

A Study on Employees' Engagement Strategies in KMS Hospital Kadayanallur

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Abstract

The importance of employee engagement cannot be overemphasized, as it impacts employee job performance, productivity, and quality of care for patients within healthcare organizations. The purpose of this research study was to explore the various methods used at KMS Hospital in Kadayanallur to promote employee engagement strategies. Employee engagement, as stated by Roberts (2007), is defined as the emotional/psychological commitment an employee has to their organization, resulting in the employee being actively involved in the successful achievement of their organization. Research has shown there is a direct correlation between the level of employee engagement and patient safety in hospitals, the quality of services delivered in hospitals, and employee turnover.

This research study continues to identify the most successful employee engagement strategies that hospitals utilize to create a more engaged employee. The major employee engagement strategies include communication, leadership support and commitment, reward and recognition systems, education, training, and development opportunities, and a positive work environment. Other employee motivation/job satisfaction strategies include providing ongoing opportunities for employee development and including employees in the decision-making process. Regular feedback and recognition programs will enhance trust and build the

relationship between management and employees, which will ultimately lead to an increase in the level of employee engagement.

Keywords: Employee engagement, strategies, employee turnover, job performance, productivity, healthcare organizations, etc.

I. INTRODUCTION

The healthcare context is often laden with high demands, emotional-based demands, emergencies, and peer interactions with patients. Mismanaged demand and emotional response can create pathways into stress from work experience, fatigue, burnout, and a decrease in commitment. Therefore, employee engagement can assist in protective factors that may allow for the possibility of an emotional commitment to service, satisfaction with professionalism, and satisfaction with belonging. In the hospital context, an engaged workforce not only will do the job but will do more than what is expected to include a passion to help others, exhibit an attitude of empathy service, and exist.

Human Resource Management in hospitals plays a strategic role in developing engagement-focused policies that balance organizational objectives with employee well-being. HR managers are responsible for implementing programs that strengthen motivation, recognition, communication, teamwork, and leadership. Engagement strategies often include initiatives such as employee recognition programs, continuous training and career development opportunities, open communication systems, work-life balance policies, and participative management practices. Each of these strategies contributes to enhancing employees' sense of value and belonging within the organization.

Objectives of the Study

Primary Objective

1. To study employee engagement strategies at KMS.

Secondary Objectives

1. To investigate the key influences on the engagement of hospital employees, specifically the work environment, leadership style, and communication methods.
2. To analyze the relationship between employee engagement and job satisfaction in a hospital-based context.
3. To explore the implications of human resource policies and procedures (for example, training, recognition, and career development) on employee engagement.

Review of Literature

1. Zain ul Abidin et al. work in some way the management of public hospitals of Punjab to understand those Human Resource Management practices that may boost work engagement of primary care providers, i.e., both Doctors and nurses, and provide evidence that Human Resource activities that are carefully designed may increase work engagement of healthcare staff, which may pay back in the form of higher quality care and safety

2. Coron C. (2022): In this study Coron describes the development of quantification in HRM (human resource management) during a two-decade span and how data sources and data methodologies can be used to quantify HRM and HRM's objectives. This study provides an overview and insight into the data management practices that have developed since the advent of HRM.

3. Rabi Atul Adawiyah Makarov et al. examine the relationship between Human Resource Management (HRM) practices and employee engagement within the context of nurses in public hospitals in Malaysia. Prior studies have investigated several factors that influence employee engagement in Malaysia. However, the present study specifically concentrates on examining the relationship between HRM practices and employee engagement

4. Zain ul Abidin. et. al. works in some way the management of public hospitals of Punjab to understand those Human Resource Management practices that may boost work engagement of primary care providers, i.e. both Doctors and Nurses and provide evidence that Human Resource activities that are carefully designed may increase work engagement of healthcare staff which may pay back in the form of higher quality care and safety

Research Design

This study uses a descriptive research design with a mixed-method approach. Data is collected through structured questionnaires and limited interviews from selected clients using purposive sampling. The data is analyzed using statistical tools like percentage analysis, correlation, and regression to study the impact of employees' engagement and satisfaction.

Research Model and Hypothesis

The Research model Framework will be considered as (2) variables,

- **Independent Variables:** HRM engagement strategies (leadership support, recognition and rewards, training and development, communication, teamwork, work–life balance).
- **Dependent Variables:** Engagement strategies.

Hypothesis:

- **Null Hypothesis:**

There is no significant relationship between dependent & independent variables

- **Alternative Hypothesis:**

There is a significant relationship between the dependent variable & independent variables.

Sample Size

Employees: 131 respondents.

Statistical Tools for Analysis

1. Correlation Analysis
2. Regression

Correlation

Null Hypothesis:

There is no significant relationship between leadership and communication and employee participation in decision-making at KMS Hospital, Kadayannallur.

Alternative Hypothesis:

There is a significant relationship between leadership and communication and employee participation in decision-making at KMS Hospital, Kadayannallur.

Correlations			
		Leadership and Communication [My supervisor communicates expectations clearly.]	Employee Participation in Decision-Making [Employees are consulted before implementing new hospital policies.]
Leadership and Communication [My supervisor communicates expectations clearly.]	Pearson Correlation	1	-.172*
	Sig. (2-tailed)		.050
	N	131	131
Employee Participation in Decision-Making [Employees are consulted before	Pearson Correlation	-.172*	1
	Sig. (2-tailed)	.050	
	N	131	131

implementing new hospital policies.]			
*. Correlation is significant at the 0.05 level (2-tailed).			

Interpretation

The correlation analysis shows a weak negative relationship (-0.172) between leadership and communication and employee participation in decision-making. This suggests that, in this sample, clearer communication by supervisors is slightly associated with lower perceived employee consultation in policy decisions. The correlation is statistically significant at the 0.05 level, indicating that this relationship is unlikely to be due to chance.

Regression

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.944	1	.944	10.533	.001 ^b
	Residual	11.560	130	.090		
	Total	12.504	131			
a. Dependent Variable: Have you received any formal training from KMS hospital						
b. Predictors: (Constant), Training and Development [The hospital provides regular training programs to enhance employee skills.]						

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.911	.066		13.873	.000
	Training and Development [The hospital provides regular training programs to enhance employee skills.]	.153	.047	.275	3.245	.001
a. Dependent Variable: Have you received any formal training from KMS hospital						

Interpretation

The ANOVA results show that training and development significantly predicts whether employees have received formal training at KMS Hospital (F = 10.533, p = 0.001), indicating a good model fit. The coefficients table reveals a positive relationship (B = 0.153, β = 0.275, p = 0.001), meaning that as the hospital

provides more regular training programs, employees are more likely to report having received formal training. The constant (0.911) indicates the baseline level of formal training when training programs are not considered. Overall, the findings confirm that training initiatives have a significant and positive impact on employees' participation in formal training programs.

II. CONCLUSION

- Employee engagement is essential for improving hospital performance, staff motivation, and overall organizational effectiveness.
- Leadership and clear communication play a significant role in influencing employees' perceptions and engagement levels.
- Training and development programs positively impact employee skills, motivation, and participation in formal learning initiatives.
- Participation in decision-making is limited, indicating a need for more inclusive and consultative HR practices.
- Hospitals that implement structured engagement strategies, including feedback mechanisms and recognition programs, foster higher employee satisfaction.
- A holistic approach combining leadership, training, recognition, and participation can enhance employee commitment and reduce turnover.
- Strengthened employee engagement ultimately leads to better patient care, improved organizational efficiency, and sustainable HRM practices.

III. REFERENCES

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3. Sculptor, T., Jebali, M., Faulkner, M. & Barker, R. (2012) discuss the relationship of employee engagement to organizational outcomes in health care.
4. Dunham, T., Gaffney, W., Murphy, K. & Barrett, J. (2015) explore the effects of employee engagement on the functioning of health care organizations through its use of team processes (i.e., team interactions).

5. Atkins, R. & David, C. (2015) investigate the impact of HRM on employee engagement via a qualitative analysis of HRM practices from the private and non-profit health sectors.