

# Employee Engagement: Its Effectiveness to the Employees in the Health Sector

Alfredita Veraque Gundran Sabado , Ph.D.  
College of Administrative and Financial Sciences  
AMA International University – Bahrain  
E-mail of the corresponding author: [ditasgsabado@yahoo.com](mailto:ditasgsabado@yahoo.com)

*“The essence of competitiveness is liberated when  
we make people believe that what they think and  
do is important—and then get out of their way  
while they do it.”*

Jack Welch

## Abstract

This study investigated the employee engagement of the health sector. It examined the adequacy and effectiveness on the employee motivation, employee commitment, employee relationships and employee performance as assessed by the health sector. The findings disclosed that employee engagement of the health sector are moderately adequate and moderately effective. Using the T-Test resulted that there is significant differences in the perceptions among the respondents of employee motivation and employee performance. Also, outcomes have shown that there is no significant difference on employee motivation and employee performance. It is recommended that the health sectors should make a complete review of their human resource management practices specially on employee engagement. This will prime the health sectors to craft employee engagement strategies. There will be a creation of organizational pride for the employees since they will be satisfied, motivated, enjoying and believing in their work. Moreover, the culture of employee engagement should be inculcated across all the levels of the organization. The road map of competitiveness of the health sector will lead to profitability and business success.

**Key words:** employee engagement, employee motivation, employee commitment, employee relationships, employee performance and health sector

## 1. Introduction

The key to the real worth and success of any organization is on its human capital. Today, employee engagement is a very critical challenge faced in all organizations notably for the health sector. A study indicated that the health care organizations has started to consider their employees as a valuable asset.(Taiba Alqanber,2010). The measurement of Employee Engagement can be done through the observation of their performance at work. Companies with a strong employee engagement are considered as best place to work for and this can be done by creating a friendly working environment. At the last decade, employees have moved from being costs and liabilities to be assets.(Cooke,S. 2008). Employee Engagement is considered as part of Human Capital Management that is also referred as intellectual capital. Most organizations seek to retain their most skilled and high performing employees, but without engagement it is really challenging to keep them within in the organization due to the competition in the market and other organizations attempting to attract these employees to their place by providing tempting benefits and privileges not currently provided in their workplace. As highlighted, in the SHRM Foundation Executive Briefing Series states that “the companies’ vital competitive advantage comes from employees engagement and dedication to their organizations towards higher productivity and lower employee turnover.” In hard economic situation, it is essential to make the best of the workforce’s productivity. Employee engagement basically refers to employees being emotionally and intellectually committed to their workplace and its success. Organizations must realize that their success depends on the human capital, in case of lack of employee engagement it will lead to lower the level of quality of production or services, productivity, cost control and loyalty. Happy and satisfied employees will be passionate to their work and will actively seek to provide continuous improvements to achieve the organization’s objectives effectively and efficiently.

Jack Welch , General Electric former CEO cited that :

*.....that employee engagement is considered as the most crucial measure of a company's health—more important than customer satisfaction or cash flow. Engaged employees will “go the extra mile” to serve customers and to be an advocate for the organization. Focus on increasing employee engagement first, and customer satisfaction and bottom line results will follow.”*

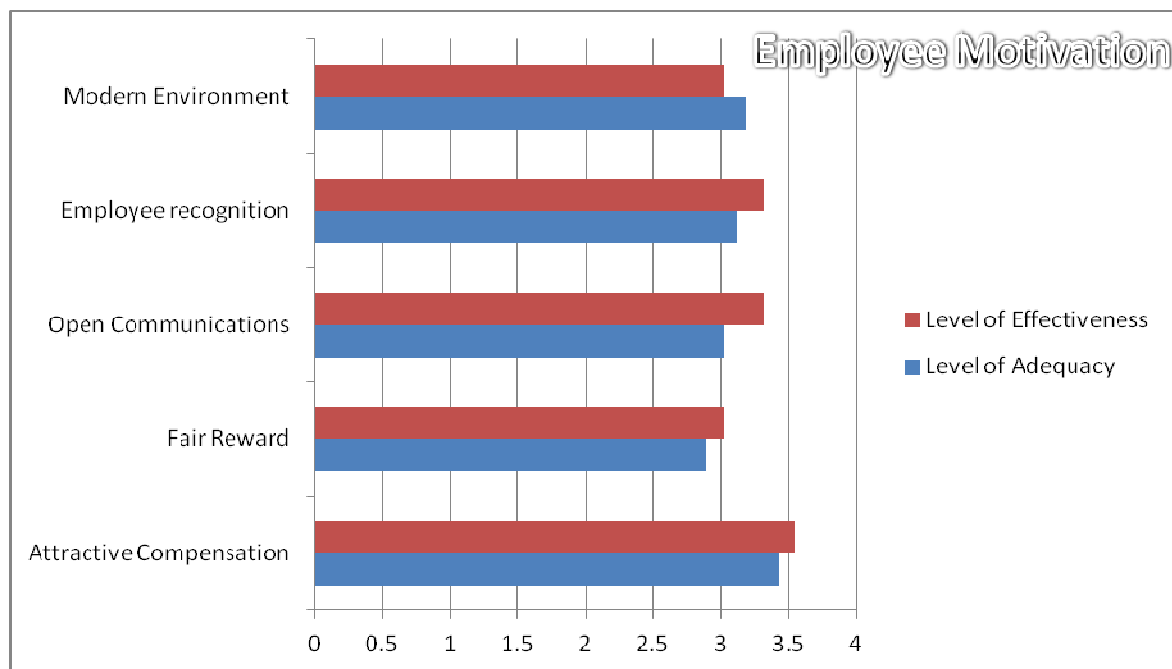
A strong relationship between the employees and their superiors, employee turnover reduction and increases the level of performance and productivity by the employees is established by employee engagement . Therefore, engaged employees are satisfied, committed, motivated and productive. According to William H. Macey (2009), there are four elements of the feel of Employee Engagement. Those elements are Urgency, Being Focused, Intensity and Enthusiasm. The urgency is the determination energy toward achieving specific objectives and it is considered as a psychological capital. Being focused is by giving attention and concentrating on specific tasks at a specific period of time. Intensity has a higher level of concentration than focus; it involves both energy and attention towards specific tasks. Enthusiasm refers to the state of positive feelings, when an employee is enthusiastic means that he is passionate towards his work and actively involved in the organization . Most organizations understand the importance of implementing Employee Engagement in order to keep their best talents productive and committed to their workplace. In the United States, specifically in Motorola Mobility Inc. Employee Engagement is considered as a part of their Corporate Responsibility to retain their employees by keeping them involved in any updates and receive their feedback on any improvements on the company's activities. The Dubai Health Care City (DHCC) , who has received the Best Workplace Practice Award which also refers to (Corporate Social Responsibility) CSR Summit Award for Employee Engagement for the Year 2009. This has been achieved through implementing the best strategies to improve their best talents in order to establish their engagement. Moreover, the DHCC has shown its commitment to its employees through motivation and recognition. Henceforth, the Health Sector must distinctively position themselves to take a lead in championing employee engagement. This study analyzed the employee engagement of the health sector . It examined the adequacy and effectiveness on employee motivation, employee commitment, employee relationships and employee performance. Likewise, it investigated differences between and among them. It is a quantitative and qualitative research. The Analysis of Variance (ANOVA) was employed to test the significant differences between and among group of respondents . The multiple comparisons was used to further investigate the results of the significant differences of the three groups of respondents .

## **2. Results and Discussion**

### **2.1. Level of Adequacy and Level of Effectiveness of Employee Engagement in terms of Employee Motivation**

The chart displays the results of the level of adequacy and level of effectiveness along employee motivation of employee engagement . With regards to the level of adequacy , it shows that all indicators are moderately adequate on modern environment , employee recognition open communications, fair reward and attractive compensation. The highest mean is on the indicator on attractive compensation. It implies that the organization is reasonably providing an attractive compensation and benefit to the employees . Hence,, the employee are already motivated to work when they are receive a good and reasonable pay. While , the lowest mean is on fair reward. It indicated that the employee reward system is not yet in place, fair and sufficient.. It has still to be improved. Results of the employee engagement is moderately effective on all the indicators except on modern environment and fair reward. The highest indicator on effectiveness is on attractive compensation.. It means that the when the organization provides the employees an attractive compensation , they are motivated to become productivity and performance.

### **2.1. Level of Adequacy and Level of Effectiveness of Employee Engagement in terms of Employee Motivation**

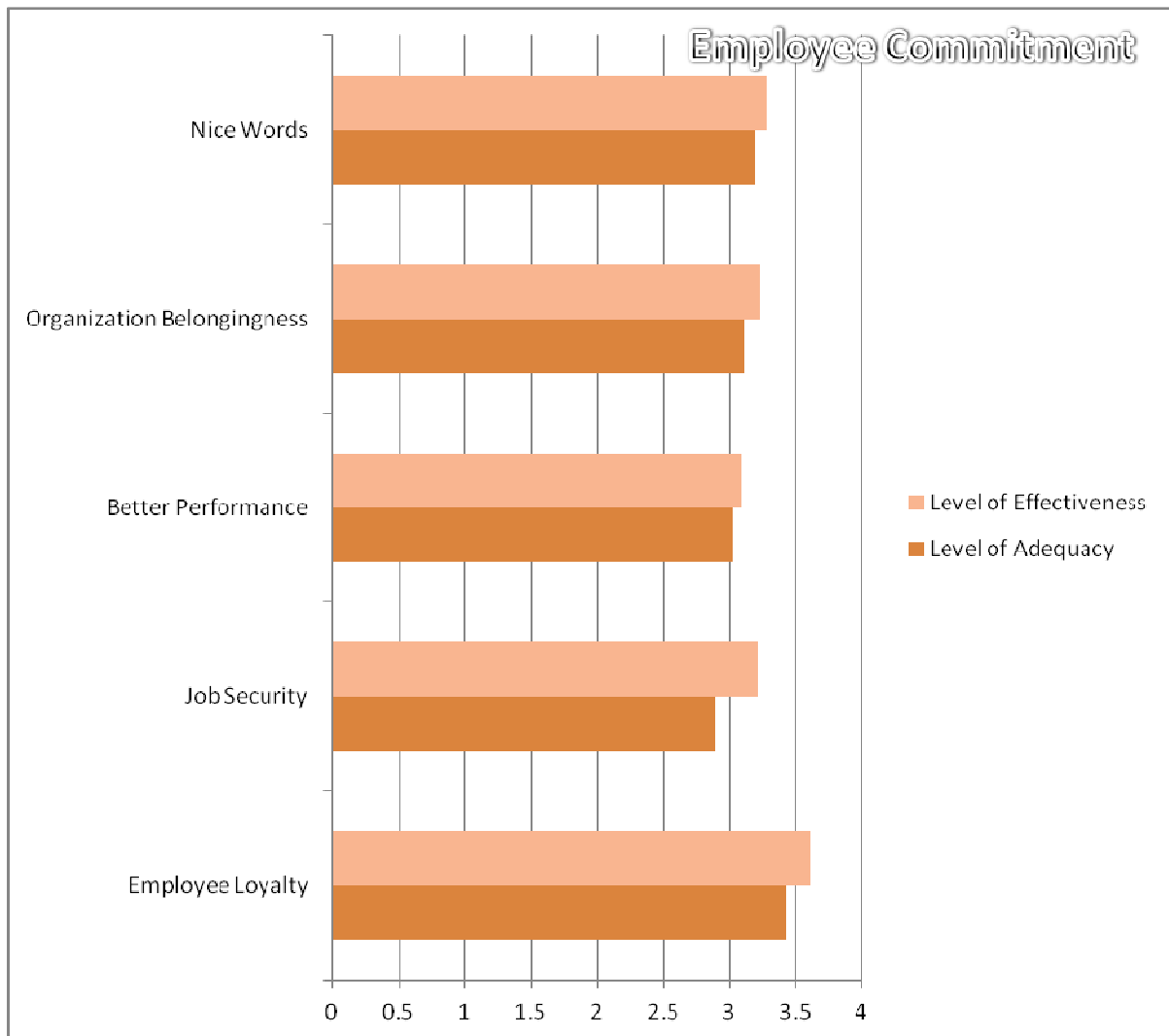


Likewise, the modern environment and fair rewards are registered the lowest on the effectiveness of employee engagement. It implies that modern environment and fair reward of the health sector are not yet provided and in place well. Hence, The employee perceive that the pay is not fair to the work performed because they do extra tasks in different functions and they only get pay to their positions only especially when it comes to back office employees. On the other hand, the employees perceive that the organization does not do what is promises when it comes to compensations and it is also related to the pay because employees provides more efforts and higher level of performance but it does not match with their pay and compensations. Therefore, employee motivation is important to increase the level of performance and they quality provided by the employees, therefore there will be more appreciation from employees to the organization's efforts to provide fair treatment and benefits. As cited by Towers Watson (2010), that fully engaged employees are emotionally, rationally and motivationally involved in the Organization.

## 2.2. Level of Adequacy and Level of Effectiveness of Employee Engagement in terms of Employee Commitment

The employee commitment on employee engagement as revealed on the above chart is moderately adequate and moderately effective. All the indicators in terms of nice words, organizational belongingness, better performance, job security and employee loyalty are reasonable. Employee loyalty resulted as the highest mean as to level of adequacy. It implies that the employee exhibits loyalty to the organization by the number of years of stay. Hence, engaged employee remains fully committed to their employer and to their work. The lowest mean is the indicator on job security. It indicates that the employee does not fully displays commitment if the employee perceive that the current work will not assure job security.

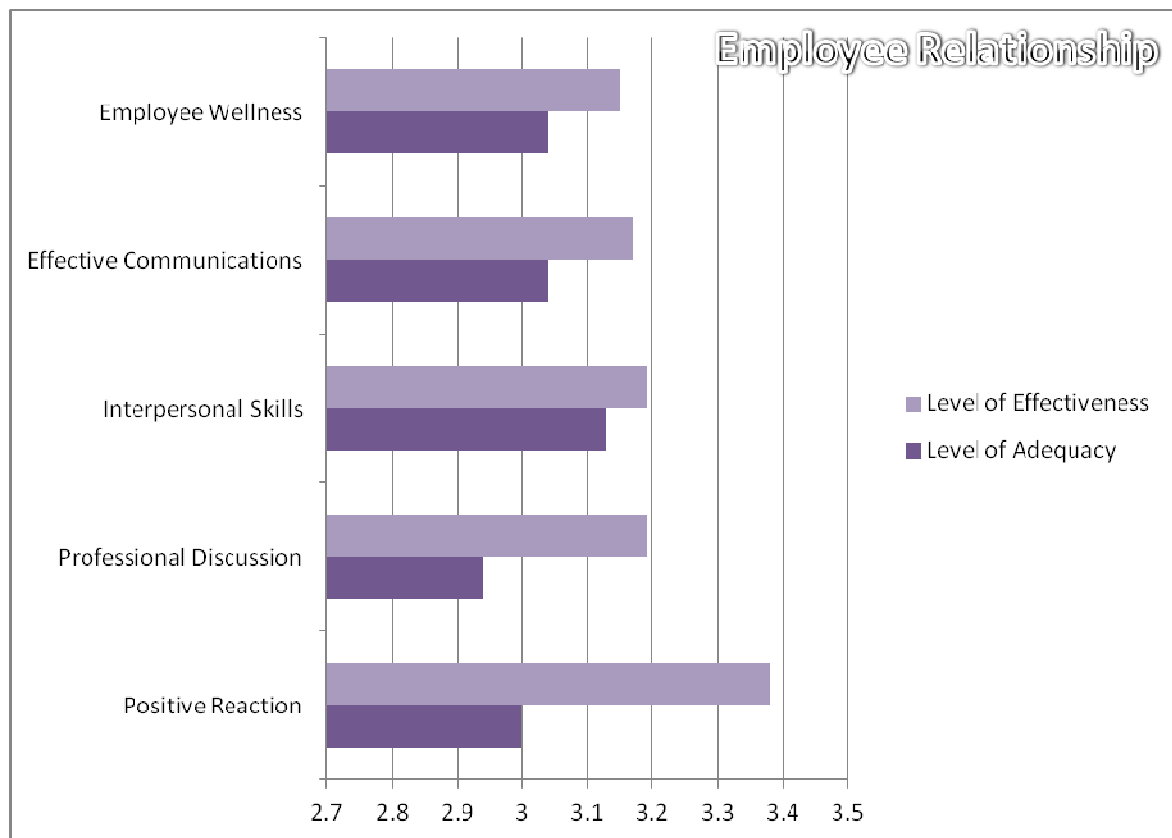
## 2.2. Level of Adequacy and Level of Effectiveness of Employee Engagement in terms of Employee Commitment



Henceforth , there is a need to give attention on this area to increase employee engagement and commitment through health sector’s efforts in providing the job security to the employees.

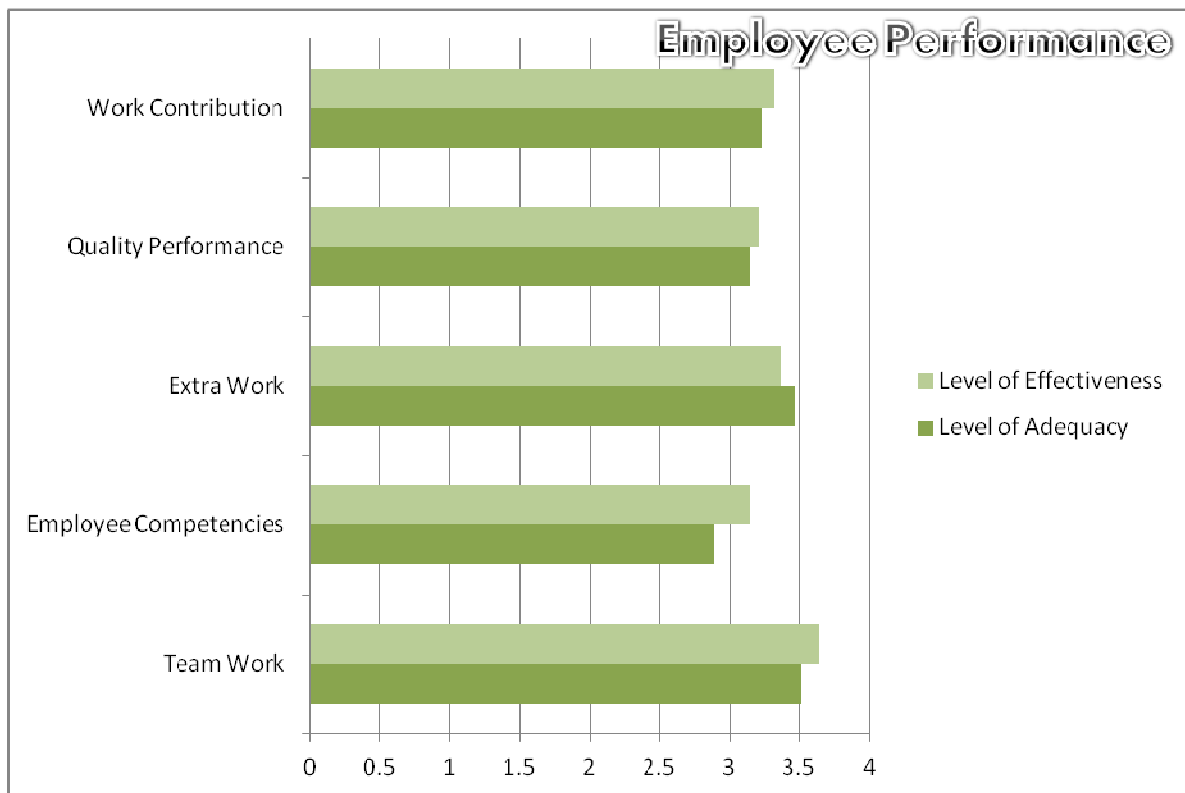
Likewise , the indicators on employee commitment of employee engagement of the health sector are moderately effective except on employee loyalty which is effective. Employee loyalty is also the highest mean. This implies the that the employee loyalty is a very important factor in the commitment of the employee. While, better performance is the lowest mean. It means that employee does not demonstrate full commitment because he does not exert more effort to have a better performance Therefore, there is a need to that the heath sector should enhance the employee engagement strategy of the health sectors by providing job security for their employees. Employee commitment is an indication of the employees being satisfied to their organization’s management, policies and decisions. Therefore they will be committed enough to perform well and to be part of achieving the organization’s overall objectives. According to Joshua M. Metzler (2006) study, it discussed how employee engagement is considered as personal commitment by the employees towards the success of the organization because they feel responsible to perform their tasks in a proper manner.

### 2.3. Level of Adequacy and Level of Effectiveness of Employee Engagement in terms of Employee Relationship



The results shows that employee is modestly adequate and moderately effective. The overall rating of all indicators along employee wellness, effective communications, interpersonal skills, professional discussion and positive reaction are presented as moderate. With regards to the level of adequacy, interpersonal skills ranked the highest on employee relationships. It implies that interpersonal skills plays an important role in employee relationships. It further points out the employee is levelheadedly able to cope with group and organizational norms and job productively and effectively with group of teams. Professional discussion rated as the lowest on employee relationships. It pointed out that the employee is not fully capable to discuss the job well with others and discuss job related issues with them professionally. So that, it is important the employee should improve on their professionalism on this skill. Furthermore, the effectiveness of employee relationships resulted to moderately effective. The indicator on positive reaction is listed as the highest. It means that the employee is sensibly able to react positively to feedback form employees and co-employees. The lowest indicator for employee relationships is employee wellness. It indicates the employee wellness provided by the health sector is are practically effective. Hence, the health sector should have family-friendly policies and wellness of the employee continually assessed to be responsive the employees' needs. Lulwa (2012) cited that employee relationships concerns relations between superiors and employees that contribute to increase satisfaction level and to build friendly work environment with strong relations to improve productivity and to prevent problems may arise from work situations between individuals.

#### 2.4. Level of Adequacy and Level of Effectiveness of Employee Engagement in terms of Employee Relationship



Results disclose that the employee performance of employee engagement resulted to moderately adequate and moderately effective as shown on the above table. On the level of adequacy, team work has ranked highest indicator. It implies that the employee modestly considers himself as a part of a team working toward a shared common goal and vision. The employee competencies was positioned as the lowest indicator. It indicates in the employee's work partly make use of their skills and competencies. Hence, there is a need to develop methods improve and maximize their skills and competencies to increase employee performance and productivity. Likewise, all the indicators on employee performance are moderately effective. Again, teamwork has ranked as at the highest indicator on employee performance and resulted effective. It means that team work contributes to employee performance. Teamwork is the basis for a better performance and time savings. While, employee competencies came out as the lowest indicator. It implies that in terms of employee competencies of the health sector is still minimally operative on employee performance. It evident that employee competencies influences the employee performance. Therefore, the health sector should develop and increase their employees 'competencies and skills. This will lead to the employees to be fully engaged in to their work and can be equipped with necessary enhanced capabilities In a report made by Society For Human Resource Management (SHRM) Foundation, cited that "investing in employees' careers through training, professional development or continuing education was ranked by employees as the fourth most effective engagement tool. Plus, increasing engagement through training also decreases turnover".

### 2.5. Difference among the respondents on the level of adequacy and level effectiveness on employee engagement

Difference		Mean	Std. Deviation	t-value	Sig. (2-tailed)	Interpretation
<b>Employee Motivation</b>	Level of adequacy	3.1540	.23671	2.349	.079	Not significant
	Level of effectiveness	3.2460	.22667			
<b>Employee Commitment</b>	Level of adequacy	3.1280	.20229	3.438	<b>.025*</b>	<b>Significant</b>
	Level of effectiveness	3.2820	.19097			
<b>Employee Relationship</b>	Level of adequacy	3.0300	.06928	3.225	<b>.032*</b>	<b>Significant</b>
	Level of effectiveness	3.2160	.09317			
<b>Employee Performance</b>	Level of adequacy	3.2500	.25298	1.440	.223	Not significant
	Level of effectiveness	3.3360	.18955			

**\*Difference is significant at 0.05 level.**

Results of the test of differences illustrates that significant differences at 0.05 level is witnessed on the level of adequacy and effectiveness on employee commitment. The reasons of the significant difference between and within groups in terms of employee commitment are due the different positions held by the employees and the nature of their work which have an impact on the employees' level of involvement in the company. For example, some employees find the work they do full of meaning and purpose but other employees would feel that their job is not secure. This indicates the difference on the level of employee commitment towards the company. Hence, there is a significant difference. Therefore, the hypothesis is rejected.

Likewise, results expose that there is significant differences on the perceptions between and within the group of respondents on the employee engagement of the three groups of respondents along employee relationship. This is due to the friendly work environment between and within the departments. Thus, the decision is to reject the hypothesis.

No significant differences was observed on the employee motivation of employee engagement. The reasons of no significant difference between and within groups in terms of employee motivation are due to the employees perceiving that the received benefits from the company such as allowance, medical and life insurance are satisfying and makes them feel secure. Also the employees agree on they have a clear guidance on the overall strategies and goals through established targets and the company's encouragement. Thus, the hypothesis is accepted. Moreover, the outcomes on the employee performance marked no significant differences. The reasons of no significant difference between and within groups in terms of employee performance are due the company's approach to establish a team work value in all employees whether the ones working in the same department or with employees in other departments. Therefore, the decision is to accept the hypothesis.

### 3. Conclusions and Recommendations

The employee engagement of the health sector is moderately adequate and moderately effective but needs continuous improvements and on employee commitment and employee relationship. The health sectors should run a full assessment process on their human resources practices on employee engagement.

Further, the health sector should develop and design effective and well-designed human resource practices particularly on employee engagement strategies and measurements. This will empower the level of employee engagement and organization dedication Training courses should be provided to employees on

their field of specialization in the different departments to help them grow and develop in their field and also will have the opportunity to be promoted in the company. This is make the health sectors increase the bar of excellence on their employee competencies and skills..

Moreover, the employee engagement culture should be instill within and across all the organizational levels in the heath sector. This culture should be embedded in heath sector 's mission, vision and core values. Nurturing engaged employees will yield the organization progressive business outcomes. This will lead to a roadmap to organizational pride for the workforce and real value for the health sectors.

On the basis of the problems high-lighted encountered on the employee engagement, there is a need for the heath sector to fulfill the promise for a specific benefit or increase in pay. This will stimulate employee's engagement and commitment because the trust is build.

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**ALFREDITA VERAQUE GUNDRAN SABADO**, the author, is a member of the Asian Association of School Human Resource Management and Development Practitioners, Philippine Society of Training and Development and Society of Human Resource Management . The author is a graduate of Bachelor Science in Commerce at Saint Louis University, Philippines. She finished her Masters of Business Management at the University of the Philippines and her PhDs in Development and Administration and Supervision at Benguet State University, Philippines. Prior to her joining the academe, she worked with the Development Bank of the Philippines. She was a Graduate School Program Head for MBA and PhD and a Training Officer, Associate Editor of Graduate Studies Journal , Commission on Higher Education Regional Quality Team Member in the Philippines. She was the AMAIUB College of Administrative and Financial Sciences Research Coordinator. Currently, she is the Head of the Human Resource Management Department and member of the AMAIU-Bahrain Business Research Journal Board of Editors.



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