

## Personal resources, job resources, work engagement, psychological empowerment and job satisfaction: A conditional process analysis

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### Abstract

This study examined the conditional process of the moderating roles of personal resources and job resources in mediating the effect of work engagement between psychological empowerment and job satisfaction. Using a descriptive survey research design, 510 teachers selected through a multi-stage process among teachers in the Ogun East Senatorial District, Nigeria took part in the study. Five instruments were used for data collection with analysis carried out using process macro Model 21 on IBM SPSS. Findings showed psychological empowerment having a large unconditional direct effect on job satisfaction (coeff = .80;  $p < .05$ ); a significant effect of psychological empowerment on work engagement (coeff = .65;  $p < .05$ ); a significant effect of personal resources on work engagement (coeff = .16;  $p < .05$ ); a significant effect of work engagement on job satisfaction (coeff = .41;  $p < .05$ ); and a significant effect of job resources on job satisfaction (coeff = .48;  $p < .05$ ). The relationship between work engagement and job satisfaction was significantly but inversely moderated by job resources (coeff = -.01;  $p < .05$ ). Personal resources moderated the relationship between psychological empowerment and work engagement, but job resources was inversely moderated between work engagement and job satisfaction.

**Key words:** *Conditional process analysis, Job satisfaction, Job resources, Personal resources, Psychological empowerment, Work engagement*

### Introduction

Job satisfaction, and perhaps organisational commitment stand out as being the most researched of several work behaviours. The concept of job satisfaction has continuously attracted the attention of researchers and workplace practitioners. This may not be unconnected to its significant influence on individual behaviours, with consequences on various organisational outcomes. Job satisfaction is the state of mind that employees have toward their employer, work, coworkers, and other psychological elements at work (Alahmad et al., 2018). This include all of a person's emotions regarding his or her employment. It is a gratifying or joyful emotive state resultant from an assessment of one's work or professional experiences (Colquitt et al., 2019).

Job satisfaction has been observed to positively relate with employee engagement (Vorina et al., 2017) and employees' mental health (Nadinloyi

et al., 2013). Again, job satisfaction relates positively with mindfulness at work (Hülshager et al., 2013), organisational commitment (Hassan et al., 2008), personal characteristics (Bilgiç, 1998), subjective wellbeing (Bowling et al., 2010) but inversely, with work or job stress (Sivertsen & Stadheim, 2020), and turnover intention (Serin et al., 2022).

Psychological empowerment is a driving force that accounts for the person's sense of enablement, a motivating element that explains how a person perceives empowerment (Menon, 2001; Spreitzer, 1995b). Competence, impact, meaning, and self-determination, are the four cognitions that indicate an individual's attitude toward their professional role and are manifestations of intrinsic motivation (Kustanto et al., 2020). Competence is the confidence an individual has in his/her capability to carry out assigned work successfully. It is a person's confidence in their ability to carry out tasks with proficiency (Gist, 1987). Impact is the degree to

which an individual has faith in that his or her actions has an impact on the outcome of the organisation. It is the level of competence that can influence workplace administrative, operational, or the strategic results (Mabekoje et al., 2017). Meaningfulness describes the value of a work purpose or goal as determined by a person's personal principles or values (Thomas & Velthouse, 1990) while self-determination is the capacity to choose one's own work within an organisation which may be referred to as 'choice'. Spector (1986) describes it as autonomy in the start-up and maintenance of work habits and work procedures.

Psychological empowerment predicted careerist's attitudes, counterproductive work behaviours, and affective commitment over and beyond perceived over-qualification (Meyer, 2020), burnout (Ding & Xie, 2021), job engagement (Arefin et al., 2019), a desired retirement age (Schermuly et al., 2017). Engagement also engendered groundbreaking behaviours and effectiveness among workers (Spreitzer, 1995a, b).

There is strong evidence linking psychological empowerment with job satisfaction (Li et al., 2018). Impact, purpose, and self-determination significantly positively affected job satisfaction while competence did not (Ölçer & Florescu, 2015). Buitendach and Hlalele (2014) explicitly affirm that psychological empowerment and job satisfaction have a strong association. The more employees feel and express more job satisfaction, the more psychological empowerment they have. Among teachers, positive significance has been observed in the link between psychological empowerment and job satisfaction (Lee & Nie, 2014). We therefore hypothesised that:

**Hypothesis 1:** Psychological empowerment will significantly predict job satisfaction independent of work engagement.

Work engagement refers to a productive and satisfying state of mind that is characterised by vigour, dedication, and absorption (Schaufeli et al., 2019). It is a favorable, affective-motivating state of well-being at work (Petrović et al., 2017). Vigor is a group of interconnected

affective states that employees encounter at work, including experiences related to physical stamina, emotional vitality, and cognitive activity. Dedication describes individual's emotionally solid and optimistic attitude toward work which includes professional demands and identity. Absorption refers to a person's more pervasive and permanent mental state.

Organisational skills, clinical expertise, and social intelligence are some of the factors that influence work engagement (Walker & Campbell, 2013). Significant positive relationships have been found between psychological empowerment and work engagement (Shams et al., 2021). By implication, the higher the perceived psychological empowerment, the more engaged workers are. Specifically, psychological empowerment had been found to be antecedent to work engagement (Taghipour & Dezfuli, 2013). It was therefore hypothesised that:

**Hypothesis 2:** Psychological empowerment will significantly predict work engagement.

Significant positive relationships have been variously specified between work engagement and job satisfaction (Havens et al., 2018). In fact, work engagement predicts job satisfaction (Simbula & Guglielmi, 2013). The more workers are engaged, the more they feel satisfied. We therefore hypothesised that:

**Hypothesis 3:** Work engagement will significantly predict job satisfaction.

Whereas, both psychological empowerment and job satisfaction have been included in many study models, modest evidence existed about the mediating role of work engagement in their relationships. However, literature submits that work engagement mediated between self-perceived autonomy and turnover intention, career adaptability and employee wellbeing (Maurits et al., 2015), an employee's turnover and intention cynicism (Khan & Batool, 2018). Further, prior studies suggested that engagement mediated between emotional job demands and absenteeism likelihood of healthcare workers (Munyenembe et al., 2020).

Unfortunately, little is known about how work engagement influences both job satisfaction and

psychological empowerment. It is, however, conceptualised that with empirical evidence of work engagement mediating positive constructs, it would act as mediator between psychological empowerment and job satisfaction. It was therefore, hypothesised that:

**Hypothesis 4:** Work engagement will significantly mediate between psychological empowerment and job satisfaction

Personal resources, a psychological capital dimension, is a person's effective psychological state of development, marked by self-efficacy, resilience, hope, and optimism (Asbari et al., 2021). While hope is the conviction that one can persevere in pursuit of goals and discover means of achieving them, especially in trying circumstances, self-efficacy means possessing the self-assurance to carry out certain activities and successfully complete problems. Resilience is the individual capacity to recover from stressors brought about by failures, difficult situations, and disagreements, by making positive development, and taking more responsibility. Optimism refers to situation whereby positive events are attributed to personal, persistent, and enduring causes while negative bad experiences are explained in terms of environmental, temporal, and situational factors.

Research has shown strong and favorable association between personal resources and work engagement (Truong et al., 2021). A significant relationship between psychological capital and work engagement was reported (Dehghani Soltani & Joneidi Jafari, 2020).

Based on these and other convincing research evidence which indicated that when workers have a high level of personal resources, they are fully engaged in their work. It was hypothesised that:

**Hypothesis 5:** Personal resources will significantly predict work engagement.

The establishment of a strong, significant correlation between psychological empowerment and the job engagement could be assumed to be rather a generalist opinion.

Studies have revealed that organisational communication can moderate between psychological empowerment and work engagement (Singh, 2022), and self-efficacy (Um & Yoo, 2018). Not much is however known about the moderating role of personal resources between psychological empowerment and work engagement. Nevertheless, observation was made that the relationship between psychological empowerment and work engagement may also be moderated by personal resources, though literature is yet to establish these propositions.

Personal resources, as a variable, has been established to moderate between job demands and work engagement (Chen, 2022). It has moderated between aging and work ability (Converso et al., 2018). It has also influenced workplace bullying and flourishing (Nel, 2019), between intelligence and work engagement (Mérida-López et al., 2020), as well as between organisational politics and job attitudes relationship (Khan et al., 2021). Work-family conflict and vigor were moderated by self-efficacy (Simbula et al., 2012). It is suggested that those with poor and high personal resources would have very diverse relationships regarding psychological empowerment and work engagement. It was therefore hypothesised that:

**Hypothesis 6:** Personal resources will significantly moderate between psychological empowerment and work engagement.

Job resources is defined as the elements of a job organisational, physical, psychological, or social requirements that may be useful in accomplishing work goals, lessen physical and psychological strain on employees, and imitate personal development (Bălăceanu et al., 2021). The relationship between job resources and job satisfaction has been established (Rashmi & Kataria, 2021) indicating that the higher the job resources, the higher the job satisfaction. It was therefore hypothesised that:

**Hypothesis 7:** Job resources will significantly predict job satisfaction.

Though links between work engagement and job satisfaction at work have been established, other

factors such as collegial social support, and social support by supervisor and co-workers had been researched to moderate the two variables (Orgambidez-Ramos & de Almeida, 2017). Perceived organisational support was found to have moderated regulatory emotional self-efficacy and work engagement (Lan et al., 2020), age moderated between perceived organisational support (Guglielmi et al., 2016). There is however a paucity of empirical evidence establishing the moderating effect of job resources between work engagement and job satisfaction. The moderating role of job resources has been tested in a number of relationship models. Job resources have been investigated and found to moderate the relationship between age and work ability (Arcangeli et al., 2018). It would be believed that such moderation could apply its relationship between work engagement and job satisfaction. In a way, job resources could interact with work engagement to influence job satisfaction. It was therefore hypothesised that:

**Hypothesis 8:** Job resources will significantly moderate between work engagement and job satisfaction.

Conditional process analysis applied to more complex models, such as moderated mediation and mediated moderation (Hayes, 2022). Conditional process analysis has been adopted in several studies (e.g. Anjum et al., 2019), even with research studies having job satisfaction in their models (Sam et al., 2020).

Specifically, studies have employed the Model 21 (e.g. Wilson et al., 2021), but more specifically, studies with job satisfaction in their

models (Guglielmi et al., 2016; Jamal et al., 2021). The Model 21 is that, in which the effect of an independent variable on a mediating variable is moderated by one variable, while the effect of the mediating variable on the outcome variable is yet moderated by another, but different variable (Abi Aad et al., 2021).

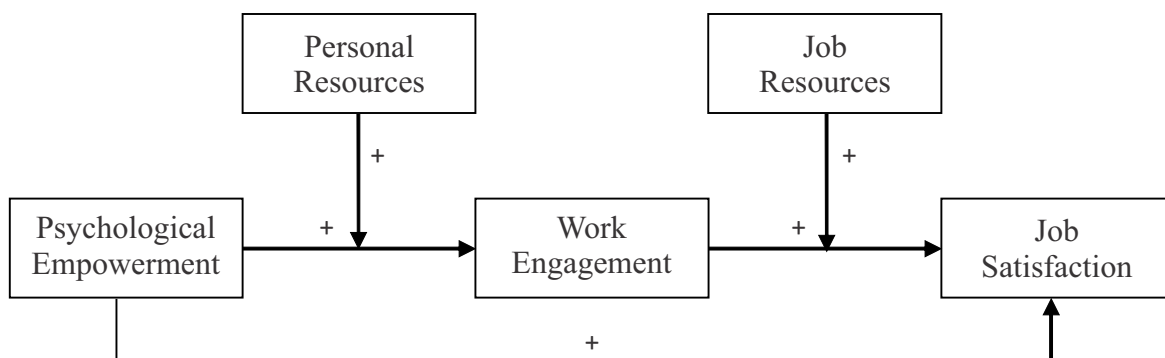
Although research frequently demonstrates a positive and robust association between psychological empowerment and job satisfaction, little is known about the mediation function of work engagement in the relationship. Yet, there is limited research on the moderating role of personal resources between psychological empowerment and work engagement. Also, sparse literature exists on the moderating role of job resources in the relationship between work engagement and job satisfaction.

Hence, we hypothesise that work engagement would operate as a mediator in the link between psychological empowerment and job satisfaction, whereas personal resources would act as a moderator between psychological empowerment and work engagement. We also conceive the idea that the pathway between work engagement and job satisfaction would further be moderated by job resources. Thus:

**Hypothesis 9:** Psychological empowerment will significantly predict job satisfaction through work engagement, and conditionally on the levels of personal resources and job resources.

A model corresponding to Model 21 of Hayes (2022) was therefore built to direct this study as shown in Figure 1.

**Figure 1: The conceptual model for the moderating roles of personal resources and job resources in the mediating role of work engagement between psychological empowerment and job satisfaction**



## Method

### Participants

A total of 510 teachers, drawn through a multi-stage process took part in the study. During the initial stage of sampling, a simple random sampling of 50 percent of the nine Local Government Areas in Ogun East Senatorial District, Nigeria was drawn. This resulted in the selection of five Local Government Areas. The next phase of sampling comprised of the selection of secondary schools. At this stage, 50 percent of the senior secondary schools in the five randomly drawn Local Government Areas were also selected using a simple random sampling method. The third and final stage of sampling involved the selection of teachers. Fifty percent of the teachers in the selected schools were again drawn using the simple random sampling technique. The sample was 62% female; comprising participants were of varying age brackets of up to 35 years (29.4%), from 36 to 45 years (42.7%), from 46 to 55 years (22.5%), and above 55 years (5.3%). Work experience of the participants indicated that the majority are within the bracket of 6-10 years work experience. A greater number of participants had Bachelor's degree (66.3%).

### Variables and Instruments

**Job Satisfaction:** Job satisfaction was assessed using a 36-item, self-report Job Satisfaction Survey (JSS) developed by Spector (1985). The scale assesses employees' opinions about certain features of their job. The nine-dimensional measure contained four items for each dimension ranging from promotion, satisfaction with pay, nature of work, supervision, contingent rewards fringe, benefits, operating procedures, coworkers, and communication. Responses were obtained using a 6-point Likert-type scale ranging from 1 = *disagree very much*, to 6 = *agree very much*. Coefficient alpha ranging between .60 and .91 have been reported while all the nine facets were all positively inter-correlated. (Spector, 2022).

**Psychological Empowerment:** Spreitzer's (1995b) Empowerment at Work Scale was used to assess psychological empowerment - the degree to which workers think their employment gives them power. The 12-item self-report scale

is four-dimensional (meaning, competence, self-determination and impact) with three items each. The scale is measured on a 7-point Likert scale format ranging from 1 = *very strongly disagree* to 7 = *very strongly agree*. Evidences on the psychometric adequacy of the scale are as shown with reliability indices ranging between .76 and .88 for the various dimensions (Spreitzer, 1995b).

**Work Engagement:** Work engagement was measured using the 17-item self-report Utrecht Work Engagement Scale, developed by Schaufeli and Bakker (2004b) to assess work engagement. The scale has three dimensions; vigor (6 items), dedication (5 items), and absorption (6 items). The scale was measured using a 7-point Likert scale format which ranged from 0 = *Never* to 6 = *Always*. Cronbach Alpha ranging between .82 and .92 have been reported for the dimensions and between .91 and .96 for the total scale (Schaufeli & Bakker, 2004a).

**Personal Resources:** Personal resources were measured using a four-dimensional, 24-item questionnaire - Psychological Capital Scale - developed by Luthans et al. (2007). The scale has items of psychological capital as related to work, self-efficacy, hope, resilience, and optimism. Items were measured using a 6-point Likert-type response choices 1 = *strongly disagree*, to 6 = *strongly agree*. Cronbach Alpha ranging between .72 and .78 have been reported (Ugwu et al., 2018).

**Job resources:** Job resources were assessed using the Job Characteristics Survey of the Job Diagnostic Survey (JDS) (Revised) developed by Hackman and Oldham (1974). The 15-item self-report scale consists of five sub-scales: skills variety, task significance, autonomy, job feedback, and task identify. Items are measured along a 7-point Likert scale ranging from 1 = *very inaccurate* to 7 = *very accurate*. Higher scores indicate higher job resources. Internal consistencies ranges from .75 to .79 for the sub-scales have been reported. Criterion-related validity indicated that job design correlates with intention to leave and in predictive with absenteeism and job satisfaction (Mabekoje et al., 2016).

**Control Variables:** To rule out alternative interpretation of the findings of this study, we controlled for gender, age, work experience, and educational qualification.

### Procedure

The researchers individually administered the instruments to the participants in various focal schools. The instruments were submitted instantly for analysis. Hayes' (2022) Process

procedure Version 4.0 Model 21 for IBM SPSS was used to conduct the Conditional Process Analysis with Bootstrapping set at the default 5,000 while the level of confidence for all confidence intervals was set at 95. Personal resources, job resources, psychological empowerment and work engagement were mean centered prior to analysis. Values of personal resources and job resources in conditional tables are the mean and +/- SD from the mean.

## RESULTS

### Conditional Process Analysis

**Table 1: Conditional Process Analysis of the moderating roles of personal and job resources in the mediating effect of work engagement between psychological empowerment and job satisfaction**

Antecedent	Consequent: Work Engagement					
	$\beta$	se	t	p	LLCI	ULCI
Gender	.021	.548	.038	.970	-1.056	1.098
Age	-.605	.381	-1.587	.113	-1.355	.144
Educational qualification	.600	.313	1.916	.056	-.015	1.216
Teaching experience	.098	.252	.389	.698	-.398	.594
Constant	-.957	1.458	-.656	.512	-3.821	1.908
Psychological Empowerment (PE)	.648	.070	9.268	.000	.511	.786
Personal Resources (PR)	.162	.018	8.957	.000	.127	.198
PE x PR	.005	.003	1.662	.097	-.001	.011
Antecedent	Consequent: Job Satisfaction					
	$\beta$	se	t	p	LLCI	ULCI
Gender	-.731	.865	-.845	.399	-2.430	.969
Age	1.143	.605	1.891	.059	-.045	2.331
Educational qualification	.559	.498	1.121	.263	-.420	1.538
Teaching experience	-.477	.401	-1.189	.235	-1.265	.311
Constant	166.850	2.360	70.713	.000	162.215	171.486
Psychological Empowerment	.801	.115	6.994	.000	.576	1.026
Work Engagement (WE)	.412	.086	4.812	.000	.244	.581
Job Resources (JR)	.482	.053	9.064	.000	.378	.587
WE x JR	-.009	.004	-2.118	.035	-.017	-.001
Conditional effects of the Psychological Empowerment on Work Engagement						
Personal Resources	Effect	se	t	p	LLCI	ULCI
Low	.558	.091	6.134	.000	.380	.737
Moderate	.648	.070	9.268	.000	.511	.786
High	.738	.086	8.628	.000	.570	.906
Conditional effects of the Work Engagement on Job Satisfaction						
Job Resources	Effect	se	t	p	LLCI	ULCI
Low	.515	.095	5.397	.000	.327	.702
Moderate	.412	.086	4.812	.000	.244	.581
High	.310	.101	3.058	.002	.111	.509

Note. \* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$

LLCI = low limit confidence interval, ULCI = upper limit confidence interval

The conditional process analysis (Table 1) revealed that psychological empowerment predicted work engagement ( $coeff = .65; p < .05$ ) and has direct effect on job satisfaction independent of work engagement ( $coeff = .80; p < .05$ ). Personal resources also affected work engagement ( $coeff = .16; p < .05$ ). However, no indication of significant interaction effect of psychological empowerment and personal

resources was observed on work engagement ( $coeff = .00; p > .05$ ). Work engagement predicted job satisfaction ( $coeff = .41; p < .05$ ). Job resources also affected job satisfaction ( $coeff = .48; p < .05$ ). A significant negative interaction effect of work engagement and job resources was observed on job satisfaction ( $coeff = -.01; p < .05$ ).

**Table 2: Conditional indirect effect(s) of Psychological Empowerment on Job Satisfaction at values of the Personal and Job resources with Work Engagement as mediator**

Personal Resources	Job Resources	Effect	SE	LLCI	ULCI
Low	Low	.288	.079	.142	.445
Low	Moderate	.230	.067	.109	.366
Low	High	.173	.068	.047	.311
Moderate	Low	.334	.075	.192	.480
Moderate	Moderate	.267	.066	.142	.400
Moderate	High	.201	.075	.057	.352
High	Low	.380	.083	.224	.546
High	Moderate	.304	.076	.163	.459
High	High	.229	.088	.064	.409

Indices of conditional moderated mediation by Personal resources					
Job Resource	Index	SE	LLCI	ULCI	
Low	.002	.002	.000	.006	
Moderate	.002	.001	.000	.005	
High	.002	.001	.000	.005	

The results in Table 2 showed that there are significant conditional indirect effects of psychological empowerment on job satisfaction through work engagement under different levels of personal resources and job resources. The effect is strongest when personal resources are high and job resources are low (Effect = .38; Boot SE = .08; BootLLCI = .22; BootULCI = .54). However, the effect is weakest when personal resources are low and job resources are high (Effect = .17; Boot SE = .07; BootLLCI = .07; BootULCI = .31).

## DISCUSSION

This study investigated the moderating roles of job resources and personal resources in mediating the effect of work engagement between psychological empowerment and job satisfaction of senior secondary school teachers in Nigeria.

The first hypothesis posits that psychological empowerment will significantly predict job satisfaction independent of work engagement. Findings of this study support this hypothesis. Findings of several studies that have investigated the relationships between psychological empowerment and job satisfaction had a majority revealing significant and positive correlation (e.g. George & Zakkariya, 2018a, b), however, the predictive capacity of psychological empowerment on job satisfaction has likewise been established as hypothesised by this study. This finding is not unanticipated as previous studies have shown similar prediction of psychological empowerment on job satisfaction (Abubakar, 2019). Psychological empowerment had always been observed to affect positive organisational outcomes like psychological well-being (Mabekeje et al., 2016) and even work engagement as revealed by this study (see

hypothesis two). For the present study to observe the significant effect of psychological empowerment on job satisfaction as a positive work-related construct strengthens the efficacy of psychological empowerment at the workplace.

The second hypothesis postulates that psychological empowerment will significantly predict work engagement. According to this study's findings, psychological empowerment has a major impact on job engagement. This finding is revealing as it supports the findings of associated previous studies which observed that there is a positive correlation between psychological empowerment and work engagement (Apriono et al., 2021) and that psychological empowerment will actually predict work engagement (Ugwu et al., 2014). It would be assumed as hypothesised that when employees are psychologically empowered; thereby experiencing such feeling of competence, impact, meaning, and self-determination, they are propelled to be engaged in their work.

The third hypothesis specifies that work engagement will significantly predict job satisfaction. As hypothesised, work engagement positively predicted job satisfaction. This is not unexpected as previous studies have indicated such a pathway. Aside from studies detecting significant positive relationship between work engagement and job satisfaction (e.g., Côté et al., 2021), work engagement has also been found to significantly predict job satisfaction (Ogbuanya & Chukwuedo, 2017). Gong et al.'s (2020) study establishes that work engagement predicts job satisfaction. Similarly, Masvaure and Buitendach's (2019) research observes, in a validation study in a Zimbabwean mining industry environment, that measures of organisational citizenship, psychological empowerment, and work engagement were taken. However, the pathway between psychological empowerment and job satisfaction through work engagement was not investigated.

The fourth hypothesis postulates that work engagement will significantly mediate between psychological empowerment and job

satisfaction. Findings of this study support this hypothesis. It is not surprising though, since some previous related studies have found similar results (Gong et al., 2020). In the study by Gong et al. (2020) which investigates the mediating roles of psychological empowerment and work engagement in the relationship between trait emotional intelligence and job satisfaction, it was found that job satisfaction and trait emotional intelligence are mediated by work engagement.

The fifth hypothesis posits that personal resources will significantly predict work engagement. Findings of this study support this hypothesis. Whereas personal resources and work engagement are related significantly and positively (Molino et al., 2020), as posited, several previous studies found that personal resources predict work engagement (Dong & Zhang, 2022). This finding of this study is therefore not shocking as it corroborates the findings of previous studies. Personal resources, as measured by psychological capital factors of hope, optimism, resilience, and self-efficacy, are essential ingredients propelling workers to work engagement.

The sixth hypothesis postulates that personal resources will significantly moderate between psychological empowerment and work engagement. The findings of this study did not support this hypothesis as personal resources and psychological empowerment had no discernible interaction effect on job engagement. Personal resources consequently could not moderate the effect of psychological empowerment on work engagement. It was expected that the effect of psychological empowerment on work engagement will be greater when personal resources are higher than when they are low. The finding of this study is an indication there are more to the effect of psychological empowerment on work engagement beyond personal resources. This postulation, however, needs further investigation.

The seventh hypothesis posits that job resources will significantly predict job satisfaction. Findings of this study support this hypothesis. There are convincing evidences indicating that



job resources are related to job satisfaction (e.g. Adams et al., 2022). It is not surprising therefore that the findings of this study revealed a significant effect of job resources on job satisfaction. This is in the same direction with previous studies. For example, the findings of a study which adopted the Job Demands-Resources Model to predict job satisfaction of employees in Indonesia revealed a positive relationship between job resources and job satisfaction (Adiarti & Dimiyati, 2021).

The eighth hypothesis postulates that job resources will significantly moderate between work engagement and job satisfaction. The findings of this study support this hypothesis. It was expected as hypothesised that job resources would moderate the effect of work engagement on job satisfaction, indicating that work engagement would translate to job satisfaction differently for individuals perceiving job resources as high and those perceiving the resources as low, with the strength of the relationship between work engagement and job satisfaction being stronger when job resources are perceived to be high, compared to when they are perceived to be low. It is noteworthy however, to observe that there was a negative interaction effect of job resources and work engagement on job satisfaction with the relationship found to be stronger for those who perceived job resources as low as against when it is high. The present study reveals a separate positive effect of work engagement and job resources on job satisfaction (Hypotheses three and seven). The negative effect of job resources between work engagement on job satisfaction might be very revealing. Further investigation might be necessary to determine the reasons for such a negative effect. The findings of this study, therefore project that more engaged individuals would be highly satisfied with their job, even when they perceive that job resources are low while those who are less engaged would be lowly satisfied even when they perceive job resources as high.

The ninth hypothesis posits that psychological empowerment will significantly predict job satisfaction through work engagement, and conditionally on the levels of personal resources

and job resources. Findings of this study support this hypothesis. Findings of this study, (Table 3) showed that the effect of psychological empowerment on job satisfaction through work engagement was strongest when personal resources are high and job resources are low. The effect was weakest when personal resources are low and job resources are high. This might imply that personal resources might have a carry-over influence on the effect of work engagement on job satisfaction to the extent that the effect would not be noticeable when job resources are low.

## CONCLUSION AND RECOMMENDATIONS

Findings of this study concluded that psychological empowerment enhances job satisfaction of teachers independent of, and through work engagement and buffered in special ways by personal resources and job resources. These have serious implications for human resource management. Organisational practitioners should ensure that adequate provisions are made to improve on the personal resources of teachers. Programmes that can improve on their feelings of hope, optimism, resilience, and self-efficacy should be designed.

Within the organisation, personnel should have their autonomy, competence and relatedness ensured through organisational structures. Steps in personnel management should be geared towards empowering teachers. In-service and professional short courses should be implemented. Programmes and activities that would lift up teachers' work engagement factors of absorption, dedication, and vigour should be designed and implemented.

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