

Determinants of Employee Engagement Among Medical Professionals in Puducherry

***¹ Dr. R Narayana Gupta**

***¹** Assistant Professor, Department of Business Administration, Annamalai University, New Delhi, India.

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Abstract

Employee engagement is the extent that an employee believes in the mission, purpose and values of an organization. Thus, this study aimed to analyze the factors influencing employee satisfaction. There are many factors influencing employee satisfaction. In this research job satisfaction is the factor considered as the determinants of employee satisfaction. The determinant variables are taken as the independent variable and employee satisfaction taken as the dependent variable. For these variables a structured questionnaire has been constructed based on this previous research work. A questionnaire has been used to collect the primary data. Descriptive type of research is applied. The purposive sampling technique is used to select the sample size. A total of 445 numbers of medical professionals such as doctors, nurses and paramedical staff have been approached for primary data collection. The collected data were analysed with correlation and multiple regression. The results show that job satisfaction has been related and influenced the medical professional job engagement.

***Corresponding Author**

Dr. R Narayana Gupta

Assistant Professor, Department of Business Administration, Annamalai University, New Delhi, India.

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Introduction

This theory was based on the Hawthorne experiments conducted by Elton Mayo in 1930 at the Hawthorne factory of the Western Electric Company in Chicago. He studied the effect of illumination and working conditions on the 16 productivity and behavioural patterns of two groups of women employees. He thought that there would be a reduction in productivity levels as the illumination or other working conditions became worse with time. The result of his experiment shows that whatever the changes in illumination of the environment or working conditions, there is an improvement in the employees productivity levels. There is a better level of communication that took place between the managers and the workers through the consultation held with the Hawthorne workers as well as having the opportunity to give feedback about the experiments which enhances the productivity, behaviour and remuneration package of the workers (Riley, 2012). The managers were greatly involved in the employees working lives, that is, the managers paid great attention to the employees working lives by providing a better working environment as a result of the Hawthorne experiment. Before the Hawthorne experiment, the workers

do not have team spirit or working together regularly which was achieved after the experiment and brings about greater performance. Through the experiment at Hawthorne, it is found that not only money motivates employees but also the behaviour of the employees has a linkage to their attitudes. So, the needs and motivation of employees becomes a paramount focus of managers within the organisation to provide necessary satisfaction and motivation to the employees so that there will be an enhancement in organisational performance (Bedeian, 1993). As a result, Hawthorne studies give several insights into human behaviour at work. For example, Maslow (1943) Herzberg (1966), Opsahl and Dunnette (1966) have shaped management's thinking and orientation about human motivation and satisfaction at work. Incentive, intrinsic and extrinsic are now applied in a bid to help workers fulfil basic needs in addition to having a healthy attitude and morale in the workplace. Organisations now reward workers in a way that they are satisfied with job conditions and hence stay longer and produce more.

Employee engagement is a concept in human resources that refers to the degree to which employees are invested in,

motivated by and passionate about the work they do and the company for which they work. Job engagement is often misunderstood as employee satisfaction and while the two ideas are related then satisfied employees are more likely to be engaged; engagement is a strong indicator of satisfaction-one does not guarantee or replace the other. Think of it this way: Satisfied employees are happy at work and engaged employees are happy doing their work. Engagement is symptomatic of an employee's motivation, and is not based solely on their financial compensation. An engaged employee is motivated by and committed to the company's mission. These employees feel valued within the company and see value in the work they do-they understand the organization's goals and believe their role contributes to its success. The affective-motivational state of job engagement has been shown to differ between jobs with different characteristics, but its possible links with workers' personal attributes have rarely been studied. Engagement was predicted to be a primary function of personality factors and sub-factors which match its affective and motivational elements, namely Emotional Stability and more energized forms of Extraversion and Conscientiousness. Predictions were confirmed in correlational and regression analyses across three studies. Theoretical frameworks in this area should extend to personal characteristics in addition to covering job content, and practical benefits can follow from engagement-relevant staff selection and development as well as from appropriate job design. (Ilke Inceoglu, *et al* 2011). Engaged employees use discretionary effort, which means they voluntarily do more than what's expected of their role. These are the individuals who want to help take the company further; they produce quality work and are eager to perform better. They'll be the ones who volunteer to show new hires around the office, stay late to finish a project and help out at corporate events over the weekend (Warr. P, *et al* 2012). A successful employee engagement strategy is built on communication and trust between employees and employers. To foster employee engagement, leadership should model the organization's core values, take pride in the company, encourage professional development and support each individual's goals. In a society where being a career "lifer" is increasingly less common, engaging your employees from the start is key to retaining the top talent you worked hard to attract. Because no matter how good of a work ethic and overall fit a person is to your company, their engagement levels will decrease significantly if you don't have a plan to support their interests and needs throughout their career (Bruce Louis Rich, *et al*, 2017). People who are engaged in their jobs and those who are enthusiastic and involved in their day to day work tend to do better work. This statement makes intuitive sense to most people and is our basic premise. Job engagement is defined as a person's enthusiasm and involvement in their job. People who are highly engaged in their jobs identify personally with the job and are motivated by the work itself. They tend to work harder and more productively than others and are more likely to produce the results their customers and organization expects. Engaged employees report that their jobs make good use of their skills and abilities. Their work is challenging and stimulating and their work provides them with a sense of personal accomplishment (Alan M. Saks, *et.al* 2022).

Review of Literature

Rival (2004) noted that compensation is something that employees received in lieu of contributing their services to the company. Based on the definition of compensation which has

been described previously. It is inferred that a form of compensation awards grants to employees as remuneration for the contribution they make to the organization. Compensation for employees is important because the amount of compensation reflects the size of the employee's work values among co-workers, families and communities.

Lawler (2003) argued that there are two factors which determine how much a reward is attractive, first is the amount of reward which is given and the second is the weightage an individual gives to a certain reward. Good managers recognize people by doing things that acknowledge their accomplishments and they reward people by giving them something tangible. Fair chances of promotion according to employee's ability and skills make employees more loyal to their work and become a source of pertinent workability for the employee.

Bull (2005) posited a view that when employees experience success in mentally challenging occupations which allows them to exercise their skills and abilities, they experience greater levels of job satisfaction. Incentives, rewards and recognition are the key parameters of today's motivation programs according to most of the organizations as these bind the success factor with the employees' performance.

Luthans and Peterson (2002) pointed out rewards are categorised in two forms namely extrinsic and intrinsic. Extrinsic rewards are basically tangible benefits that are given to employees after completing tasks. Organization is directly linked with extrinsic rewards. For example, extrinsic rewards are pay promotion, holidays abroad, club membership, preferred lunch hours, impressive titles and bonuses. Extrinsic rewards can be in forms of social rewards which create a good relationship between superior and colleagues. Intrinsic rewards are those rewards which are related to employee personal interest and tasks which they perform for reward purpose however these are not part of the job obligation because they are related from individual to individual. For example, intrinsic rewards are trust, feeling of self-esteem, involvement, fairness, recognition, job satisfaction, creativity. These all are related to an employee's personal satisfaction. Employees can get these rewards by performing well. Employees think that recognition and motivation will help them to enhance their productivity.

Barton (2002) stated that the factor in Fortune best companies which discriminates companies from the others is recognition that is the most important factor of their reward system. Further it is stated that the conditional recognition is that type of recognition which one has to earn by his own efforts and which is gained by some sense of achievement of an action or result. Employees are definitely closer to their organization as their job can become the major satisfaction in their life after having proper rewards and recognition at their job. Rewards enhance the level of productivity and performance at a job whether it's a first time performance or repeated activity at the job in a progressive way.

Eastman (2009) consistently found that intrinsic motivation is conducive to producing creative work, while extrinsic motivation is unfavorable to producing creative work. It is suggested a new model of knowledge-sharing motivation which provides suggestion for designing five important human resource management practices including staffing, job design, performance and compensation systems, managerial styles and training Khan, *et al.* (2011) revealed that the corporate organizations including the banks which attain customers and employees loyalty have successfully conquered high profits, better pays rewards structure and have retained

their 64 most talented and determined employees. This increased determination and performance of the employees helped to deliver the best customer. They found that in public and private banks of Pakistan high quality services and increased organizational growth through human resources can be achieved through the factors such as employee compensation and rewards, providing them with training programs, work clarity and clear job description. All these factors have a strong positive influence on achieving service quality. Mohanty (2009) emphasized that open communication among the employees, reward programs for employees, performance based bonuses and incentives, career development programs and gifts presented to employees on several occasions are the practices that a company can adopt to retain its employees.

Martijn Hendriks, *et al.*, (2023) examined an understudied outcome in this regard: employee engagement. Using a dynamic panel model with data from 336 publicly listed firms across 26 countries. It is found that employee engagement is generally unaffected by CEO (over)compensation. However, negative effects emerge under specific conditions. First, employee engagement declines with negative media coverage about CEO compensation. Second, employee engagement declines with greater CEO (over)compensation in the financial sector, which is a sector with extraordinary levels of CEO compensation and compensation controversies. The findings suggest that a ceiling effect exists, at which point negative effects emerge and employee engagement becomes relevant in determining CEO compensation policies, while the general insensitivity of employee engagement to CEO compensation can help explain the soaring CEO compensation levels.

Arshia Singh (2022) research showed that while there are some overlaps in the drivers of engagement and well-being, there are also important differences in the components that drive both. Some experts define engagement in terms of employee emotions and behavior. Employees who are engaged may report that they are focused on their work and feel deeply involved. They are enthusiastic and urgent. Committed behavior is permanent, proactive, and adaptable in ways that expand your job as needed. Employees are beyond their job, for example in the areas of service delivery and innovation. Employees with a sense of urgency feel focused and focused on how they work, whereas happy employees are comfortable, satisfying, and satisfying. Employee job satisfaction in an organization is often related to factors such as salary, benefits, workplace safety, etc. But the level of engagement is primarily direct control.

Suneet Soni, *et al.*, (2022) stated that employee engagement is a contentious issue for any organisation in today's globalised world. Employees who are engaged have more probability of contributing to the productivity of the organization. It also helps in maintenance of a greater level of commitment. As a result, employee engagement and effectiveness could be a useful metric for determining the health of a company in terms of satisfaction, invention, dedication, retention, and production. Employers, on the other hand, are having a difficult time figuring out what employee engagement is and what values drive it because there are so many different perspectives on the topic. The main goal of this paper is to look into the effectiveness in the impact of organisational culture to see if employees' views of organisational culture are linked to their degree of job engagement.

It was found that organizations have a tough time determining the situations under which workers are inspired to become involved with their companies. Furthermore, they are unable to forecast the factors that contribute to employee disengagement. The findings of this study indicated that educating employees on a regular basis is the most significant problem in terms of employee engagement and effectiveness when it comes to the influence of organizational culture. Marleyna, *et al.*, (2022) determined the correlation between the reward system and employee engagement mediated by employee satisfaction. It is found that employee satisfaction partially mediates the correlation between the reward system and employee engagement.

Research Problem

The relationship between organizational compensation system and employees performance is indispensable, though some surrounding factors may determine the engagement one derives from the other. The high inflation rate which has led to high cost of living, low income and purchasing power can be a reason for poor performance. The question now is, can there be a compensation system that could adequately have an effect on employee's performance? Therefore, the problem of trying to figure out these loopholes with the intent of correcting them forms the basis for this research. Therefore, this study aims to assess the existing compensation management practice of the hospital and the perception of employees toward the practices. In doing this, the existing compensation management practices are assessed from varied dimension such as alignment with individual, team and organizational performance, compliance to the law of the country, competitiveness in the labor market, contextual fitness with business and HR 31 strategies, equity, and fairness aspects, transparency to employees, and flexibility to change occur in the external or internal environment.

Objectives of the Study

1. To analyse the relationship between employee satisfaction and job engagement.
2. To analyse the effect of employees satisfaction on their job engagement.

Hypothesis of the Study

H1: Employees satisfaction has been related with their job engagement.

H1: The employee satisfaction has influenced their job engagement.

Research Methodology

Type of Research: Descriptive research type is applied for this research work. Independent variable considered for this study is job satisfaction and employee satisfaction is taken as a dependent variable.

Sampling Procedure this study medical professionals such as doctors, nurses and paramedical staff are considered as population, from this population 445 sample respondents taken as sample size through purposive sampling on previous research work. Questionnaire has been distributed to the sample respondents. Statistical Tools Used Pearson correlation and multiple regression analysis have been applied to that stated hypothesis. Results and Discussion The researcher presents the profile of the employee, employee perception towards the study variables, factors influencing drivers for employee engagement.

Table 1: Relationship between employee's satisfaction and job engagement.

Employees satisfaction	Job engagement of the employees	
	r-value	p-value
Satisfaction of overall needs of the employees	0.489	0.001
Enhancing employees motivation towards work	0.483	0.001
The hospital take steps to retain its employees	-0.518	0.001

Table 1 explains the relationship between the employee's satisfaction and job engagement of the employees in the hospital.

H₁: The employee satisfaction has a relationship with their job engagement of the employees in the hospital.

Pearson correlation test is applied to test the above stated hypothesis. The calculated p values for all the employees' satisfaction dimensions in the hospital when correlated with the job engagement in the hospital are found to be significant at one percent level and hence the above stated hypothesis gets accepted. Further the correlation value ranges from 0.489 to -0.518. From the r values it is noted that the employees

satisfaction of needs of the employees has been highly rated by the employees working in the hospital(0.489) followed by enhancing the employees motivation at work(0.483) and the hospital taking steps to retain its employees(-0.518). Hence it is interpreted that the employees satisfaction factors of employees satisfaction of overall needs of the employees and enhancing the employees motivation at work are having significant and positive relationship with the job engagement of the employees but the hospital taking steps to retain its employees are having significant but negative relationship with the job engagement of the employees in the hospital.

Table 2: The effect of employee satisfaction on their job engagement in the hospital.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.676 ^a	.456	.453	.54066	
ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	
Regression	108.263	3	36.088	123.456	
Residual	128.909	441	.292		
Total	237.172	444			
Coefficients ^a					
Employees satisfaction	Unstandardized Coefficients		Standardized Coefficients	t- value	Sig.
	B	Std. Error	Beta		
(Constant)	2.064	.104		19.880	.000
Satisfy the overall needs of employees.	.185	.022	.320	8.344	.000
Enhance the employee's motivation towards their work.	-.122	.021	.227	5.662	.000
The hospital take steps to retain its employees.	.203	.021	.368	9.759	.000

Table 2 exhibits the effect of employee satisfaction on their job engagement in the hospital.

H₁: The employees' satisfaction has an effect on their job engagement in the hospital.

To examine the above stated hypothesis Multiple linear regression is applied. Here the employees satisfaction factors are considered as independent variables and employee's job engagement have been taken as dependent variables. From the Anova model summary result it is observed that the f- value is 123.456 and p-value is 0.001 which is significant at one percent level. Therefore the above stated hypothesis gets accepted. The adjusted R² value reveals that the variance explains the influence of independent variables on dependent variables. Here the adjusted R² value is 0.644 which shows that the employee's satisfaction has influenced their job engagement at 64.4 percent level. Further the regression coefficient value explains the strength of association between the employee's satisfaction and their job engagement.

It is expressed by the following equation, Employees job engagement = 2.064 + 0.185 (satisfaction of needs of the employees) + 0.203 (steps taken in hospital to retain its employees). -0.122 (enhancement of employees motivation at work) From the regression equation it is clearly interpreted that for one unit increase in the employees job engagement the employee satisfaction of overall needs in the hospital have influenced at 0.185 level while other factors remain constant.

Similarly the employee satisfaction factors of steps taken in a hospital to retain its employees influence the job engagement at 0.203 when the other factors remain constant. However for one unit decrease in the job engagement the employees satisfaction factor of enhancing employees motivation at work have influenced -0.122 while other factors remain constant. From this it is concluded that the employee's satisfaction factors of satisfaction of overall needs of the employees and steps taken in hospital to retain its employees are having positive effect on employee's job engagement whereas the enhancement of employee's motivation at work is having negative effect on their job engagement in the hospital.

Findings

It is interpreted that the employees satisfaction factors of employees satisfaction of overall needs of the employees and enhancing the employees motivation at work are having significant and positive relationship with the job engagement of the employees but the hospital taking steps to retain its employees are having significant but negative relationship with the job engagement of the employees in the hospital.

It is found that the employee's satisfaction factors of satisfaction of overall needs of the employees and steps taken in hospital to retain its employees are having positive effect on employee's job engagement whereas the enhancement of employee's motivation at work is having negative effect on their job engagement in the hospital.

Conclusion

This research aimed to analyze the determinants of employee engagement. The result shows that job satisfaction determines employee engagement. So, engagement is a perception that places continuous improvement, changes and flexibility at the empathy of what it means. Engagement is a condition of intellectual and emotional pledge to a group that will assist and accomplish organization.

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