Positive Affectivity and Employee Engagement: Mediating Role of Social Support

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Research Article

Abstract

Purpose: *Previous studies have found that employees' positive affectivity personality contributes to positive organizational outcomes. However, little is known about the mechanisms by which positive affectivity is related to social support and employee engagement. Therefore, drawing on the conservation of resources theory, this study examined the role of social support as a mediator that links positive affectivity and employee engagement.*

Method: *The study was conducted using a quantitative approach. It used a survey method to collect data from 260 professional registered nurses in public hospitals in Lagos, Nigeria, who were selected as research participants using a stratified random sampling technique.*

Result: *The structural model analysis revealed that positive affectivity significantly affects social support and employee engagement. Also, social support significantly correlates with employee engagement and partially mediates the relationship between positive affectivity and employee engagement.*

Implications: *The findings of this study contributed to the limited literature on positive affectivity, social support, and employee engagement. Practically, this study has implications for clinical practice and management. To enhance employee engagement among nurses, hospital administrators should develop intervention programs that can enhance the nurses' ability to maintain positive emotions in stressful situations.*

Keywords: Positive affectivity, social support, employee engagement

1. Introduction

Positive affectivity personality is often used to describe an individual's mood states, emotional states, and the tendency to positively experience events, situations and circumstances (Fortunato & Goldblatt, 2002). It is also defined as an individual's tendency to experience positive emotions, enthusiasm, a higher level of well-being and energy toward activities (Agho et al., 1992). According to Agho et al. (1992), positive affectivity is an organizational behaviour and a managerial instrument that can create a positive working environment for employees to be happy across time and situations. It can help them to accurately and efficiently process emotional information, resolve problems, create plans, and gain achievements (Fredrickson & Losada, 2005). In addition, positive affectivity can influence individuals' information processing and creative thinking, thus increasing their intellectual potential. Those with high levels of positive affectivity personality tend to be more confident, typically enthusiastic, cheerful, active, energetic and alert at work (Diener et al., 2020). Conversely, those with low levels of positive affectivity personality,

i.e., high levels of negative affectivity, tend to have feelings of sadness, lethargy and emotionally distressed and are more likely to be disengaged at work.

At the organization level, positive affectivity personality encourages innovative and critical thinking as employees are not afraid to contribute new ideas or provide solutions to solve issues at work (Shen et al., 2022). Also, Huang et al. (2023) added that positive affectivity personality may also influence resources, such as social (e.g., social support networks), physical (e.g., better health), and intellectual and psychological resources (e.g., resilience, optimism, and creativity). Also, Macey and Schneider (2008) stated that individuals with positive affectivity personality tend to interact with their working environment freely and show positive emotions toward the organization, thus, enhancing their tendency to participate and contribute towards achieving positive organizational outcomes, thus increasing employee engagement. Nevertheless, despite the importance of positive affectivity personality on organizational outcomes, the empirical studies on the relationship between positive affectivity personality and employee engagement are still minimal. Most existing literature focused on the effect of positive affectivity personality on other work outcomes such as job satisfaction (Sang et al., 2019), organizational citizenship behaviours (Mostafa, 2017a), job performance (Ma et al., 2023) and psychological empowerment (Mostafa, 2017b). It remains unclear what role and how employees with positive affectivity contribute to employee engagement, especially in the context of nurses working in public hospitals. Also, less attention has been given to the underlying mechanism that can motivate employees with positive affectivity o be engaged. Therefore, this study will examine the role of positive affectivity personality on employee engagement and its underlying mechanism.

2. Literature Review
2.1. Theoretical Background
According to the Conservation of Resources (COR) theory (Hobfoll, 1989), social support plays a substantial role in underpinning an individual positive image in enabling favourable work outcomes. Despite the importance of social support as an intervention through which an organisation can encourage a positive employee image towards work outcomes, the role of social support as the underlying mechanism still needs to be clarified in the context of positive personality and employee engagement. Unlike past studies, this study adopts social support as a mediator linking positive affectivity personality and employee engagement in the context of nurses working in public hospitals in Lagos, Nigeria. Therefore, this study contributes to the existing knowledge of positive affectivity by examining the direct relationship between positive affectivity personality and employee engagement among registered nurses working in public hospitals in Lagos, Nigeria, which has yet to be studied in the existing literature. Also, based on the Conservation of Resources (COR) theory (Hobfoll, 1989), this study examines how such positive affectivity personality relates to employee engagement by identifying social support as a possible mechanism. Previous studies have mainly used the mediating effect of social support between positive affectivity personality and other work outcomes.

2.2. Conceptual Review and Hypotheses Development
2.2.1 Positive Affectivity and Employee Engagement
Positive affectivity (PA) is generally described as the experience of pleasurable or positive emotions, such as happiness, joy, excitement, enthusiasm, calm, and contentment (Pressman et al., 2019). Meanwhile, employee engagement refers to the strength of the mental and emotional connection employees feel toward their work, teams, and organization. It measures how employees feel about their organization based on their perceptions of their workplace. According to the Conservation of Resources (COR) theory (Hobfoll, 1989), positive affectivity personality predisposes individuals to be engaged at work.

Past studies have also shown that positive affectivity positively correlates with employee engagement. For example, Grobelna (2019) stated that positive affectivity is one of the personality characteristics that significantly and positively impact hotel employees' work engagement in Poland. Ababneh (2021) stated that positive affectivity traits direct the extent to which individuals are driven to have a responsibility and high self-control. These factors can generate in employees a feeling of obligation toward their organization (Prokesova et al., 2019; Thian et al., 2015). Also, Young et al. (2018) stated that employees are more likely to be engaged at work when they have favourable emotions towards the organization as they are provided opportunities to participate in decision-making, support for growth and development, and learning opportunities. Furthermore, employees who experience positive affectivity more frequently regarding themselves and their working environment will become more motivated and engaged (Hong et al., 2021). Based on this assumption and in line with the theory above, this study assumed that positive affectivity would influence individuals to demonstrate higher engagement at work.

H1: Positive Affectivity is positively related to Employee Engagement.

2.2.2. Positive Affectivity and Social Support

Social support (SS) refers to the assistance received from personal relations regarding material, emotional comfort, trust, and information (Revenson & Gibofsky, 1995). It can also be defined as how an individual perceives the availability of resources to help cope with stressful events

Previous empirical studies have found that positive affectivity and social support correlate significantly. For example, Fredrickson and Losada (2005) stated that social support is a predictor of the various behaviors of positive affectivity, such as being innovative, creating plans, creative thinking, proposing solutions and new ideas, and improving friendly relationships among teammates. Furthermore, individuals with positive affectivity always strive to create a positive working environment for others to be happy with their work (Hui et al., 2007). As a result, obtaining support and cooperation from both the organization and team members will give them the enthusiasm to influence and improve the mood of others around them (Huang et al., 2023). According to Çivitci (2015), employees will increase positive affectivity and lower negative affectivity when they obtain social support from co-workers or supervisors because substantial support from a co-worker or supervisor will make them gain more self-esteem and confidence to relate with others. Similarly, Hamama et al. (2013) conducted a study to examine whether teachers can still exhibit positive affectivity on work regardless of teaching stress. According to their findings, teaching is a highly stressful profession, which can sometimes affect the teacher's ability to maintain their positive affectivity; when the necessary support is in place, the teachers will feel energetic, enthusiastic, alive, cheerful, and active.

Furthermore, positive affectivity helps to build the effectiveness of various self-improvement goals and objectives, and social support is no exception. For instance, when individuals with positive affectivity carry out various tasks, they perceive a supporting and encouraging message from a supervisor or their teammates as a means to be more obligated toward the work goal (Huang et al., 2023). Also, Diener et al. (2020) state that positive affectivity has a strong sociability component, and individuals with such a trait tend to be friendly, active, and assertive; as such, they have more opportunities to seek social support to remain active at work. According to the COR theory (Hobfoll, 1989), job resources do not exist in isolation but play a motivational role that encourages a positive attitude toward the job. Therefore, the COR theory implies that if an organization wants to promote a positive attitude among workers, they must be ready to invest and increase resources such as a supportive work environment (Hobfoll et al., 2003). In line with this, the study expects that positive affectivity is positively related to social support. Hence, this study proposes the following hypothesis.

H2: Positive Affectivity is positively related to Social Support.

2.2.3. Social Support and Employee Engagement

According to the COR theory (Hobfoll, 1989), social support is useful for enhancing employee engagement in organizations. The COR theory recognizes social support as a motivational process that can motivate employees to be engaged toward achieving work and personal goals. When people perceive their social relations as supportive, they are more likely to have confidence in decision-making and lower anxiety at work (Park et al., 2018). In addition, they tend to be motivated to work harder and participate more actively to achieve personal and organizational goals (Lyubomirsky et al., 2005).

Kahn (1990) also claimed that the level of supportive interpersonal and trust relations at the workplace leads to high employee engagement among employees. Social support and trust are fundamental to building engagement. Also, employees who view their workplace as more supportive, cohesive, and involving were observed to be more satisfied and dedicated to their jobs and are also likely to be more engaged (Saks & Gruman, 2014). Employees who get adequate support from their workplace may feel dedicated and energetic and may often be wholly engrossed (Okojie et al., 2023).

Empirically, studies have shown a positive relationship between social support and employee engagement. For example, Humphrey et al. (2007) argued that social support shows the degree to which an organization gives opportunities for assistance, which are most likely essential for employee engagement. Also, May et al. (2004) stated that social support is a psychological condition that impacts employee engagement and precisely recognized relations of supportive co-workers and supervisors as positive indicators of psychological safety. Furthermore, Kiema-Junes et al. (2020) state that the social support employees get at the workplace affects their state of engagement

According to Wu et al. (2020), having a supportive workplace improves employee engagement, whereas the absence of a supportive workplace reduces the possibility of being engaged at work. When employees are allowed to express their feelings and opinions and are not punished or segregated for doing such, stress levels are lessened, leading the employee to engage at work fully (Wu et al., (2020). A study by Kiema-Junes et al. (2020) revealed that when employees sense support from their organization, they will be more dedicated and engaged in their work. According to their finding, when students sense support from their teachers, they will be dedicated and more focused on their work. Inggamara et al. (2022) stated that organizations could create environmental conditions that will lead to work engagement by providing a resourceful work environment to help balance work and personal. Therefore, based on the discussion above, social support positively relates to engagement. This study proposes the following hypothesis.

H3: Social support is positively related to employee engagement.

2.2.4. Mediating Role of Social Support

According to the COR theory (Hobfoll, 1989), personal resources help employees generate (or at least perceive) more job resources. Therefore, the theory implies that if an organization wants to promote positive attitudes among employees, they must be ready to invest and increase resources such as a supportive work environment (Hobfoll et al., 2018). Therefore, following the COR theory (Hobfoll, 1989), this study asserts that social support will mediate the relationship between positive affectivity and employee engagement. For example, Hui et al. (2007), in their research, revealed that an individual with positive affectivity through social support would display a higher level of energy toward stronger work activities. Furthermore, positive affectivity states that positive affectivity through work conditions would be engaged (Macey & Schneider (2008). As such, this study hypothesized that the relationship between positive affectivity and employee could be mediated by social support.

H4: Social Support mediates the relationship between Positive Affectivity and Employee Engagement.
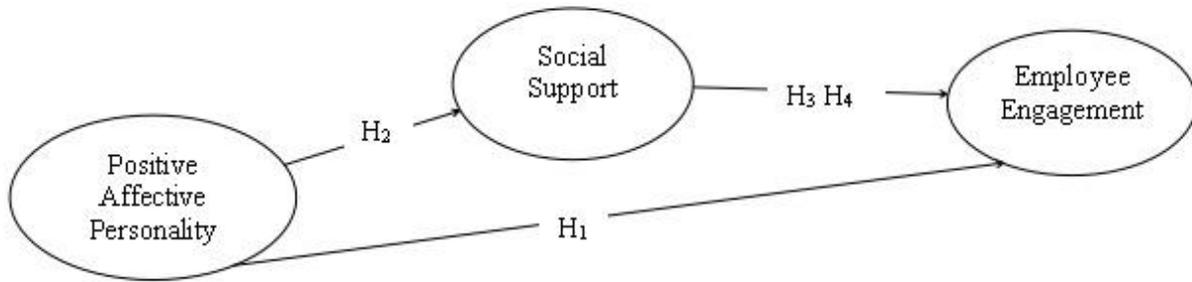
Fig. 1: Conceptual Framework of the Study

3. Methodology
The materials and methods in this study were specifically designed to test the relationships between positive affectivity, social support, and employee engagement. A descriptive research approach with a cross-sectional design and a survey method was employed for data collection and analysis since it is more appropriate to describe systematically and accurately the characteristics of a given population or area of interest and discover the relationships between selected variables (Saunders, 2011). Also, this method helps to explain the interrelationship and how each factor influences one another.

3.1 Population and Sample
The population in this study involved registered professional nurses working in public hospitals in Lagos state, Nigeria. A sample of 348 registered professional nurses was selected to participate as the survey respondents through stratified random sampling, as this sampling technique can ensure that the chosen sample adequately represents the study population

3.2. Data Collection Procedure
The questionnaire forms were distributed to the selected survey participants face-to-face, where they were asked to fill in the form at a time most convenient for them and return it to the researcher once completed. Out of the targeted sample of 348 registered professional nurses, only 289 completed and returned the questionnaire form, yielding to 83.05 percent response rate. During the initial data screening, 29 cases were removed, leaving the researcher with 260 eligible cases. The 260 samples were then processed using Smart PLS v4 for Measurement Model analysis to test the measurement model's reliability and validity and Structural Equation Modeling (SEM) analysis to analyze the relationships between the study variables.

3.3 Demographic Information
In the demographic characteristics of the respondents, It can be seen that the majority were female (n = 212, 81.5%), while only a small proportion (n = 48, 18.5%) were male registered nurses. Furthermore, most respondents were young nurses; more than 74 percent were between 18 and 44 years old. Also, it can be seen that most of the respondents were registered nurses with a degree in Nursing (n=145, 55.8%), followed by 29 percent of registered nurses with the college of nursing/midwifery qualifications, 11 percent with master's degree, and 3 percent with Ph.D. In terms of years of service, the majority of the respondents had less than 20 years of work experience, while only 20 percent had work experience of 20 years and above.

3.4 Variable Measurement
A 40-item self-administered questionnaire was used as the instrument to collect data for the study and was split into four parts. Part A consisted of five (5) items related to the respondents' demographic

characteristics, i.e., gender, age, education, years of service, and rank. Part B consisted of ten (10) items related to Positive Affectivity, which were adapted from Positive Affectivity and Negative Affectivity Schedule (Díaz-García et al., 2020; Watson et al., 1988). The reliability of the scale was confirmed with a coefficient alpha value of .85. A 5-point Likert Scale was used to measure the respondent's perception of their positive affectivity traits with five options from (1) Very Slightly to (5) Extremely

Part C consisted of eight (8) items related to Social Support, adapted from (Caplan et al., 1975; Jolly et al., 2020) Social Support Scale. The scale's reliability was confirmed with a coefficient alpha value of .81. A 5-point Likert scale from (1) Never to (5) Always was used to measure the respondents' perception of social support at work.

Part D consisted of 17 items related to Employee Engagement, which were adapted from Utrecht Work Engagement Scale (UWES)-17 (Ojo et al., 2021; Schaufeli et al., 2006). The scale's reliability was confirmed with a coefficient alpha value of .86. A 5-point Likert scale from (1) Never to (5) Always was used to measure the respondent's perception of their engagement at work.

4. Data Analyses and Results
4.1 Measurement Model

Measurement model analysis was performed using the PLS Algorithm procedure in Smart PLS v4 software to assess the internal consistency reliability, convergent validity, and discriminant validity of all the constructs and items (indicators) in the model (Hair et al., 2019). The internal consistency reliability is represented by Cronbach's alpha (α) and composite reliability (ρ_c) coefficients. Meanwhile, the convergent validity is determined through the average variance extracted (AVE) values. The results of mean, standard deviation, factor loadings, ρ_c, α, and AVE of the items and constructs in the model are shown in Table 1.

Table 1: Internal Consistency Reliability and Convergent Validity

Constructs	Mean	Std Deviation	Items*	Loadings	α	ρc	AVE
Positive Affectivity (PA)	3.798	.778	PA1	.449	.861	.882	.447
			PA2	.440			
			PA4	.688			
			PA5	.752			
			PA6	.798			
			PA7	.819			
			PA8	.751			
			PA9	.714			
			PA10	.770			
Social Support (SS)	3.793	.713	SS1	.662	.795	.839	.401
			SS2	.645			
			SS3	.412			
			SS4	.568			
			SS5	.726			
			SS6	.637			
			SS7	.746			
			SS8	.608			
Employee Engagement (EE)	3.962	.679	EE1	.630	.842	.875	.413
			EE2	.680			
			EE3	.648			
			EE4	.678			
			EE5	.635			
			EE6	.573			
			EE9	.541			
			EE11	.679			
			EE12	.643			
			EE16	.700			

* Items PA3, EE7-8, EE10, EE13-15, and EE17 were removed since they did not fulfill convergent validity requirement

Jaharuddin and Zainol (2019) highlighted that the value of Cronbach's alpha higher than .70 is considered good and acceptable for measuring reliability. Hair et al. (2017) also mentioned that the value of composite reliability (ρc) should be greater than .70 to indicate good internal consistency reliability. As shown in Table 3, the values of α were .861, .795, and .842, and the values of ρc were .882, .839, and .875 for PA, SS, and EE, respectively, which imply that the items and constructs in this model were deemed reliable. Meanwhile, the values of AVE remained above the cut-off point of .40, which were still acceptable according to Fornell and Larcker (1981) since the values of composite reliability ρc were greater than .60, indicating that the convergent validity of the constructs was still adequate. Further, convergent validity results indicate that all factor loading values in this study were between .40 and .70 and considered acceptable since the values of α, ρc, and AVE were in the acceptable range (Hair et al., 2019).

The discriminant validity of the model was assessed by adopting Fornell and Larcker's (1981) measures which compare the square root of each construct's AVE with its correlations with all other constructs in the model. In particular, the square root of each construct's AVE must be greater than its highest correlation with any other construct. Furthermore, a construct must share more variance with its associated indicators (items) than any other construct (Fornell & Larcker, 1981; Hair et al., 2014). The results are shown in Table 2 below.

Table 2: Fornell and Larcker Criterion

	EE	PA	SS
EE	.701		
PA	.327	.758	
SS	.381	.235	.729

The values inside the highlighted diagonal columns represent the square root of each construct's AVE, where they should be higher than all other values in the row and column of the table. As shown above, all diagonal values are higher than other values. Therefore, it can be concluded that the measurement model's discriminant validity lies within an acceptable range.

4.2 Structural Model

According to Hair et al. (2019), the structural model analysis should involve the assessment of collinearity issues, the model's explanatory power (R2) and predictors' effect size (f2), predictive accuracy, predictive power, and significance testing.

The severity of collinearity issues in the model was determined by assessing the variance inflation factor (VIF) values. The VIF values of 3.3 or greater suggest that collinearity issues may mislead the structural model findings as the constructs are highly correlated to each other (Diamantopoulos & Siguaw, 2006). As shown in Table 5, all VIFs were below 3. Hence, collinearity is not a severe problem in this model and the results produced would not mislead the findings.

Table 3: VIF

	EE	PA	SS
EE			
PA	1.059		1.000
SS	1.059		

The model's explanatory power was determined by assessing the values of R^2 of the endogenous constructs, while the values of effect size f^2 were used to evaluate whether the removed predictor variable has a substantive significance on the dependent variable. The results are shown in Table 4 below.

Table 4: Model's Explanatory Power (R^2) and Effect Sizes (f^2)

	Effect Size		Explanatory Power
	f^2	magnitude	R^2
PA→EE	.093	small	.232
SS→EE	.139	small	
PA→SS	.059	small	.055

Generally, R2 values of .670, .330, and .190 are considered substantial, moderate, and weak, respectively. As shown above, EE had an inadequate explanatory power (R2= .232), indicating that PA and SS explained only 23.2% of the variance in EE. SS also had a very weak level of explanatory power (R2= .055), which indicates that PA explained only 5.5% of the variance in SS.

Meanwhile, the f2 values of 0.02, 0.15, and 0.35 represent small, medium, and large effects, respectively (Cohen, 1988). As shown above, PA and SS had small effect sizes on EE, which hinted that there might be a significant relationship between the two predictors and EE. Similarly, PA had shown small effect sizes on SS, implying a significant relationship between the variables.

Next, predictive accuracy was determined using the blindfolding procedure in Smart PLS. The Q2 value should be greater than zero (Q2>0) to indicate acceptable predictive accuracy for a certain endogenous construct (Hair et al., 2014). In this study, all endogenous constructs in the structural model demonstrate small predictive accuracy at Q2= 0.089 for EE and Q2 = 0.018 for SS. Hence, the structural model has an acceptable predictive accuracy.

The current study also used Q2_predict and root square mean error (RMSE) generated from the PLSpredict procedure to ensure that the structural model has a substantiated model's predictive power (Shmueli et al., 2019). Therefore, the interpretation of out-of-sample predictive power should focus on the model's key endogenous construct (Hair et al., 2019; Shmueli et al., 2019), which is EE in this study (see Table 5).

Table 5: Q²_predict and RMSE

	Q²predict	PLS-SEM_RMSE	PLS-SEM_MAE	LM_RMSE	LM_MAE
EE1	.043	.952	.762	.959	.766
EE2	.029	.990	.764	1.009	.793
EE3	-.004	1.062	.828	1.072	.843
EE4	.044	.824	.655	.852	.682
EE5	.048	1.026	.809	1.027	.811
EE6	.033	1.034	.890	1.067	.915
EE9	.016	.963	.728	.970	.752
EE11	.031	.996	.809	1.014	.828
EE12	.076	.860	.701	.865	.699
EE16	.100	.806	.642	.826	.636

Following Shmueli et al. (2019) guidelines, the Q2_predict statistics should be evaluated first to verify that the predictions outperform the most naïve benchmark, defined as the indicator means from the analysis sample. Similar to Q2 values for measuring predictive accuracy, Q2_predict of over zero (Q2predict>0) indicates the structural model has sufficient out-of-sample predictive power (Hair et al., 2019). Q2predict for most of the indicators of EE were greater than zero. Thus, it can be said that this model's out-of-sample predictive power is sufficient

Next, the predictive power was evaluated based on the assessment of root mean square error (RMSE), as suggested by (Hair et al., 2019). According to Shmueli et al. (2019), when the majority of the indicators of key endogenous construct have lower MAE values compared to the naïve LM benchmark, the structural model is said to have medium predictive power. As shown above, the majority of the PLS-SEM MAE values were lower than the LM MAE values. Hence, this structural model had a medium out-of-sample predictive power.

4.3 Significance Testing

Significance testing was performed through bootstrapping procedures with 5000 resamples to evaluate the significance of the hypothesized relationships, thus answering the research questions. The structural model obtained is illustrated in Figure 2
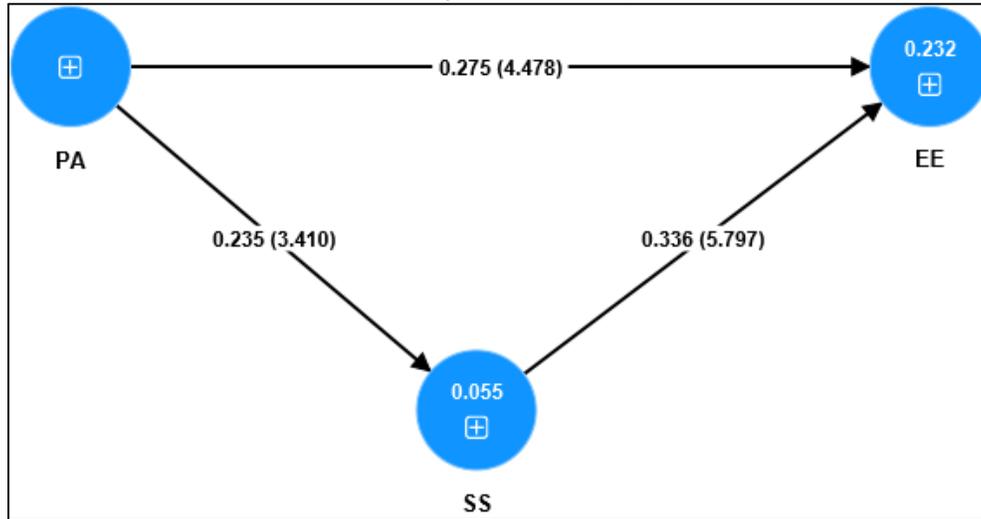
Fig. 2: Structural model path coefficients and t-value

The results obtained for path coefficients (β), t-value, p-value, confidence interval upper limit (UL), and lower limit (LL) values of each path in the model are summarized in Table 6.

Table 6: Path Statistics

	B	t	p	LL	UL	Result
H1: PA → EE	.275	4.478	.000	.164	.402	Supported
H2: PA→SS	.235	3.410	.001	.113	.381	Supported
H3: SS→EE	.336	5.797	.000	.228	.457	Supported
H4: PA → SS → EE	.079	3.027	.002	.039	.141	Supported

As shown above, the relationship between PA and EE, as hypothesized in H1, was significant (β=.275, t=4.478, LL=.164, UL=.402, p<.01). This means that positive affectivity had a positive and significant effect on employee engagement and therefore confirming hypothesis H1. The results of the current study also indicate a positive and significant correlation between PA and SS (β=.235, t=3.410, LL=.113, UL=.381, p<.01), which supported hypothesis H2 that positive affectivity is positively and significantly related to social support. Other than that, the results revealed a positive and significant relationship between SS and EE (β=.336, t=5.797, LL=.228, UL=.457, p<.01), confirming H3 that social support is positively and significantly related to employee engagement. Finally, the results indicate that SS had a significant mediation effect on the relationship between PA and EE (β=.079, t=3.027, LL=.039, UL=.141, p<.01). Since the values of βPA-SS, βSS-EE and βPA-EE were positive, and the relationships of PAàEE and PAàSSà were significant, the effect of social support was complementary partial mediation effect. In other words, positive affectivity significantly affects social support, which affects employee engagement

5. Discussion

The finding of this study revealed that positive affectivity personality has a significant effect on employee engagement. The results supported the COR theory (Hobfoll, 1989), which posits that individual personality is a basic predisposition of employees to be engaged at work. The results also aligned with previous studies that found a positive association between positive affectivity and employee engagement (Ababneh, 2021; Grobelna, 2019; Hong et al., 2021; Young et al., 2018). These studies revealed that when employees possess positive affectivity traits, they are more likely to participate actively in decision-making and provide input for organizational growth and development, which leads to improved engagement.

Also, the finding of this study revealed that positive affectivity personality is significantly related to social support. The result is consistent with the COR theory (Hobfoll, 1989), which states that in the face of stressful situations, individuals with positive affectivity traits tend to be more confident and committed to their work through the availability of social support within their organization. The results also supported

previous studies, which state that employees who exhibit positive affectivity traits are more likely to develop healthy social relationships at their workplace, leading to increased social support within the organization (Çivitci, 2015; Diener et al., 2020; Huang et al., 2023). The result implies that employees may be friendly, active, sociable and assertive, but this does not stop them from seeking support from their supervisor to remain active at work.

Furthermore, the findings of this study revealed that social support is significantly related to employee engagement. This result is in line with the COR theory (Hobfoll, 1989), which states that social support is a motivational process that can motivate employees to be engaged toward achieving work and personal goals. Also, this study is consistent with previous studies, which stated that workplace support would positively affect employee engagement (Inggamara et al., 2022; Kiema-Junes et al., 2020). Therefore, the result of this study implies that nurses who get adequate support from their workplace might feel dedicated, energetic, and wholly engrossed at work. In addition, nurses who view their work as more supportive, cohesive, and involving were observed to be more satisfied and dedicated to their jobs. They are also likely to be more engaged.

This study revealed that social support mediates the relationship between positive affectivity personality and employee engagement. These findings supported the COR theory (Hobfoll, 1989), which states that positive affectivity individuals will gain more self-confidence and be committed to their work through the availability of social support, which may lead to employees being engaged at work. In addition, the results were consistent with previous studies, which state that individuals with positive affectivity personality seek social support within the organization to become more engaged at work (Peñalver et al., 2019; Macey & Schneider, 2008; Hui et al., 2007). Therefore, this study implies that nurses with positive affectivity personality will seek out or perceives social support to become more engaged at the hospital.

6. Implications of the Study

Theoretically, the findings of this study contributed to the limited literature on positive affectivity, social support, and employee engagement. First, .this study's result aligns with the opinion that a positive affectivity personality will influence nurses in public hospitals to be engaged (Kahn, 1990; Macey & Schneider, 2008). Secondly, the results identify social support as an underlying mechanism through which positive affectivity personality relates to employee engagement. This study is among the first using social support to mediate the relationship between positive affectivity and employee engagement, as prior studies have used other variables such as group social resources' (Peñalver et al., 2019) and "meaningful work' (Steger et al., 2013)

Practically, this study has implications for clinical practice and management. To enhance employee engagement among nurses, hospital administrators should develop intervention programs that can enhance the nurses' ability to maintain positive emotions in stressful situations. This can be done by organizing workshops to enhance the nurses' positive affectivity, optimism, and coping skills. The hospitals should also provide necessary job resources such as social support from managers, supervisors, or co-workers. Support groups can be formed so that nurses can share their problems or work experiences and brainstorm to troubleshoot their problems. Nurses should also set their professional goals and share them with their managers. This will help create a supportive working environment, motivating the nurses to be more engaged and strive harder to achieve organizational goals.

7. Conclusion

This study examines the effect of positive affectivity personality on employee engagement through the mediation of social support in the context of registered professional nurses working in public hospitals in Lagos, Nigeria. The results highlighted that nurses with higher levels of positive affectivity were more

likely to perceive social support more positively and experience greater employee engagement. Furthermore, the results also suggested that the effect of positive affectivity on employee engagement among the nurses was partially mediated by social support received at work. These findings supported the COR theory, which postulates that job resources such as social support play a significant role in promoting positive affectivity traits and fostering positive work outcomes such as employee engagement.

8. Limitations and Directions for Future Research

Despite the contribution of this study, there are some limitations identified. First, the study was focused solely on professional registered nurses working in public hospitals in Lagos, Nigeria. In other words, the study did not consider inputs from nurses in other states and those who work in private hospitals. Therefore, the results should not be generalized to represent the whole population of registered nurses in Nigeria. Secondly, this study only examined employee engagement as the outcome of positive affectivity. In other words, the study did not consider other outcomes of positive affectivity, such as work stress, job satisfaction, creativity, teamwork, and loyalty. Further research should be carried out to investigate the effect of positive affectivity on these variables. Such studies could be valuable to understand better how positive affectivity contributes to other organizational work outcomes.

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Conflict of Interest: The authors declare no conflict of interest.`

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