. H., Ashfaq, F., & Ahmed, S. (2020). Perceived organizational support and job satisfaction: a moderated mediation model of proactive personality and psychological empowerment. *Future Business Journal*, 6(1), 1–10. <https://doi.org/10.1186/s43093-020-00027-8>
- Mashi, M. S. (2017). The mediating role of job satisfaction in the relationship between organizational justice and employee outcomes. *International Journal of Public Administration*, 41(16), 1351–1360. <https://doi.org/10.1080/01900692.2017.1388819>
- Mulugeta, G. B. (2018). *The quest for good governance in the Ethiopian public sector. November 2020, 2020.*
- Ndungu, D. N. (2017). *The Effects of Rewards and Recognition on Employee Performance in Public Educational Institutions: A Case of Kenyatta University, Kenya. 17(1).*
- Novitasari, D., Asbari, M., Wijaya, M. R., & Yuwono, T. (2020). Effect of Organizational Justice on Organizational Commitment : Mediating Role of Intrinsic and Extrinsic Satisfaction. *International Journal of Science and Management Studies*, 3(3), 96–112.
- Pawar, M., & Ranga, P. (2020). Fostering Employee Engagement : The Role of Rewards. *Journal of Critical Reviews*, 7(11), 4214–4218.
- Pohl, S., & Galletta, M. (2016). The role of supervisor emotional support on individual job satisfaction: A multilevel analysis. *Applied Nursing Research*. <https://doi.org/10.1016/j.apnr.2016.10.004>
- Pradhan, R. K., & Jena, L. K. (2017). Employee Performance at Workplace: Conceptual Model and Empirical Validation. *Business Perspectives and Research*, 5(1), 1–17. <https://doi.org/10.1177/2278533716671630>
- Rhee, S.-Y., Hur, W.-M., & Kim, M. (2017). The Relationship of Coworker Incivility to Job Performance and the Moderating Role of Self-Efficacy and Compassion at Work : The Job Demands-Resources (JD-R) Approach. *Journal of Business and Psychology*, 32(6), 711–726. <https://doi.org/10.1007/s10869-016-9469-2>
- Rich, L. L., Lepine, J. A., & Crawford, E. R. (2010). Job engagement: antecedents and effects on job performance. *Academy of Management Journal*, 53(3), 617–635. <https://doi.org/10.5465/amj.2010.51468988>
- Saks, A. M. (2019). Antecedents and consequences of employee engagement revisited. *Journal of Organizational Effectiveness*, 6(1), 19–38. <https://doi.org/10.1108/JOEPP-06-2018-0034>
- Schaufeli, W.B., Salanova, M., Gonzalez, V., & Bakker, A. B. (2002). The

- measurement of engagement and burnout: A two-sample confirmatory factor analysis approach. *Journal of Happiness Studies*, 3(1), 71-92.
- Seng, N. L., and Arumugam, T. (2017). Financial Reward and Motivation Towards Employee Job Performance in the Hospitality Industry in Klang Valley. *Electronic Journal of Business & Management*, 2(1), 51-60.
- Sisay, F. (2016). Job Satisfaction and Its Determinants in Addis Ababa: Evidence from Public Employees. *African Journal of Leadership and Development*, 1(1), 1–23.
- Striteská, M. K., & Sein, Y. Y. (2021). Performance-driven culture in the public sector: The case of Nordic countries. *Administrative Sciences*, 11(4). <https://doi.org/10.3390/admsci11010004>
- Susanto, P., Hoque, M. E., Jannat, T., Emely, B., Zona, M. A., & Islam, M. A. (2022). Work-Life Balance, Job Satisfaction, and Job Performance: The Moderating Role of Family-supportive Behavior. *Frontiers in Psychology*, 13(3), 1-12. <https://doi.org/10.3389/fpsyg.2022.906876>
- Swalhi, A., Zgoulli, S., & Hofaidhllaoui, M. (2017). The influence of organizational justice on job performance The mediating effect of affective commitment. *Journal of Management Development*, 36(4). <https://doi.org/10.1108/JMD-11-2015-0162>
- Tensay, A. T., & Singh, M. (2020). The nexus between human resource management, employee engagement, and organizational performance of federal public service organization in Ethiopia. *Heliyon*, 6(6), e04094. <https://doi.org/10.1016/j.heliyon.2020.e04094>
- Wang, C. H., & Chen, H. T. (2020). Relationship between workplace incivility, work engagement, and job performance. *Journal of Hospitality and Tourism Insights*, 3(4), 415-429. <https://doi.org/10.1108/JHTI-09-2019-0105>
- Yongxing, G., Hongfei, D., Baoguo, X., & Lei, M. (2017). Work engagement and job performance: The moderating role of perceived organizational support. *Anales de Psicologia*, 33(3), 708–713. <https://doi.org/10.6018/analesps.33.3.238571>
- Yuh, J., & Choi, S. (2017). Sources of social support, job satisfaction, and quality of life among childcare teachers. *The Social Science Journal*, 54(4), 450–457. <https://doi.org/10.1016/j.sosci.2017.08.002>
- Zhao, X. (Roy), Ghiselli, R., Law, R., & Ma, J. (2016). Motivating frontline employees: Role of job characteristics in work and life satisfaction. *Journal of Hospitality and Tourism Management*, 27, 27–38. <https://doi.org/10.1016/j.jhtm.2016.01.010>