

A study about the influence of Employee Engagement on Organizational Commitment among the Employees in Health Sector

***Ms. Navies Narmatha. S.P**

PhD Research Scholar

Department of Business Administration

Avinashilingam Institute for Home Science and Higher Education for Women, Coimbatore.

****Dr.T. Amutha,**

Assistant Professor (SS)

Department of Business Administration,

Avinashilingam Institute for Home Science and Higher Education for Women, Coimbatore.

Abstract

Employee Engagement and Organizational Commitments are essential components of the organization which help them to handle globalization and global recession. Many researchers are interested in analysing the engagements of the employees at work and their Organizational Commitment and the results of their study is also evident that Employee Engagement has positive relationship with organizational performance. The Research Design adopted in the present research is Descriptive Research Design, which aims to accurately and systematically describe a population, situation or phenomenon. A structured questionnaire has been developed and validated before the data collection through preliminary study. The descriptive and inferential statistical tools have been done to analyze the data. The findings of the study reveal that there is a significant relationship between predictors of Employee Engagement and its impact on Organizational Commitment of employees. Further, from the study it was found that Age and Gender have significant negative impact on Employee Engagement and Organizational Commitment, whereas Experience has significant positive impact on Employee Engagement and Organizational Commitment. The findings indicate the existence of significant positive relationship between Employee Engagement and Organizational Commitment.

Keywords: Employee Engagement, Employee Commitment, Organizational Commitment, Employee Performance

INTRODUCTION

Employee Engagement

Employee engagement has emerged as one of the greatest challenges in today's workplace. With complexities and stringent regulations in many organizations, employee engagement will continue to challenge organizations in the future (Mishra, Boynton, & Mishra, 2014). This aspect challenges management because engagement is a critical element in maintaining the organization's vitality, survival, and profitability (Albercht, Bakker, Gruman,

Macey, & Saks, 2015; Breevaart et al., 2013; Farndale & Murrer, 2015). Organizations that have highly engaged employees have greater profits than those that do not (Society for Human Resource Management [SHRM], 2014). Organizations with highly engaged employees experience increased customer satisfaction, profits, and employee productivity (Ahmetoglu, Harding, Akhtar, & Chamorro-Premuzic, 2015; Carter, 2015; Cooper Thomas et al., 2014; Vandenabeele, 2014).

Employee engagement is related to the psychological experiences of people who shape their work process and behavior. Employee engagement is multidimensional; engaged employees are emotionally, physically, and cognitively engaged in their daily work (Eldor & Harpaz, 2015). The organization has the responsibility to provide for the needs of employees by providing proper training and building a meaningful workplace environment; in turn, employees have the responsibility to provide a meaningful contribution to the organization. Many organizations perceive the importance of employee engagement; however, the issue of how to increase the level of employee engagement is not warranted (Wang & Chia-Chun, 2013). Employee engagement is a desirable condition. It has an organizational purpose, and connotes involvement, commitment, passion, enthusiasm, focused effort, and energy, so it has both attitudinal and behavioral components. Employee Engagement was defined by Kahn (1990) as “the harnessing of organization members” selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances”.

Organisational Commitment

Organisational commitment refers to an employee`s attachment and identification with the organisation as a whole (Mowday, Porter and Steers 2013). Newstrom (2014) defines it as the degree of loyalty experienced by the employees related to the bonding with the organisation, and the willingness to continue participating or working with it. Further, commitment has been defined as a force that binds an individual to a target (social or non-social) and to a course of action of relevance to that target (Meyer, Becker and Van Dick 2006).

Meyer and Allen (1991) proposed three dimensions of commitment, namely, affective (emotional attachment), normative (moral obligation) and continuance (consciousness of the costs connected with discontinuing membership). Consequently, Meyer and Allen (1997) advocated the features of a committed employee which are: stays with the organisation through thick and thin, attends work regularly, puts in a full day, protects company`s assets and shares company`s goals.

Review of Literature

Emma et.al (2015), in this study focused on internal organizational communication and internal supervisor communication support workplace relationships and its role in developing and maintaining optimal employee engagement. 7 point Likert scale was used and studied over 2000 employees and 200 usable responses were considered for the study. Data cleaning, reliability, exploratory factor analysis were carried out to determine the factor structure of constructs and to address any issues of validity. Linear regression analysis was used to find the relationship between internal communication (both organizational and supervisor) and employee engagement. Positive relationships were found. Results show that internal communication both organizational and supervisor plays a vital role in developing and maintaining high levels of employee engagement. Results also support social exchange theory. Article says that senior leaders and supervisors can achieve optimal employee engagement through communication and makes employees feel part of the organization.

Faloye (2014) proposed that when firms can select, train, and afterward hold talented people, the general dependability of the firm

is kept up, both efficiency and money related practicality. Workers OC has been evaluated as an indicator of worker retention in many researches (for example Allen and Meyer, 1990; Balfour and Wechsler, 1996; Meyer & Allen, 1991, 1997; Mowday et al. 1979; Mowday et al. 1982; Suliman&Ilies; 2000; Tuna et al. 2016). OC has likewise been researched as an indicator of worker capability in completing the strategic vision of the firm (for example Singh & Gupta, 2015).

Jónsson & Jeppesen et al (2013), in their study Employees nowadays look for organizations that offer fair and/or just workplaces where everyone feels accepted, acknowledged, respected and valued. Fairness should be adopted not only because accuracy is not achievable but because justice is an important societal value and feelings of justice have significant contribution for society and the workplace. Justice perceptions have a continued impact on workers' attitudes and satisfaction. In order to promote positive work attitudes, both the organizational system and its agents must ensure positive social relationships with employees and everyone involved in the organization.

Kim and Maurborgne (2005) perceive engagement as engaging the employee in the strategic process which is differed from the behaviour and attitude. Employee engagement is said to be a fair process with justification and clearness of expectations. They stated in their model regarding engagement as a reasonable process which is tracked by commitment and trust so called attitude. Thereby the employee willingly cooperates (conduct) and surpasses the expectations (strategy implementation). They finally defined engagement as “involving

individuals in the strategic decisions that affect them by asking for their input and allowing them to refute the merits of one another's idea and assumptions”. They considered that engagement leads to respect that management gives for employees and their ideas.

Neeti et.al (2011) Kumar & amp ;Swetha, Saradha& amp; Patrick, Mani, 2011 in their study Many organizations and consulting firms conceived engagement as similar to other important work related constructs like job satisfaction, job involvement, organizational commitment and organizational citizenship behaviour. Employee engagement plays an important role in increasing the morale of the employees. Therefore it is the responsibility of human resource managers to build satisfaction among the employees and make them engaged, because engaged employees are motivated to contribute their knowledge, skills and abilities to help their organization succeed .An engaged workplace encourages commitment, energy and productivity from all those involved and ultimately helps to improve organizational performance Organizations around the globe are measuring engagement level of the employees in order to improve productivity and profitability of the organization as has the potential to significantly affect employee retention and loyalty .

Roy, S. (2013) in his study Employee Engagement: Tool for success of an organization. It aims to measure the financial, social and environmental performance of the corporation over a period of time. Most of the studies suggest that employee engagement improves the bottom line in almost every instance and it is well worth all organizational efforts to actively

engage employees. Engagement occurs when adequately skilled employees are trained and provided with the appropriate information

employee is engaged and motivated, he/she can work more frequently that would result in good production and development of the

	Total	107	100
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and tools to make level-appropriate decisions and can lead the organization in the direction of meeting its financial and strategic goals. Engagement

organization.

OBJECTIVES OF THE STUDY

1. To Study the socio-economic background in health sector
2. To determine the factors affecting employee engagement on organizational commitment.
3. To analyze the impact of employee engagement on organizational commitment in health sector.

Sanchez (2007), employee engagement is defined as “an outcome of how employees perceive their work, leadership of their organizations, the recognition and rewards they receive, and the communication ethos of the organization”. On the other hand, Cook (2008) defined Employee engagement as the term that is “personified by the passion and energy employee have to give of their best to the organisation to serve the customer. It is all about the willingness and ability of the employees to give sustained discretionary effort to help their organisation succeed”. Shaw (2005) defined employee engagement as intellectual and emotional commitment to an organisation.

Research Design:

The data has been collected through personally administered questionnaire. The questionnaire was prepared and supplied to the respondents. The respondents are selected through convenient

Southard (2009) in this study Organizations need employees who are flexible, innovative, willing to contribute and go beyond the expectation of the organization. At the same time organizations have to give their employees the freedom to make their work exciting and favourable to business environment. The organizations, which are not able to provide a good treatment to their employees, will lose their talented people. has pointed out that each and every organization requires engaged employees who are full of energy and enthusiasm and are willing to work more than the expectations of the employer. When the

Sampling Method:

The research design constitutes the blueprint for the collection, measurement and analysis of data. The research may use quantitative research methods, which generate numerical data and seek to establish causal relationships between two or more variables.

Sample Size:

The sample size of the study is 107 from the respondents.

Sampling Techniques:

The present study has used non probability and the technique used convenience sampling to the sampling method.

S.no	Demographic profile	Variables	No of respondents	Percentage(%)
1.	Gender	Male	38	35.5
		Female	69	64.5
		Total	107	100
2.	Age group	Less than 25 yrs	11	10.3
		25 yrs - 35 yrs	44	41.1
		35yrs - 45 yrs	36	33.6
		45yrs - 55 yrs	16	15.0
		Total	107	100
3.	Marital status	Married	62	57.9
		Unmarried	45	42.1
		Total	107	100
4.	Education qualification	Schooling	34	31.8
		Diploma	16	15.0
		UG	35	32.7
		PG	10	9.3
		others	12	11.2
		Total	107	100
5.	Income per month	Below Rs.15000	36	33.6
		Rs.15001 -Rs.20000	37	34.6
		Rs.20001 - Rs.25000	24	22.4
		Above Rs.25000	10	9.3
		Total	107	100
6.	Year of Experience	Less than 2 years	32	29.9
		2 years – 6 years	44	41.1
		6 years – 10 years	19	17.8
		Above 10 years	12	11.2
		Total	107	100
7.	Designation	Nurse	15	14.0
		Technical	41	38.3
		Pharmacist	49	45.8
		Admin/Managers	1	.9
		Others	1	.9

Result and discussion

The result of the data analysis are presented below.

From the above table in Gender for male the respondents are 38 with the percentage of 35.5% female the respondents are 69 with the percentage 64.5%. In Age group

for Less than 25 yrs respondent are 11 with the percentage of 10.6%, the age group of 25yrs-35 yrs respondents are 44 with the percentage of 41.1% ,the age group of 35yrs-45 yrs respondents are 36 with the percentage of 33.6%, the age group of 45yrs-55 yrs respondents are 16

with the percentage of 15%. In Marital status 62 respondents are married with the percentage of 57.9%, 45 respondents are unmarried with the percentage of 42.1%. The educational qualification in schooling 34 respondents with the percentage of 31.8%, in diploma 16 respondents with the percentage of 15%, in Under Graduates 35 respondents with the percentage of 32.7%, Post Graduates 10 respondents with the percentage of 9.3%, in others 12 respondents with the percentage of 11.2%. Year of Experience for Less than 2 years the respondents are 32 with the percentage of 29.9%, 2 years – 4 yrs the respondents are 44 with the percentage of 41.1%, 6 years - 10 years the respondents

are 19 with the percentage of 17.8%, Above 10 years the respondents are 12 with the percentage of 11.2%. In daily income the 36 respondents are getting upto Rs.15000 with the percentage of 33.6%, the 37 respondents are getting Rs.15001 - Rs.20000 with the percentage of 34.6%, 24 respondents are getting Rs.20001- Rs.25000 with the percentage of 22.4%, 10 respondents are getting Above Rs.25000 with the percentage of 9.3%. In Designation 15 nurses with the percentage of 14%, 41 Technical with the percentage of 38.3%, 49 pharmacist with the percentage of 45.8%, 1 admin/managers with the percentage of .9%, 1 others with the percentage of .9%.

Mean Score Value for Employee Engagement

S.No	Factors on Employee Engagement	Mean	SD
1.	My Executives acts in way to inspire strong commitment to our goals	1.67	.613
2.	My supervisor guides me in understanding my job related responsibilities.	1.75	.435
3.	My supervisor shows respect for my personal feelings.	1.73	.546
4.	My supervisor acknowledges improvement in my quality of work.	1.81	.395
5.	I have clear understanding of my organization directions.	1.58	.496
6.	I can freely share my ideas, feelings, and hopes	1.88	1.45
7.	I can freely discuss about difficulties that I'm having at work.	1.90	.627
8.	The management pays attention to the problems of the employees.	1.78	.614
9.	The management responds quickly to the employee's needs.	1.89	.632

10.	This organization provides adequate information about important change	1.93	.724
11.	My organization operates in a socially responsible manner.	1.71	.653
12.	My organization responds properly whenever I had technical issues.	1.71	.525
13.	My organization has a safe work environment	1.42	.496
14.	I have basic amenities to feel comfortable and relaxed at work.	1.83	.599
15.	My organization's work positively impacts people's lives	1.84	.648

The above table depicts the mean and standard deviation for the factors that determine organisational commitment in the health sector. This variable is unidimensional and there are 15 items in the scale to measure the factors that determine organisational commitment in the health sector. This variable was measured on a 5-point Likert scale (SDA: Strongly Disagree (1 point) DA: Disagree (2 points) N: Neutral (3 points) A: Agree (4 points) SA: Strongly agree). Among the factors that

determine employee engagement in the health sector, the mean value for the item, (Employee achievements are duly recognised) was the highest at 4.05, followed by I would be happy to spend the rest of my career with the hospitals and salary and allowances are attractive is the highest and their mean values are 4.05 and 4.03 respectively. The lowest mean value was found to be 3.55 for the item "My organisation provides on-the-job training to acquire technical knowledge and skills".

Mean Score Value for Organisational Commitment

S.No	Organisational Commitment	Mean	SD
1.	I am comfortable in this work place	3.90	.884
2.	Periodical updation will be given by the organisation through training	3.73	1.058
3.	Training helps to improve the key performance for employees	3.89	.995
4.	I can do the job assigned to me with confidence	3.95	.924
5.	I would be happy to spend the rest of my career with the hospitals	4.05	.976
6.	The hospital deserves my loyalty	3.97	.946
7.	Salary and allowances are attractive	4.04	.909
8.	Employee achievements are duly recognised	4.05	1.112
9.	Working times flexibility	3.98	.960

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10.	There are opportunities available for me to develop new skills	3.73	1.367
11.	I am satisfied with the benefits I receive	3.65	1.028
12.	I have an opportunities for career development	3.80	.791
13.	My co-workers treat me with respect	3.70	.811
14.	My organisation provides on the job training to acquire technical knowledge and skills	3.55	.924
15.	I am proud to be a part of this organisation	3.60	.968
16.	My Superior treats me with respect and dignity	3.92	.901
17.	I get personal support from my superior in times of need	3.64	.834
18.	My superior understands my problems and tries to solve them	3.95	.874
19.	I am able to approach my superior easily	3.81	.889
20.	My Superior helps me solve work related problems	3.94	.943

The above table depicts the mean and standard deviation for the factors that determining organisational commitment in health sector. This variable is unidimensional and there are 20 items in the scale to measure the forthe factors that determining organisational commitment in health sector. This Variable was measured on a 5 point Likert scale (SDA: Strongly Disagree (1point) DA: Disagree (2point) N: Neutral (3point) A: Agree (4 points) SA: Strongly agree). Among the factors that

determining organisational commitment in health sector, the mean value for the item, (Employee achievements are duly recognised) was the Highest at 4.05, followed by I would be happy to spend the rest of my career with the hospitals and Salary and allowances are attractive is Highest and their mean value are 4.05 and 4.03 respectively. The lowest mean value was found to be 3.55 for the item “My organisation provides on the job training to acquire technical knowledge and skills”.

Regression for the Impact of Employee Engagement on Organizational Commitment

Table: Regression for the Impact Employee Engagement and Organizational Commitment

Model	UnstandardizedC oefficients		StandardizedC oefficients	t	Sig.
	B	Std.Error	Beta		
(Constant)	4.599	1.042		4.413	.000
EmployeeEng agement	.412	.039	.701	10.689	.000
R	.701 ^a				
RSquare	.492				
AdjustedRSquare	.488				
ANOVASig.	.000 ^b				

H0: There is no significant impact of Employee Engagement on Organizational Commitment.

R – Value represents the correlation between dependent and independent variable. R – square shows the total variation for the dependent variable that could be explained by the independent variable.

The R square value is **49.2%** .So, the independent variable **Employee Engagement** that has **49.2% influence or impact** on the Dependent variable that is the **organizational commitment**. Where as in $F(1, 119) = 114.246, p < 0.05, R^2 = .492$ and indicates that, overall, the regression model statistically significant predicts the outcome variable (i.e., the regression model is a good fit of the data).

From the above Table no : 4.6. **The significant value .000 which is less than 0.05**, we reject the null hypothesis. So, there is a significant impact of Employee engagement on organizational commitment.

Findings and Suggestion

- Employees are most inspired when a leader takes the time to get to know them and show that they have their best interests at heart. If the executive understands the employee and then interact with them, the employee engagement will increase.
- The management or the executive will get good or innovative ideas from employees only if the employees can easily communicate their ideas or suggestions to

the management or the executive.

- The management should respond quickly to the employees need and responding quickly shows the employees that the management take their ideas and opinions to heart. The organizations should also provide adequate information about the important changes. So, that it will help the employees to be prepared for the new change.

- Employees spend large portion of their time in the workplace. Workplace practices can influence employee's mindset and, as a result, their performance. Therefore, organizations must create happy working environment where employees enjoy their work life.

- The good work environment, basic amenities, incentives and pay, frequent training and development of employees, with adequate technical support and mainly the peaceful environment. Working in a comfortable and positive atmosphere can make the employee more motivated and encouraged to come to the office every day and produce quality work.

Conclusion

- Employees should be considered as a company's greatest asset. Every company should make concentrated efforts to meet employees needs and desire in a cost-efficient manner, so that company performance will be improved. Customer service should increase as a result of the improved performance.

The study hence concludes that communication have a positive relationship with work environment and leadership.

- The benefits of effective communication are building trust, preventing, or resolving problems,

providing clarity and direction, creates better relationships, increases engagement, improves productivity, promotes team building. We come to know that there is a highly positive relationship between employee engagement and job satisfaction. As well as job satisfaction have a positive relationship with organizational performance. It also shows that there is a positive impact of effectiveness of employee engagement on organizational performance.

- Employee engagement is not something that simply just happens; it only develops in organization that really cares for employees and their wellbeing. Measuring and assessing employee engagement accurately is important, any organization should understand in depth what drives employee engagement in their organization. Identifying the reasons why organizations can focus to increase levels of employee engagement will provide organizations with direction for their organizational strategies.

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