CHAPTER 6
FINDINGS, SUGGESTIONS AND CONCLUSION

Recent studies revealed that the topic Employee engagement has been shown considerable interest by academicians and organizations as studies indicated that engagement by employees is directly related to positive organizational and business outcomes. However, there is very limited research that considers employees in the Health care sector. Therefore, this study was designed to measure the engagement level of the employees in private health care sector and to measure the relationship with its determinants.

Also the present chapter deals with the findings of the study in relation to its stated objectives. The entire hypotheses identified in the report are tested by applying descriptive statistics, ANOVA, chi-square and structural equation modeling. Suggestions, implications and the scope for further research have also been stated.

6.1 MAJOR FINDINGS OF THE STUDY

The researcher has applied descriptive statistics to analyse the demographic characteristics. The findings are as follow;

6.1.1 Demographic Profile of the respondents and Association with Level of Engagement

- From the study, it is observed that out of 400 sample respondents majority (54.3 %) are male respondents and 183 are female respondents. The chi square result reveals that there is a significant association between gender and Level of Employee Engagement. Out
of 69 respondents with high level of employee engagement 78.3 per cent are female and 21.7 per cent are male.

- The analysis revealed that 47.5 per cent of the respondents are in the age group of below 35 years, 35.8 per cent are between 35–45 years and 16.8 per cent are above 45 years. The chi square result reveals that the age group of the respondents shows a significant association with Level of Employee Engagement. Correspondence analysis indicated that, a strong correspondence is found between respondents with above 45 years of age and medium employee engagement and respondents who are in the age group of 35 – 45 and low engagement.

- The analysis of data shows that, majority (52.3 %) are single and 47.8 per cent are married. The chi square result reveals that the marital statuses of the respondents have a significant association with Level of Employee Engagement. Out of 69 respondents with high level of employee engagement 84.1% per cent are married and 15.9 per cent respondents are single.

- It has also been observed that among the sample respondents 26.3 percent are diploma holders, 34.0 per cent are degree holders, 19.8 per cent are post graduates and 20.0 per cent are in the category of other education. The chi square result reveals that the educational status of the respondents shows a significant association with Level of Employee Engagement.

- Further a strong correspondence is recognized between medium level of employee engagement and respondents who are post graduates and diploma holders. Also a strong correspondence is established between high level of employee engagement and respondents who are with other educational qualification.
• In terms of monthly income 42.5 per cent have less than rs 15000, 33.5 per cent have rs 15001- 25000 and 24.0 per cent of the respondents have a monthly income of above rs 25000. The chi square result reveals that the income of the respondents shows a significant association with Level of Employee Engagement. Also a strong correspondence is established found between high level of employee engagement and respondents with above rs 25000 monthly income. Further a strong correspondence is established between medium level of employee engagement and respondents who are having a monthly income of less than rs 15000.

6.1.2 Job Related Profile of the respondents and Association with Level of Engagement

• The analysis revealed that 30.5 per cent of respondents work in nursing department, 28.0 per cent work in Administration, 18.5 per cent in Medical and 23.0 per cent in Para Medical department. . The chi square result reveals that the department worked by the respondents shows a significant association with Level of Employee Engagement. A strong correspondence is found between high level of employee engagement and respondents who are paramedics. Also a strong correspondence is established between medium level of employee engagement and respondents who are nursing staffs.

• It is clear from the analysis that 32.5 per cent work in heath care profession for less than 1 year, 31.8 per cent work between 5 – 10 years and 35.8 per cent work for more than 10 years. The chi square result reveals that the job tenure of the respondents shows a significant association with Level of Employee Engagement. A moderate correspondence is found between high level of employee engagement and respondents with less than 1 year job tenure. Also a
moderate correspondence is established between medium level of employee engagement and respondents with 5 - 10 years of job tenure.

- It is evident from the analysis that 35.3 per cent work in their organization for less than 1 year, 34.8 per cent work for 5 – 10 years and 30.0 per cent work for more than 10 years. The chi square result reveals that the organizational tenure of the respondents shows a significant association with Level of Employee Engagement. The correspondence analysis revealed that a moderate correspondence is found between high level of employee engagement and respondents with less than 3 year of organizational tenure. Further a strong correspondence is established between medium level of employee engagement and respondents with 3 – 5 years of organizational tenure.

- Out of 400 sample respondents 43.3 per cent do shift works and 56.8 per cent are not involved in shift works. The chi square result reveals that the shift work done by the respondent’s shows no significant association with Level of Employee Engagement.

- Out of 400 sample respondents 56.5 per cent work up to less than 48 hours per week and 43.5 per cent work more than 48 hours per week. The chi square result reveals that the hours worked per week by the respondent’s shows no significant association with Level of Employee Engagement.

### 6.1.3 Association difference between demographic factors and reward and recognition

There was a significant mean difference among gender, age, education and marital status with regard to Reward and recognition. Further it was found that male respondents (M = 3.75) have a higher agreement on
reward and recognition in comparison with female respondents. Age group wise comparison indicated that respondents who are below 35 years of age (3.71) have a higher opinion on Reward and recognition. Educational qualification wise comparison shows that degree holders (M = 4.16) have a higher agreement score. Marital status wise comparison revealed that married (M = 3.90) respondents have higher mean value.

6.1.4 Association difference between demographic factors and Job Characteristics

There was a significant mean difference among gender, age and education with Job characteristics. Gender wise comparison revealed that, female respondents (M = 4.04) have a higher opinion on Job characteristics in comparison with male respondents. Age wise comparison revealed that respondents who are between 35 - 45 years of age (4.01) have a higher mean score. Educational qualification wise comparison revealed that diploma holders (M = 3.83) have a higher agreement score on Job characteristics.

6.1.5 Association difference between demographic factors and Perceived Organizational Support

There was a significant mean difference among education with Perceived Organizational Support. Mean values of Perceived Organizational Support among the educational qualification of the respondents revealed that diploma holders (M = 2.94) have a higher opinion on Perceived Organizational Support.
6.1.6 Association difference between demographic factors and Perceived Supervisor Support

There was a significant mean difference among age and income Perceived Supervisor Support. Age group wise comparison revealed that those who are below 35 years of age (M = 3.37) have a higher agreement on Perceived Supervisor Support.

Income wise comparison revealed that respondents who are with an income of less than rs 15000 (M = 3.38) have a higher agreement Perceived Supervisor Support.

6.1.7 Association difference between demographic factors and Self Efficacy

There was a significant mean difference among gender and education with Self Efficacy. Gender wise comparison shows that male respondents (M = 4.18) have a higher score on self efficacy. Education wise mean comparison revealed that post graduates (M = 4.38) have a higher mean score on Self Efficacy.

6.1.8 Association difference between demographic factors and Job Engagement

There was a significant mean difference among gender, age and education with regard to Job engagement. Gender wise mean comparison revealed that male respondents (M = 3.21) have a higher opinion score on job engagement. Age group wise mean comparison revealed that respondents who are below 35 years of age (3.21) have a higher opinion score. Educational qualification wise mean comparison revealed that diploma holders (M = 3.25) have a higher agreement score on job engagement.
6.1.9 Association difference between Job related factors and Job Engagement

There was a significant mean difference among department of work, job tenure, and organizational tenure with regard to Job engagement. Department worked wise mean comparison shows that respondents working in paramedical (M = 3.26) have a higher agreement on job engagement followed by respondents working in nursing department (M = 3.17). Job tenure wise mean comparison shows that respondents with less than 1 year (M=3.27) have a higher opinion on job engagement than respondents with other job tenure. Organization tenure wise comparison revealed that respondents with less than 3 year tenure (M=3.25) have a higher mean score.

6.1.10 Association difference between Demographic factors and Organizational Engagement

There was a significant mean difference among gender and age with regard to Organizational engagement. Gender wise mean comparison revealed that male respondents (M = 2.86) have a higher opinion on organizational engagement. Age group wise mean comparison revealed that respondents who are above 45 years of age (2.82) have a higher mean score.

6.1.11 Association difference between Job related factors and Organizational Engagement

There was a significant mean difference among department, job tenure and organizational tenure with regard to organizational engagement. Department worked wise mean comparison shows that respondents working in Nursing department (M = 3.16) have a higher opinion on organizational engagement followed by respondents working in Medical department (M = 2.46). Job tenure wise mean value comparison indicated that respondents with
less than 1 year (M=3.02) have a higher opinion on organizational engagement than respondents with other job tenure. Organization tenure wise mean comparison revealed that respondents with less than 3 year tenure (M=2.93) have a higher agreement.

6.2 DESCRIPTIVE STATISTICS OF THE STUDY VARIABLES

Analysis indicated that respondents has the highest opinion on the Employee engagement determinant Self efficacy (M = 4.06) followed by Job characteristics (M = 3.85), Reward and recognition (M = 3.59), Perceived Supervisor Support (M = 3.30) and Perceived Organizational Support (M = 2.84).

Among the two dimensions of engagement the respondents have higher opinion towards Job engagement (M = 3.16) followed by Organizational engagement (M = 2.59).

6.3 FINDINGS OF STRUCTURAL EQUATION MODEL

With the help of AMOS software the researcher has studied the relationship between the determinants of engagement and job and organization engagement. The determinants Perceived organization support and Reward and Recognition significantly influences Organization engagement of which Reward and Recognition (β= .149) exhibits the highest influence. The determinant Job characteristics significantly influence Job engagement.

6.4 SUGGESTIONS

Through the findings of the research, the researcher found that, Perceived organization support and Reward and Recognition relates positively with organization engagement.
Also it was found that job characteristics relates positively with job engagement. Therefore, in order to increase and enhance the level of organizational engagement level in the organization, manager should focus on fulfilling and giving these two variables (Perceived organization support and Reward and Recognition) to employees in order to retain them and boost up the employee loyalty in the organization.

Also it is crucial for manager to be able to bring up job engagement in their employees by improving their job characteristics. The present research offers further and detail information and understanding about the factors or variables which lead to employee engagement enables manager of the organization to be aware and take note on these areas and use it as a method to increase employee engagement and reduce the turnover rate in the organization.

Meanwhile, the analysis also revealed that employees are highly engaged with job engagement than organization engagement. Hence, managers should ensure that all the procedures and decision made are fair to all employees to increase their level of organization engagement. On the other hand, employees who are working as nursing staff and the respondents who are in the age group of 35 – 45 are found to have medium level of engagement. A continuous support from the organization and Reward and recognition is able to make them fell satisfy and be loyalty to the organization. Hence, organization should always provide appropriate rewards and recognition to their employees whether in intrinsic way such as benefits and appraisal as well as in extrinsic way such as increase their salary and giving bonus to maintain their engagement level towards the organization. . It is clearly indicated that a supportive environment is favourable and good for employee well-being as well as enhanced engagement.
6.5 CONCLUSION

Employee engagement is considered to have three elements, the cognitive, the physical and then emotional. As employee engagement is a multifunctional concept comprising three interacting elements, it further strengthens the argument that an organization or a manager cannot compel an employee to be engaged. Rather employees need to be immersed in a conducive working atmosphere which will allure them to display the discretionary behaviour that organisations are looking for. Results from the present research work have contributed to the limited empirical research on the topic of employee engagement. In particular, it has contributed to the information about levels of engagement among staff in private health care industry. As it is evident that employee engagement is now considered to be a critical component of successful organizational outcomes, it needs to be closely examined in various service sectors. An engaged staff can contribute significantly to reach positive outcomes. Therefore, the engagement concept should be at the forefront of health care employee’s research and policy implementation.

6.6 DIRECTIONS FOR THE FUTURE RESEARCH

Nowadays organisations are well aware that it is no longer their patents, machinery or location that give them the edge over their competitors. Employee engagement is a multifaceted subject as individual preferences play a critical role in the engagement process. Future researcher may have opted for an in-depth questionnaire with open ended questions to utilise quantitative as well as qualitative analysis to triangulate the data.

The planned model developed in this study is limited only to selective determinants of engagement. In order to focus on the interrelationships among them, the effects of other constructs are omitted. Hence, inclusion of other dimensions relevant to health care sector into the proposed model may provide further insights of the relationships.