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A STUDY ON EMPLOYEE ENGAGEMENT IN THE HEALTHCARE SECTOR WITH REFERENCE TO A SELECTED ORGANIZATION

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ABSTRACT
Employee engagement has become a critical determinant of organizational effectiveness, particularly in service-driven industries such as healthcare. This study examines the level of employee engagement and identifies the key factors influencing it among healthcare professionals. Primary data was collected from 83 respondents using a structured questionnaire covering multiple dimensions of engagement. Statistical tools such as descriptive analysis, reliability testing, correlation, and multiple regression were applied to analyse the data.

The results indicate that employee engagement exists at a moderate level. Among the factors studied, job satisfaction and career development opportunities show a significant positive influence on engagement, whereas work environment and communication do not demonstrate a statistically significant effect in the regression model. The study highlights the importance of psychological and growth-related factors in enhancing employee engagement. The findings offer valuable insights for improving human resource practices in healthcare organizations.

KEYWORDS: *Employee Engagement, Job Satisfaction, Career Development, Healthcare Sector, Organizational Performance.*

1. INTRODUCTION

Employee engagement has emerged as a key focus area for organizations seeking to enhance productivity, efficiency, and long-term sustainability. In the healthcare sector, where service quality directly depends on employee performance, engagement becomes even more significant.

Employee engagement refers to the level of emotional, cognitive, and behavioural involvement that employees exhibit toward their work and organization. Engaged employees tend to demonstrate higher levels of commitment, initiative, and responsibility, which positively influence organizational outcomes.

Healthcare institutions operate in high-pressure environments where employees are expected to maintain both efficiency and empathy. In such settings, factors such as job satisfaction, communication, recognition, and career growth play a crucial role in determining engagement levels.

This study aims to analyse employee engagement levels and examine the factors influencing engagement among healthcare professionals, without focusing on any specific organization.

2. LITERATURE REVIEW

Employee engagement in healthcare is widely recognized as a key driver of both employee and organizational outcomes, with studies showing that clear KPIs enhance motivation, commitment, and productivity (Bhargav et al., 2024), while engagement is positively linked to job satisfaction, service quality, and patient care (Savitha, 2024). Accredited hospitals demonstrate higher engagement through structured leadership and recognition (Singh et al., 2023), and increased engagement reduces burnout and turnover while improving care quality (Moloney et al., 2023). The Job Demands–Resources model highlights the importance of job resources like autonomy and support in fostering engagement (Lesener et al., 2023), which is further strengthened by intrinsic motivation factors such as meaning and competence (Shuck & Herd, 2022) and supportive HR practices (Saks, 2022). Engagement also mediates the relationship between HR practices and service quality (Gupta & Agarwal, 2022), can be effectively measured using tools like UWES (Teixeira & Santos, 2022), and is promoted through communication, recognition, and participation (Kumar & Pansari, 2022). Key predictors include leadership, job characteristics, and meaningful work (Christian et al., 2021), with transformational leadership enhancing

motivation, trust, and engagement (Decuypere & Schaufeli, 2021; Al-Hussami et al., 2021). Empirical studies confirm its positive impact on productivity, morale, and service quality in hospitals (Mahajan, 2021; Rameshkumar, 2021), as well as on patient safety and teamwork (Wei et al., 2021), patient satisfaction and service outcomes (Bromley et al., 2021), and employee motivation through internal branding (Raj, 2020). Overall, higher engagement leads to improved productivity, profitability, and reduced turnover (Harter et al., 2020), while enhancing teamwork and patient-centered care in healthcare settings (Simpson, 2019).

3. RESEARCH METHODOLOGY

3.1 Research Design

The study adopts a **descriptive research design** to analyze employee engagement and its influencing factors.

3.2 Data Source

The study is based on **primary data** collected through a structured questionnaire administered to employees.

3.3 Sample Size and Sampling Technique

A total of **83 respondents** were selected using the **convenience sampling method**.

3.4 Instrument Design

The questionnaire consists of multiple items measuring employee perceptions across different dimensions. Responses were recorded using a **five-point Likert scale** ranging from 1 (strongly disagree) to 5 (strongly agree).

3.5 Variables of the Study

- **Independent Variables:**
  Work Environment and Culture
  Career Development Opportunities
  Job Satisfaction
  Communication and Feedback
- **Dependent Variable:**
  Employee Engagement

3.6 Tools and Techniques Used

The collected data was analyzed using the following statistical tools:

- Descriptive Statistics
- Reliability Analysis (Cronbach's Alpha)
- Correlation Analysis
- Multiple Regression Analysis

3.7 Data Analysis Software

The statistical analysis was carried out using Jamovi software.

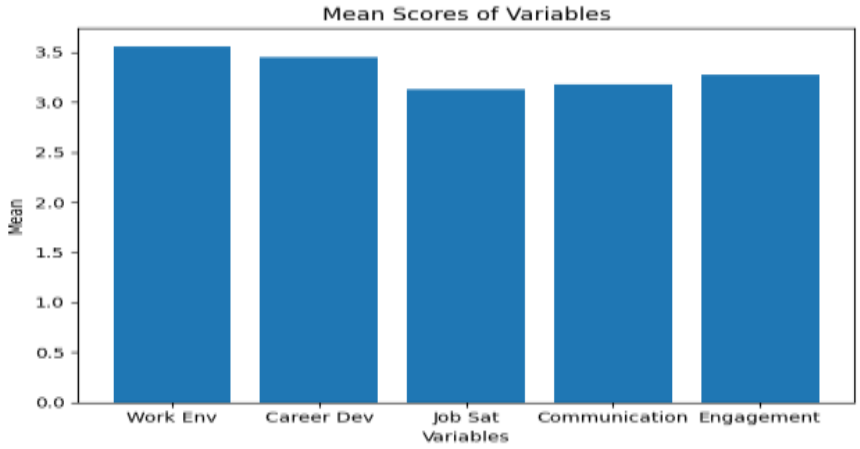
4. EMPIRICAL RESULTS AND ANALYSIS

4.1 Descriptive Statistics

Variable	Mean	Std. Dev
Work Environment	3.56	0.772
Career Development	3.45	0.835
Job Satisfaction	3.13	0.895
Communication	3.18	0.935
Engagement	3.27	0.764

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Figure 1: Mean Scores of Variables



4.2 Reliability Analysis

Variable	Cronbach's Alpha
Work Environment	0.523
Career Development	0.555
Job Satisfaction	0.720
Communication	0.705
Engagement	0.624

4.3 Correlation Analysis

Variable	Engagement (r)
Job Satisfaction	0.668
Career Development	0.609
Communication	0.500
Work Environment	0.492

4.4 Regression Analysis

Model Summary

R	R^2	Adjusted R^2
0.723	0.522	0.498

Coefficients

Variable	Beta	p-value
Job Satisfaction	0.389	0.002
Career Development	0.308	0.003
Work Environment	0.095	0.360
Communication	0.058	0.589

5. FINDINGS

The findings of the study indicate that employee engagement is present at a moderate level, with a mean score of 3.27. Among the independent variables, work environment and culture recorded the highest mean value (3.56), followed by career development opportunities (3.45), communication and feedback (3.18), and job satisfaction (3.13). The reliability analysis shows that Cronbach's alpha values range from 0.523 to 0.720, indicating acceptable internal consistency of the measurement scales.

The correlation results reveal that all independent variables are positively associated with employee engagement. Job satisfaction exhibits the strongest correlation ($r = 0.668$), followed by career development opportunities ($r = 0.609$), communication and feedback ($r = 0.500$), and work environment and culture ($r = 0.492$). All relationships are statistically significant at the 1% level.

The regression analysis indicates that the model explains 52.2% of the variation in employee engagement ($R^2 = 0.522$). Among the predictors, job satisfaction ($\beta = 0.389$, $p = 0.002$) and career development opportunities ($\beta = 0.308$, $p = 0.003$) are statistically significant, while work environment and culture ($p = 0.360$) and communication and feedback ($p = 0.589$) do not show significant influence in the model.

6. SUGGESTIONS

- The organization should focus on enhancing job satisfaction by ensuring meaningful job roles, balanced workloads, and supportive supervision.
- Career development opportunities should be strengthened through structured training programs, skill development initiatives, and clearly defined promotion pathways.
- A systematic recognition and reward mechanism should be implemented to acknowledge employee contributions and improve motivation.
- Feedback systems should be made more structured and frequent to ensure continuous performance evaluation and employee development.
- Communication channels should be improved to ensure clarity, transparency, and effective information flow across all levels of the organization.
- Efforts should be made to maintain and further strengthen the existing work environment and organizational culture.
- Clear role definitions and expectations should be communicated to employees to reduce ambiguity and improve performance.
- Employee participation in decision-making processes should be encouraged to enhance involvement and commitment.
- Retention strategies should be developed to address moderate engagement levels and reduce potential employee turnover.

7. CONCLUSION

The study concludes that employee engagement is primarily influenced by internal factors such as job satisfaction and career development opportunities, while external factors like work environment and communication show limited impact in the regression model. The overall level of engagement is found to be moderate, indicating scope for improvement.

The findings suggest that strengthening areas such as recognition, feedback mechanisms, and career growth initiatives can enhance employee commitment and performance. Improving these aspects may contribute to better organizational outcomes and increased workforce effectiveness.

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