



## Determinants of Employee Engagement in Healthcare Industry of Sindh, Pakistan

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**Abstract-** The Performance Evaluation Management System (PAMS) evaluates an employee's performance in light of the organization's assigned duties, as well as the organization's vision, mission, and objectives. The aim of this study is to figure out what factors are most important in determining employee performance in Pakistan's healthcare industry. The aim of the study was to see how employee engagement and success in the health-care industry affected employee performance. In Karachi, Sindh, 506 people were interviewed using stratified, random, and uneven sampling techniques from 11 public and 80 selected private hospitals for this research. The independent variables (IV) were employee performance and engagement, while the contingent variable was the organization's performance in the healthcare field (DV). The findings indicated that in the healthcare industry, an employee's performance has a significant effect on the organization's performance. Employee success, on the other hand, has a significant impact on the talent management process, while employee engagement has a insignificant impact.

**Key terms:** Employee performance. Health care industry, Instruments. Questionnaire

### I. INTRODUCTION:

The performance evaluation method is an integral part of the performance improvement system independent of the sort of Company. Performance Evaluation Management System (PAMS) tests the employee's credibility by the organization's delegated responsibilities and vision, purpose, and objectives. This quantitative analysis was used to determine whether improved staff attendance could measure lower employee turnover. Reducing workers' turnover contributes to meaningful societal impact by reducing the sum of revenue wasted when an individual willingly exits an organization, along with more satisfied, healthy, and efficient employees. There has been a significant, clear, and optimistic linear association between employee commitment and employee engagement rates in the linear regression study.

The PAMS often works to fix the variance if the individual's performance also impacts the organization's entire efficiency. Most employee performances are evaluated by primary skills needed for employment, such as job awareness, employee timeliness, whether employee priorities are compatible with corporate objectives, worker's capacity to perform in teamwork, the willingness to complete tasks with limited oversight, etcetera (Hewko, 2016).

According to Harvey, Harris, and Martinko (2008), corporate leaders now realize that reduced turnover results in a higher degree of productivity and savings for recruiting and training. Researchers also estimated that up to 5 percent of a company's total organizational expense could be related to staff turnover costs. The role of employee performance as a forecasting method for employee turnover has been examined by the organization (Harvey et al., 2008). This analysis will contribute to the current information by determining if employee interest is a predictor for company revenue.

In reaction to foreign rivalry, corporate executives struggled to manage pay and benefits expenses. When the frequent cuts showed, workers understood that loyalty was a thing of the past and that one Company has no longer a lifelong assurance (Welbourne, 2007). With the evolving population and labor laws, current job contracts started to burn. The efficiency of highly skilled workers leaving companies continued to suffer. Faculty workers started pushing overtime and made increased attempts (Welbourne, 2007). A crucial aspect of achieving and engaging workers is to understand what influences affect employee motivation. The job period for specific organizations starts with recruiting workers and concludes with long-term employee

participation programs. Today's lack of health workers has contributed to the creation of 2 methods for employee retention (Wells & Hejna, 2009).

This study aimed to show how significant employee involvement and its connection with employee turnover is. Herzberg's study offered the required context for recognizing what causes inspire people at work. The association between employee retention and employee turnover was analyzed using a quantitative analysis design. The study's focus demographic was one hospital employee based in the eastern coastal area of the United States. Secondary statistics are included, including data obtained by Gallup and data on patient attrition from 2015 to 2019. This data was evaluated using linear regression and an overview of the association.

This study's findings endorse social reform by indicating that higher levels of jobs contribute to higher retention rates. In addition, the development of a productive population by meaningful employment encourages social transformation by creating a significant financial effect on both employers and businesses (Hewko, 2016).

### **Research Objectives:**

- i. This research explores the extent of staff engagement in hospitals to determine the leading factors and propose a strategic model.
- ii. This paper attempts to provide a mechanism to define, anticipate, and measure variables that affect public sector organizations' involvement.

### **Research Questions:**

The key research issue in this analysis was:

- i. What methods could health leaders follow to include their staff and strengthen patient care?
- ii. Should the Company calculate staff loyalty and the retention levels calculated by the Hospitals human resources department exist?

## **II. LITERATURE REVIEW:**

The healthcare sector still faces many obstacles with enormous potential, but numerous bottlenecks have impacted healthcare industry efficiency. For example, employee demotivation is vital due to insufficient instruction, and medical practitioners are frustrated with routine work and restricted prospects for schooling and career development. Another problem is high turnover due to bad jobs and tradition, healthy job load depending on outdated technologies in the healthcare field.

The absence of standard practices to evaluate performance measurement, absence of succession preparation, vision lack, task, and evaluable targets, skewed performance analysis are critical issues about the health sector's performance assessment framework (Kumar, 2014).

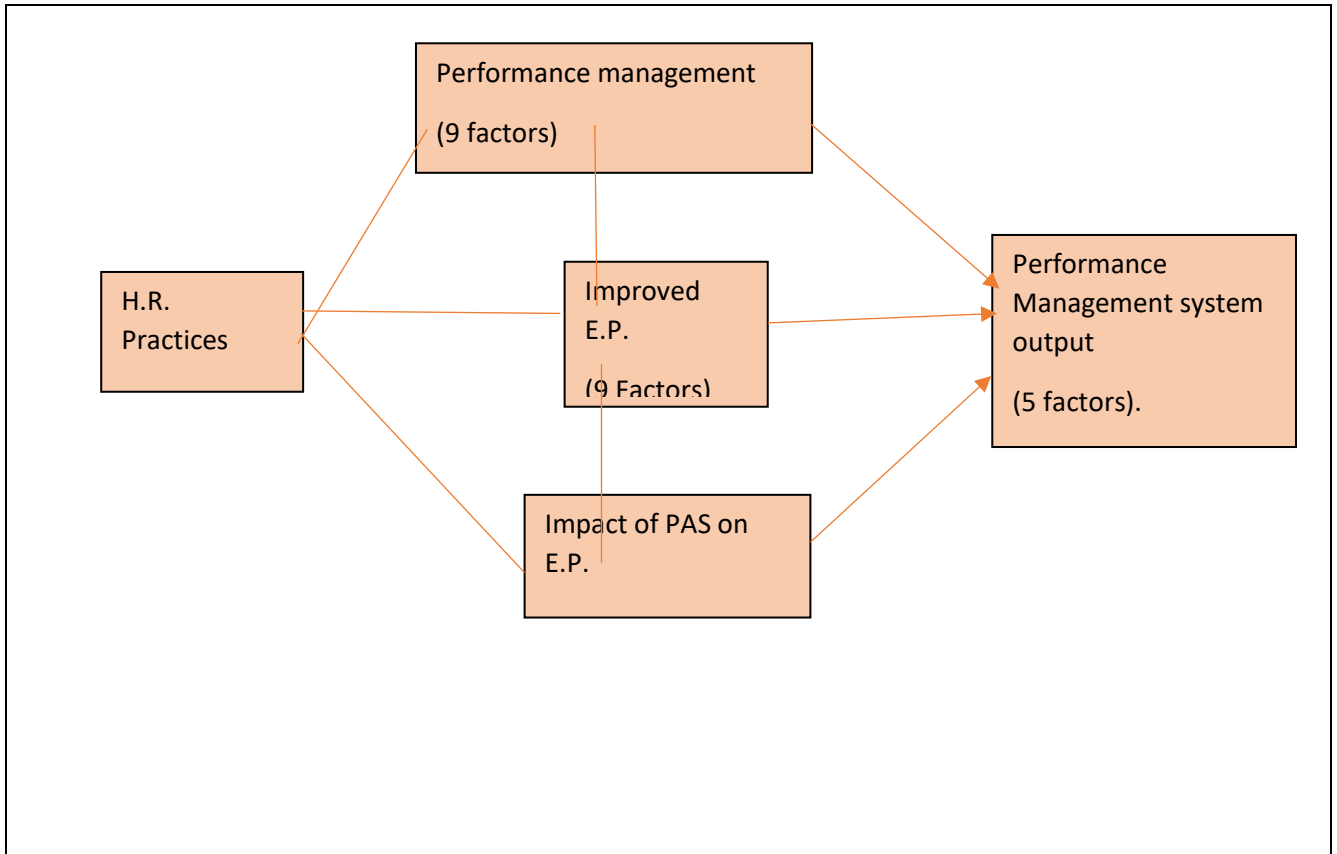
### **Theoretical Framework:**

The theoretical basis for this study was Herzberg's principle of motivation-hygiene. Herzberg's study also uncovered new hypotheses about whether workers feel happy and inspired. Herzberg concluded that an employee's compensation would do nothing to job satisfaction and that interactions with those at work would contribute to job dissatisfaction (Sachau, 2007). After analyzing engineers' and accountants' responses, Herzberg's hypothesis was established when the respondents were asked about events in their lives.

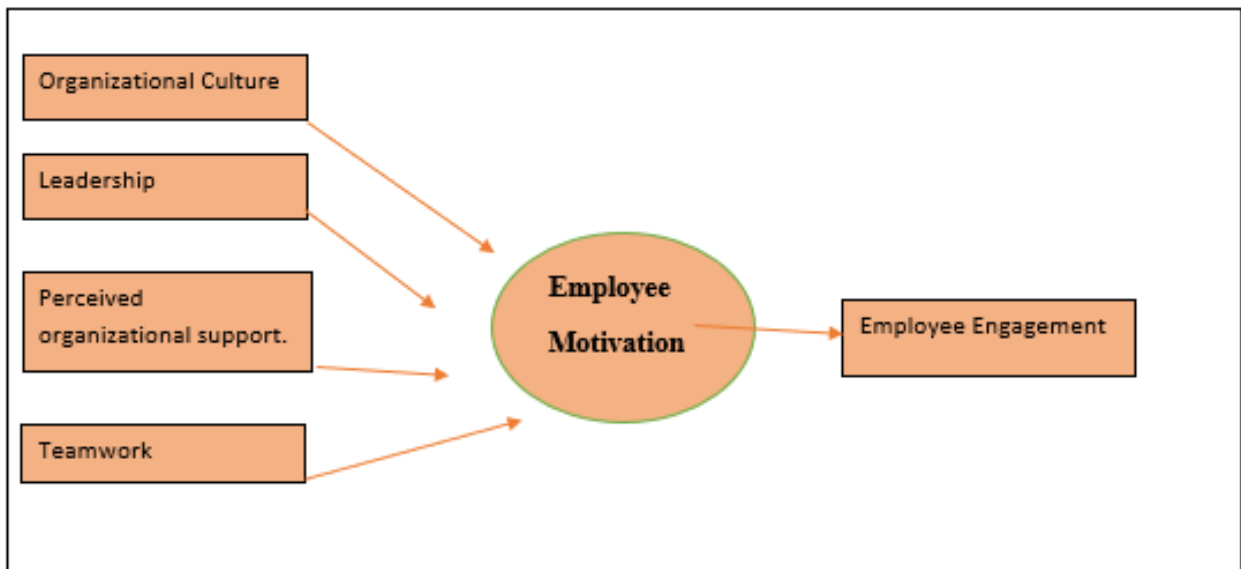
The scientific research suggested comprises of three study variables of 26 components:

- 1) Performance measurement management nine elements.
- 2) Reasons accountable for employee performance enhancement of 9 items and elements.
- 3) Effect on employee performance eight aspects of the performance review framework.

The logical structure study gave:



- Organizational culture
- Teamwork



- Fair Pay Structure.
- Cultural Diversity.

**DV**

- Employee's Engagement
- Employee's Retention

### Methodology: Quantitative

We used the meta-analysis approach of Hunter and Schmidt (1990) to evaluate our theories. Therefore, we calculated correct population associations between variables through survey weighting correlations from primary research and implementing formulas that account for both the indicator and the criteria for sampling and measuring errors.

The total number of workers analyzed was 10,702 from 16 different facilities. the response ranges from 45% to 60% across peer groups.

The writers established a standard systematic method for the coding of papers, and an extensive collection of decision rules for each code decision was defined.

A standardized questionnaire with four Likert scales is the survey tool included in this study: performance control with eight assessed factors at a 5-point scale of Likert with Strongly agrees 5 to Strongly disagree 1; increased employee performance with nine factors with Strongly agreeing that five is strongly disagreed 1; five factors for the performance management method (bauch, 2014). The research variables were seen in the Table:

### Sample Size

The 35 hospitals and the 506 people interviewed were selected from 11 public and 80 private hospitals using stratified, random, and uneven sampling techniques. In comparison to previous reports, both worker's forms were included. In addition, a customer experience questionnaire administered an existing questionnaire. In research, descriptive and multiple regression is used.

## III. DATA ANALYSIS

The responses gathered by the participants were analyzed statistically, and the results were calculated in this section. The SPSS software was used to analyze 122 responses. This study provides statistics on the talent management process in the Healthcare Sector.

### Reliability Statistics

Cronbach's Alpha	N of Items
.762	11

**The Cronbach alpha value is .762, indicating that the study is reliable because it is greater than the threshold level of 0.6.**

**S1: Gender \* R2: Compensation is adequate in health care sector that enhances the performance. Cross tabulation**

			<b>R2: Compensation is adequate in health care sector that enhances the performance.</b>			
			<b>agree</b>	<b>disagree</b>	<b>neutral</b>	<b>Strongly agree</b>
S1: Gender	Female	<b>Count % of total</b>	<b>29 5.8%</b>	<b>10 2%</b>	<b>151 30%</b>	<b>57 11%</b>
	Male	<b>Count % of total</b>	<b>58 11%</b>	<b>3 0.6%</b>	<b>131 26%</b>	<b>59 11%</b>
<b>Total</b>		<b>Count % of total</b>	<b>87 17%</b>	<b>13 2.6%</b>	<b>252 50%</b>	<b>116 23%</b>

**Explanation: Out of a total of 498 respondents, 87 agree with the statement that their compensation is adequate, 252 are neutral, and 13 disagree.**

**S1: Gender \* R3: At healthcare sector organization fair talent management practices are followed that makes the employees committed. Cross tabulation**

			<b>R3: At healthcare sector organization fair talent management practices are followed that makes the employees committed. Cross tabulation</b>			
			<b>agree</b>	<b>disagree</b>	<b>neutral</b>	<b>Strongly agree</b>
S1: Gender	Female	<b>Count % of total</b>	<b>33 6.6%</b>	<b>6 1.2%</b>	<b>127 25%</b>	<b>62 12%</b>
	Male	<b>Count % of total</b>	<b>55 11%</b>	<b>4 0.8%</b>	<b>163 32%</b>	<b>44 8.8%</b>
<b>Total</b>		<b>Count % of total</b>	<b>88 17%</b>	<b>10 2%</b>	<b>290 58%</b>	<b>110 22%</b>

**Explanation: Out of a total of 498 respondents, 88 agree with the statement that their compensation is adequate, 290 are neutral, and 10 disagree.**

			<b>* R4: employees who are completely satisfied with their current working environment. Cross tabulation</b>			
			<b>agree</b>	<b>disagree</b>	<b>neutral</b>	<b>Strongly agree</b>
S1: Gender	Female	<b>Count % of total</b>	<b>29 5.8%</b>	<b>10 2%</b>	<b>151 30%</b>	<b>57 11%</b>
	Male	<b>Count % of total</b>	<b>58 11%</b>	<b>3 0.6%</b>	<b>131 26%</b>	<b>59 11%</b>
Total		<b>Count % of total</b>	<b>87 17%</b>	<b>13 2.6%</b>	<b>252 50%</b>	<b>116 23%</b>

**Explanation: Of the 498 respondents, 87 agree that their compensation is adequate, 252 are neutral, and 13 disagree.**

**S1: Gender \* R5: performance at healthcare sector depends on employee performance. Cross tabulation**

			<b>* R5: performance at healthcare sector depends on employee performance. Cross tabulation</b>			
			<b>agree</b>	<b>disagree</b>	<b>neutral</b>	<b>Strongly agree</b>
S1: Gender	Female	<b>Count % of total</b>	<b>29 5.8%</b>	<b>10 2%</b>	<b>151 30%</b>	<b>57 11%</b>
	Male	<b>Count % of total</b>	<b>58 11%</b>	<b>3 0.6%</b>	<b>131 26%</b>	<b>59 11%</b>
Total		<b>Count % of total</b>	<b>87 17%</b>	<b>13 2.6%</b>	<b>252 50%</b>	<b>116 23%</b>

**Explanation: Of the total 498 respondents, 87 agree with the statement that their compensation is adequate, 252 are neutral, and 13 disagree.**

S1: Gender \* R6: Performance at healthcare sector is highly associated with talent management practices. Cross tabulation

			R6: Performance at healthcare sector is highly associated with talent management practices. Cross tabulation			
			agree	disagree	neutral	Strongly agree
S1: Gender	Female	Count % of total	29 5.8%	10 2%	151 30%	57 11%
	Male	Count % of total	58 11%	3 0.6%	131 26%	59 11%
Total		Count % of total	87 17%	13 2.6%	252 50%	116 23%

Explanation: Out of a total of 498 respondents, 87 agree with the statement that their compensation is adequate, 252 are neutral, and 13 disagree.

### Regression Analysis

#### Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	Employee dedication		
	Employee Efficiency	■	Enter

#### Interpretation:

- . Dependent Variable: Healthcare Sector Performance
- . All of the requested variables have been entered.

Regression analysis reveals the independent variables of employee commitment and employee performance, as well as the dependent variable of Performance in the HealthCare Sector.

### Model Summary

Model	R	R Square	Adjusted R square	Std. Error of the Estimate
1	.752	.501	.478	.6629

**Explanation:** The R square value is .478, indicating that the independent variables have a moderate relationship with the dependent variable; however, more variables should be considered in order to identify weak and strong variables for the relationship between talent management process and performance in the healthcare sector.

### ANOVA

MODEL	Sum of Squares	df	Mean Square	F	Sig.
Regression	21.504	5	4.560	11.741	.000
Residual	52.431	118	.448		
Total	73.935	123			

**Explanation:** The model is significant because the P value is less than 0.05.

### Coefficients

Model	Ustandardized Coefficients		Sstandardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	1.446	.520		4.495	0.003
Employee Commitment	.255	.147	.178	1.921	.005
Employee Efficiency	.452	.065	.454	4.596	.000

Explanation:

H1: An employee's performance has a remarkable impact on the organization's performance in the healthcare sector. The hypothesis is accepted because the P-value for employee performance is less than 0.05.



H2: Employee commitment has a substantial impact on a company's performance in the healthcare sector. The hypothesis is rejected because employee commitment equals 0.05.

### Hypothesis Testing

		t-test for Equality of Means		
		df	Sig. (2-tailed)	Mean Difference
Employee Dedication	• Assumption of equal variances	123	.435	.0985
	• The assumption of equal variances is not made.	32.456	.520	.0985
Employee Efficiency	• Assumption of equal variances	123	.26	.3569
	• The assumption of equal variances is not made.	34.589	.056	.3569

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### Independent Samples Test

		t-test for Equality of Means		
		Std. Error Difference	95% Confidence Interval of the Difference	
			Lower	Upper
Employee Dedication	• Assumption of equal variances	.1564	-.1594	.3554
	• The assumption of equal variances is not made.	.1569	-.2034	.3985
Employee Efficiency	• Assumption of equal variances	.1475	.0025	.6953
	• The assumption of equal variances is not made.	.1854	-.0654	.7401

As the value is greater than 0.05, the results show that employee performance has a significant impact on the talent management process, whereas employee commitment has an insignificant impact. When it is assumed that variances are equal.

#### IV. RECOMMENDATIONS, PRACTICAL IMPLICATIONS, AND CONCLUSION.

##### Conclusion

Research is conducted to determine measuring factors primarily responsible for employee performance in Pakistan's healthcare industry. The research was held to evaluate how employee commitment and performance influenced employee performance in the Health Care industry. To address these issues in the public Hospital, policymakers must identify five key elements to improve overall performance: creating and clarifying awareness of healthcare issues, promoting & maintaining a culture of progress & safety of the patient. (Ahmed et al.).

The instrument used to collect data was a questionnaire, with 498 respondents working in the Healthcare industry ranging in age from 20 to 60 years old, representing both genders, health & professional experience.

Employee commitments & performance were studied about overall performance in the health care industry. Employee performance and commitment were the independent variables (IV), and the organization's performance in the healthcare sector was the dependent variable (DV).

The study results are essential in terms of employee engagement and success; these findings should be applied to enhance talent acquisition practices in the healthcare sector, significantly improve employee performance and commitment. Other Pakistani towns, such as Lahore, Quetta, and Islamabad, may replicate the analysis. Licensed nurse attrition is the, and current shortages are expected to escalate. In a few reports, employee engagement has been investigated as a mediator of corporate history and attrition. (Ashley M, Guidroz)

By ranking variables and focusing on the most important, the findings can modify factors influencing employee performance in the Healthcare Industry. Employee performance was linked to organizational performance in the industry in the study, which revealed a significant relationship, so firms in the healthcare sector should focus on improving employee performance for the overall performance of the Healthcare sector. Determine what factors motivate their workforce, help them perform better, and then use them accordingly.

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