

A study on employee engagement in hospital

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Abstract: Employee engagement is pivotal in enhancing hospital performance, influencing staff retention, patient care quality, and safety outcomes. This study investigates the factors affecting employee engagement among healthcare professionals and its subsequent impact on hospital operations. Drawing from a comprehensive review of literature and empirical data, the research identifies key drivers of engagement, including work motivation, organizational support, and the physical work environment. Findings indicate that higher levels of employee engagement correlate with improved job performance, reduced turnover intentions, and a stronger culture of patient safety. Moreover, engaged employees contribute to better patient experiences and outcomes. The study underscores the necessity for hospital management to implement strategies fostering engagement, such as supportive leadership, opportunities for professional development, and recognition programs. By prioritizing employee engagement, hospitals can achieve enhanced operational efficiency and superior patient care.

I. INTRODUCTION

Employee engagement is a critical determinant of success in the healthcare sector, directly influencing patient outcomes, staff retention, and overall organizational performance. Defined as the emotional and cognitive commitment employees have towards their work and organization, engagement encompasses feelings of purpose, enthusiasm, and dedication. In hospital settings, where the stakes are inherently high, engaged healthcare professionals are more likely to deliver compassionate, high-quality care, adhere to safety protocols, and contribute to a positive work environment.

Research indicates that hospitals with higher levels of staff engagement experience improved patient satisfaction, reduced medical errors, and enhanced operational efficiency. Conversely, disengagement can lead to increased turnover rates, burnout, and compromised patient safety. For instance, a Gallup study of over 200 hospitals found that nurse engagement levels were the most significant predictor of patient mortality rates.

This study aims to explore the multifaceted aspects of employee engagement within hospital environments. By examining the factors that foster or hinder engagement among healthcare professionals, the research seeks to provide insights into effective strategies for cultivating a committed and resilient workforce. Ultimately, understanding and enhancing employee engagement is not only beneficial for staff well-being but is also imperative for delivering exceptional patient care and achieving organizational excellence.

Objectives

- To identify the key factors influencing employee engagement in hospitals, such as work environment, leadership, job satisfaction, and recognition.
- To assess whether the employees were satisfied by the Employee Engagement initiatives of the organization.
- To analyze the factors influencing employee satisfaction towards various Employee Engagement initiatives taken by the organization.

II. REVIEW OF LITERATURE

Kahn, W.A. (1990): In his seminal work, Kahn introduced the concept of employee engagement, emphasizing that engagement refers to the involvement, commitment, and enthusiasm an employee has for their work, and that it influences both individual performance and organizational success.

Maslach, C., & Leiter, M.P. (1997): Their work on burnout and engagement identified engagement as the opposite of burnout, focusing on energy, involvement, and efficacy, and exploring how work environments influence these feelings.

Schaufeli, W.B., & Bakker, A.B. (2004): They proposed the “Job Demands-Resources” model, which explains how employee engagement is influenced by the balance of job demands and resources. High levels of engagement arise when employees have sufficient resources to meet job demands.

Harter, J.K., Schmidt, F.L., & Hayes, T.L. (2002): This meta-analysis found that employee engagement is strongly correlated with organizational outcomes such as productivity, profitability, and customer satisfaction, reinforcing the importance of engagement for business success.

Bakker, A.B., & Demerouti, E. (2008): Their work on the Job Demands-Resources (JD-R) model linked the concept of engagement to job resources, noting that supportive leadership and autonomy can enhance engagement while high job demands can deplete it.

Macey, W.H., & Schneider, B. (2008): They proposed a three-dimensional model of employee engagement, focusing on cognitive, emotional, and behavioral engagement, and explored the antecedents and outcomes of each dimension.

Truss, C., Soane, E., Edwards, C., & Wisdom, K. (2006): This study examined the factors that influence engagement in the UK, emphasizing organizational culture, leadership, and communication as key drivers of employee engagement.

Saks, A.M. (2006): Saks expanded the understanding of employee engagement by distinguishing between job engagement and organizational engagement, highlighting how both contribute differently to individual and organizational outcomes.

III. RESEARCH METHODOLOGY

- **Research design:** descriptive
- **Sample size:** 100 respondents
- **Sampling technique:** convenient sampling
- **Data sources:**

Primary: structured questionnaires

Secondary: internal company data, and online sources

Tools used

- Percentage analysis
- Descriptive
- One-way ANOVA & regression analysis

Data analysis and interpretation

Table No:5 I feel motivated to come to work every day.

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	5	5.0	5.0	5.0
disagree	8	7.9	7.9	12.9
neutral	19	18.8	18.8	31.7
agree	34	33.7	33.7	65.3
strongly agree	35	34.7	34.7	100.0
Total	101	100.0	100.0	

INTERPRETATION

The majority of respondents (68.4%) either agree or strongly agree that they feel motivated to come to work every day, indicating a generally positive level of work motivation. Meanwhile, 18.8% remain neutral, suggesting some uncertainty or mixed feelings. A small percentage (12.9%) express disagreement, indicating potential areas for improving workplace motivation.

Anova

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	28.619	4	7.155	7.940	.000
Within Groups	86.510	96	.901		
Total	115.129	100			

Statement:

A one-way ANOVA was conducted to determine if there were statistically significant differences in the mean job satisfaction scores (myjobwell) among five different groups.

Variable

1. I have the resources I need to do my job well
2. There is good balance between my work and personal life

Hypotheses:

- Null Hypothesis (H_0): There is no significant difference in the mean job satisfaction scores among the groups. (i.e., $\mu_1 = \mu_2 = \mu_3 = \mu_4 = \mu_5$ $\mu_1 = \mu_2 = \mu_3 = \mu_4 = \mu_5$)
- Alternative Hypothesis (H_1): There is a significant difference in the mean job satisfaction scores among at least two of the groups.

Interpretation:

- Between Groups:
 - Sum of Squares (SSB) = 28.619
 - Degrees of Freedom (df) = 4
 - Mean Square (MSB) = 7.155
- Within Groups:
 - Sum of Squares (SSW) = 86.510
 - Degrees of Freedom (df) = 96
 - Mean Square (MSW) = 0.901
- F-Ratio: The F value is 7.940, which is the ratio of the mean square between the groups to the mean square within the groups.
- Significance (p-value): The p-value is .000 (less than 0.05), indicating a statistically significant difference among the group means.

Result:

Since the p-value (.000) is less than the significance level (0.05), we reject the null hypothesis. Thus, there is sufficient evidence to conclude that there are significant differences in job satisfaction scores among the groups. Further post-hoc analysis can be conducted to determine which specific groups differ significantly.

Correlations

	teamworkandcollaboration	teamandsupervisor
Pearson Correlation	1	.412**
Teamwork and collaboration		
Sig. (2-tailed)		.004
N	47	47
Pearson Correlation	.412**	1
Team and supervisor		
Sig. (2-tailed)	.004	
N	47	101

** . Correlation is significant at the 0.01 level (2-tailed).

Statement:

The purpose of this analysis is to examine the relationship between teamwork and collaboration and the perception of team and supervisor among employees.

Variable

1. My work environment supports teamwork and collaboration
2. I feel valued by my team and supervisor

Hypotheses:

- Null Hypothesis (H_0): There is no significant correlation between teamwork and collaboration and the perception of team and supervisor.
- Alternative Hypothesis (H_1): There is a significant correlation between teamwork and collaboration and the perception of team and supervisor.

Interpretation:

- The Pearson correlation coefficient between teamwork and collaboration and team and supervisor is 0.412, indicating a moderate positive correlation.
- The p-value associated with this correlation is 0.004, which is less than the 0.01 significance level. This suggests that the observed correlation is statistically significant.
- The sample size (N) for teamwork and collaboration is 47, while for team and supervisor, it is 101. The discrepancy in sample size should be addressed or clarified for accurate interpretation.

Result:

Since the p-value (0.004) is less than the significance level (0.01), we reject the null hypothesis and conclude that there is a statistically significant positive correlation between teamwork and collaboration and the perception of team and supervisor. The positive correlation suggests that as teamwork and collaboration improve, the perception of team and supervisor also tends to improve.

Discussion

The findings of the study underscore the significance of employee engagement as a critical factor in enhancing organizational performance at Vijaya Hospital. While the study revealed generally positive engagement levels, several areas for improvement were identified. The strong correlation between teamwork and supervisory support highlights the importance of fostering a collaborative work culture. However, the neutrality expressed by nearly half of the respondents regarding job satisfaction and recognition suggests potential disengagement, which could impact productivity and morale.

Additionally, the mixed responses concerning work-life balance and stress management indicate the need for targeted interventions to address employee well-being. Implementing structured recognition programs and expanding professional development opportunities can significantly enhance motivation and commitment. Furthermore, the perceived lack of clarity in leadership communication suggests that more transparent and consistent messaging is necessary to align employees with the hospital's strategic vision.

Overall, the study suggests that while Vijaya Hospital has established a solid foundation in employee engagement, there is considerable scope for improvement through targeted initiatives that address key concerns such as recognition, work-life balance, and communication.

IV. CONCLUSION

Employee engagement at Vijaya Hospital is generally positive, with key strengths in teamwork, leadership support, and communication practices. However, there are areas for improvement in work-life balance, recognition programs, and stress management. Implementing targeted engagement initiatives can further enhance employee satisfaction, reduce turnover, and ultimately contribute to better patient care and organizational performance.

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