



Impact of Employee Engagement on Staff Productivity

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Abstract:

Today's corporate climate is growing more intricate as a result of increased rivalry and technological development. To compete successfully in the healthcare business, a company must provide superior products and services. Employees are a major factor in the success of any service-based business. Because of this, the organisation needs to have employees who can give better service to customers. The aim of the study examines the employee engagement factors influencing the staff productivity at hospitals in Karaikal district. A convenient sampling method was used to gather the data from 138 sample respondent for the final analysis. The study reported that there is 47.4 per cent of the variation in staff productivity is explained by the employee engagement. The result reveals that the employee engagement have a positive significant impact on staff productivity at private hospitals located in Karaikal district.

Keywords: *Employee Engagement, Employee Performance, Productivity, Turnover, Patient Satisfaction.*

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INTRODUCTION

The term employee engagement is relatively new, but it has already generated a great deal of discussions among HR consulting specialists working in the healthcare industry (Bhatla, 2011). A concept of employee engagement is pioneered by the Gallup consulting business and subsequently adopted by the academic community. The phrase "employee engagement" was coined by Kahn (1990), who also provided the first academic definition of the concept as the degree to which workers are invested in the success of their employer. Organizational human resources are becoming more valuable as a result of globalisation and rapid development (Hamid & Muzaffar, 2015). Each company throughout the world strives to maximise its human capital in order to get a market edge (Heaney, 2010). According to

Saks (2006), an employee's level of "engagement" is measured by how focused they are on their work. Engagement is "a good attitude maintained by the employee towards the firm and its ideals," as defined by Robinson *et al.*, (2004). Employee engagement is a gauge that establishes how closely workers feel they are linked to their company (Vazirani, 2007). According to research by Kular *et al.*, (2008), engaged workers are almost three times more committed to their jobs than their actively disengaged counterparts. So, in order to boost productivity, businesses need to pay attention to employee engagement (Basbous, 2011; Sundaray, 2011). Getting workers engaged in their work is a winning HR strategy for companies today. According to research by Rashid *et al.*, (2011), employee engagement is a strategy that companies may utilise to deal



with the unpredictability of the market. The concept of employee engagement is often grouped along with others that are as essential in the workplace, such as job satisfaction, job participation, organisational commitment, and organisational citizenship behaviour (Kumar & Swetha, 2011).

Employee involvement can effectively improve organisational performance (Ncube and Jerie, 2012). Therefore, Hr professionals should foster employee happiness in order to motivate people to engage in their work. The Hr professionals will need to inspire the workforce to support the organization's goals and objectives by including them in organisational work (Saradha and Patrick, 2011). In the words of Swarnalatha and Sureshkrishna, (2013) engaged staff members genuinely care about the company and want to help it succeed. Organizations throughout the world are raising employee engagement levels in the current business climate in an effort to increase production, revenue, turnover, and organisational safety (Mani, 2011). According to Lowe (2012) "highly engaged employees not only trust their employer, they also are able to improve how they work, feel valued and have clear job goals and a sense of team membership. They can perform effectively in their job because they have a supportive supervisor and adequate resources and equipment. Their quality of work life is enhanced because the organization takes steps to promote staff wellness and work-life balance. And they understand that senior management is committed to high-quality care".

Statement of Problems

The present study has gained attention since there is a dearth of theoretical and applied studies on employee engagement. Organizations are focusing on employee engagement as a viable method to improve organizational productivity in the present business climate. Empirical study on

employee engagement is needed, especially for the healthcare businesses, given its growing relevance.

Review of Related Studies

According to Swarnalatha and Sureshkrishna (2013) employee engagement may be defined as "the degree to which an individual's cognition, affect, and behaviour reflect a high level of participation with their company". A dedicated worker is one who is enthusiastic about using their expertise to advance the company. Employees that are invested in the company and its success are committed to doing their best for it. They go on to explain how factors such as employee involvement and contentment in their jobs contribute to the growth of morale in the workplace. Human resources professionals are tasked with increased employee happiness and enthusiasm for their jobs.

Oliver and Rothmann (2007) said that employees are engaged when they give their best effort at work and are sure of how well they do. A person's mental health has an impact on their level of dedication, availability, and feeling of security in the workplace. Employee engagement, as defined by Vazirani (2007), is a concern with regards to the participation and motivation of workers towards the business. An enthusiastic worker is more likely to do a good job and finish on time. He further says that employee engagement is the better attitude and dedication exhibited by the employees for the interests of the firm. If an organisation wants to keep its workers around for a while, it needs to show them some love.

Robinson's (2006) research reveals insight on ways to motivate employees. Improved organisational productivity, decreased employee turnover, and better health are all outcomes of employee engagement, which may be achieved by cultivating a favourable organisational climate that encourages positive feelings such as



participation and the employee's morale. Gopalakrishnan (2009) has provided some suggestions for doing just that. Distressing events have occurred on every continent in recent years. The only place to find a good set of employee policies is in the manuals. Even when under stress, managers may communicate with employees and apply rules in a fair and reasonable manner.

A report of Karsnia (2009) has stated that "employee engagement is a critical business driver that has the capacity to impact on organization overall success. Effective employee engagement results employee retention, productivity, and loyalty towards the organization". In the view of Wilson (2009) "the term employee engagement is more than simple job satisfaction and high retention rate. An engaged employee is that who is full energetic, emotionally connected with the organization in achieving the goal. To have engaged workforce in the human services field is very important because engaged workers help organization by providing many benefits such as increased efficiency, higher levels of customer satisfaction, higher productivity, and lower turnover rates".

Lowe (2012) have examined "how job, work environment, management and organisational factors influencing the level of engagement among healthcare employees. The result of the study found that a high level of employee engagement is related to retention, patient-centred care, patient safety culture and employees' positive assessments of the quality of care or services provided by their team".

Research Gap

The vast majority of studies have investigated the significance and impact of employee engagement on staff productivity, as shown by the literature review. Engagement of the Employees in the healthcare business has been the subject of

some empirical studies. However, there appears to be a lack of literature about employee engagement in the context of the Indian healthcare sector. As a result, the concept of employee engagement in India's healthcare sector merits more investigation. Therefore, the purpose of this research was to attempt to empirically examine the impact of employee engagement on staff productivity at the private hospitals located in Karaikal district.

Objectives of Study

This study uses survey data from the private hospitals located in Karaikal district to empirically examine the effect of employee engagement on staff productivity. The study's primary goals are as follows:

- 1) To examine the employee engagement factors influencing the staff productivity at hospitals in Karaikal district.
- 2) To provide suggestions for enhancing staff productivity particularly at hospitals located in Karaikal district.

Testing Hypotheses

- **H₀**: Employee engagement haven't statistically impact on staff productivity at hospitals in Karaikal district.
- **H_a**: Employee engagement have a statistically impact on staff productivity at hospitals in Karaikal district.

RESEARCH METHODOLOGY

The current research is mostly a survey in nature, with data obtained using a questionnaire. A Likert scale of five points was used for the questionnaire. The data was gathered from staff nurses employed by the private hospitals in the Karaikal district. A convenient sampling method was used to



gather the data. There was a total of 152 questionnaires sent out to private hospital nurses, and 144 were returned for analysis. A total of 138 questionnaires were included for the final analysis, some of which were incomplete. The conceptual portion of the study is covered by secondary data, which is the primary source of research papers, articles, periodicals, newsletters, and etc.

The term “reliability” is used to describe the data's consistency in yielding the expected outcome (Tavakol & Dennick, 2011). Dependability is the repetition of outcomes; if the investigations are repeated, same results are obtained (Hair *et al.*, 2006). The data's reliability was determined with the use of Cronbach's alpha. It's a way to evaluate the uniformity of the things themselves. Table 1 displays the Cronbach's alpha value.

Data Reliability

Table 1 – Result of Cronbach’s Alpha

α Value	No. of Items
0.895	16

Table 2 – Variable wise Result of Cronbach’s Alpha

Variables	α Value
Employee Engagement	0.832
Staff Productivity	0.839

The overall reliability of the items is shown in Table 1. “Cronbach's alpha for the entire item is 0.895, which is over the minimum threshold of 0.7 (Nunnally, 1978; George & Mallery, 2003). The consistency of the various factors is shown in Table 2. The Cronbach alpha for both variables is higher than 0.7, coming in at 0.832 and 0.839, respectively. Therefore, it is a strong indicator that the data is trustworthy and may be used in subsequent analyses”.

RESULTS AND DISCUSSION

Table 3 – Demographic Profile of the Sample Respondents

(N = 138)

Category		Count
Gender	Male	20 (14.5)
	Female	118 (85.5)
Age	Less than 30 years	73 (52.9)
	31 – 35 years	34 (24.6)
	36 – 40 years	20 (14.5)



	41 – 45 years	8 (5.8)
	More than 46 years	3 (2.2)
Educational Qualification	Diploma	53 (38.4)
	Graduate	53 (38.4)
	Postgraduate	31 (22.5)
	Others	1 (0.7)
Marital Status	Married	67 (48.6)
	Unmarried	71 (51.4)
Working Experience	Lesser than or equal to 1 year	19 (13.8)
	1.1 to 3 years	46 (33.3)
	3.1 to 6 years	40 (29.0)
	6.1 to 9 years	15 (10.9)
	More than 9.1 years	18 (13.0)
Annual Income	Up to ₹1,00,000	21 (15.2)
	₹1,00,001 to ₹2,50,000	86 (62.3)
	₹2,50,001 to ₹5,00,000	27 (19.6)
	₹5,00,001 and above	4 (2.9)

Source: Data compiled from the survey /

Note: Value in the parentheses is percentage to N

It was found that out of 138 sample respondents, “about 85.5 per cent of sample respondents are female, while 14.5 per cent

of sample respondents are male. It shows that the female employees were dominant in every department of the healthcare industry.



It was reported that, 52.9 per cent of the sample respondents age is less than 30 years, likely 24.6 per cent of the sample respondents age is lies between 31-35 years, 14.5 per cent of the sample respondents age is lies between 36-40 years, 5.8 per cent of the sample respondents age is lies between 41-45 years, and 2.2 per cent of the sample respondents age is more than 46 years. With respect to educational qualification, about 38.4 per cent and again 38.4 per cent of the sample respondents are finished their diploma and graduate courses respectively, while 22.5 per cent of the staff nurses are completed their postgraduate and only 0.7 per cent of the staff nurses are studied the vocational course. Around 51.4 per cent of the staff nurses are unmarried and 48.6 per cent are married. In

account to working experience, 33.3 per cent of the staff nurses have 1.1 to 3 years of experience, likely, 29.0 per cent of the staff nurses have 3.1 to 6 years of experience, 13.8 per cent of the staff nurses have lesser than or equal to 1 year experience, 10.9 per cent of the staff nurses have 6.1 to 9 years of experience, and the rest who accounted 13.0 per cent of the staff nurses have more than 9.1 years of experience. About 62.3 per cent of the staff nurses are earn ₹1,00,001 to ₹2,50,000 as their annual income, while 19.6 per cent of the staff nurses are earn ₹2,50,001 to ₹5,00,000 as their annual income, 15.2 per cent of the staff nurses are earn up to ₹1,00,000 as their annual income, and 2.9 per cent of the staff nurses are earn ₹5,00,001 and above as their annual income”.

Table 4 – Standard Multiple Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	F-Ratio	R ²	Adj. R ²
	β	Std. Error	Beta					
(Constant)	5.879	.728		8.074	.000	122.460	0.474	0.470
Staff Productivity	.680	.061	.688	11.066	.000			

* p-Value < 0.05

Since the p-Value is lesser than 0.05, therefore, “there is a statistically significant relationship between the variables at the 95.0 per cent or higher confidence level. The value of R-square statistics is 0.474, which indicates that the model as fitted explains 47.4 per cent of the variation in staff productivity is explained by the employee engagement”. The equation of the fitted model is:

$$Y = 5.879 + 0.680 * \text{staff productivity.}$$

CONCLUSION

A conclusion that can be drawn from the above discussion is that successful HR policies have an impact on many aspects, enhancing an organization's internal capacity to meet both present and future difficulties.

Effective human resources strategies are crucial to an organization's survival and efficient operation in today's economic climate, marked by intense market rivalry. As a result, HR professionals must work to energise and include workers in the organisation's mission so that the organization may enhance its performance and obtain a competitive edge. The findings of this research will be useful for hospital administrators and other managers in their pursuit of a better understanding of the value of employee engagement. The purpose of this research was to examine the relationship between employee engagement and staff productivity at private hospitals in the Karaikal district, as well as the effects of



employee engagement on staff productivity. The findings of the research reveal that there is a modest relationship between employee engagement and staff productivity. In the private hospitals in the Karaikal area, employee engagement has a considerable and favourable effect on production. The study's results suggest that by encouraging workers to take an active interest in their work, businesses may boost their productivity and efficiency.

Limitations and Scope for Future Study

Every research has its drawbacks, and the study's is the dearth of literature on the topic of employee engagement in the perspective of the healthcare industry. The study's findings are fully dependent on the accuracy of data acquired through field survey. While the current study's findings are promising, they may benefit from a larger sample size to ensure statistical significance. The study only included hospitals in the Karaikal district and their present staff members, therefore similar research might be done at other hospitals located outside of the Karaikal region in the future.

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