TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>CHAPTER NO</th>
<th>TITLE</th>
<th>PAGE NO</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>ABSTRACT</td>
<td>v</td>
</tr>
<tr>
<td></td>
<td>LIST OF TABLES</td>
<td>xv</td>
</tr>
<tr>
<td></td>
<td>LIST OF FIGURES</td>
<td>xviii</td>
</tr>
<tr>
<td></td>
<td>LIST OF ABBREVIATIONS</td>
<td>xix</td>
</tr>
<tr>
<td>1</td>
<td>INTRODUCTION</td>
<td>1</td>
</tr>
<tr>
<td>1.1</td>
<td>INTRODUCTION</td>
<td>1</td>
</tr>
<tr>
<td>1.2</td>
<td>CATEGORY OF ENGAGED EMPLOYEES</td>
<td>3</td>
</tr>
<tr>
<td>1.3</td>
<td>CHARACTERISTICS OF AN ENGAGED EMPLOYEE</td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>HOSPITAL PROFILE</td>
<td>6</td>
</tr>
<tr>
<td>2.1</td>
<td>APOLLO SPECIALITY HOSPITALS</td>
<td>6</td>
</tr>
<tr>
<td>2.2</td>
<td>DEVADOSS MULTI-SPECIALITY HOSPITAL</td>
<td>22</td>
</tr>
<tr>
<td>2.3</td>
<td>SHENBAGAM HOSPITAL</td>
<td>32</td>
</tr>
<tr>
<td>2.4</td>
<td>MEENAKSHI MISSION HOSPITAL AND RESEARCH CENTRE</td>
<td>38</td>
</tr>
<tr>
<td>2.5</td>
<td>VADAMALAYAN HOSPITAL</td>
<td>41</td>
</tr>
<tr>
<td>3</td>
<td>REVIEW OF LITERATURE</td>
<td>44</td>
</tr>
<tr>
<td>3.1</td>
<td>SIGNIFICANCE OF ENGAGED EMPLOYEES</td>
<td>44</td>
</tr>
<tr>
<td>3.2</td>
<td>DEFINITIONS OF EMPLOYEE ENGAGEMENT</td>
<td>48</td>
</tr>
</tbody>
</table>
3.3 EMPLOYEE ENGAGEMENT INSTRUMENTS 49

3.4 RELATIONSHIP OF EMPLOYEE ENGAGEMENT WITH OTHER CONSTRUCTS 51
  3.4.1 Perceived organizational support and Employee Engagement 51
  3.4.2 Perceived Supervisor Support and Employee Engagement 51
  3.4.3 Self Efficacy 52
  3.4.4 Job Characteristics 52
  3.4.5 Rewards and Recognition 53

4 RESEARCH METHODOLOGY 55
  4.1 RESEARCH DESIGN 55
  4.2 THE RESEARCH MODEL 56
  4.3 THE SAMPLE 56
  4.4 SAMPLING TECHNIQUE 57
  4.5 RESEARCH INSTRUMENT 57
  4.6 MEASURES 57
  4.7 OBJECTIVES OF THE STUDY 59
  4.8 SCOPE OF THE STUDY 59
  4.9 HYPOTHESIS 59
  4.10 COLLECTION OF DATA 60
  4.11 PERIOD OF STUDY 60
  4.12 RELIABILITY ANALYSIS 60
  4.13 FRAMEWORK OF ANALYSIS 61
  4.14 SCHEME OF WORK 61

5 DATA ANALYSIS AND INTERPRETATION 63
  5.1 INTRODUCTION 63
5.2 PRELIMINARY DATA ANALYSIS
5.3 NORMALITY TEST
  5.3.1 Normality Test for study variables
5.4 EXPLORATORY FACTOR ANALYSIS
5.5 FACTOR STRUCTURE OF DETERMINANTS AND EMPLOYEE ENGAGEMENT
5.6 CONFIRMATORY FACTOR ANALYSIS
  5.6.1 Confirmatory Factor Analysis for Employee Engagement and its determinants
5.7 RELIABILITY AND VALIDITY OF MEASUREMENT MODEL
5.8 CONSTRUCT RELIABILITY
5.9 CONVERGENT VALIDITY
5.10 DISCRIMINANT VALIDITY
5.11 LEVEL OF EMPLOYEE ENGAGEMENT AMONG THE RESPONDENTS
5.12 DESCRIPTIVE ANALYSIS OF RESPONDENTS’ DEMOGRAPHIC PROFILE
5.13 GENDER-WISE CLASSIFICATION OF THE RESPONDENTS
5.14 ASSOCIATION BETWEEN GENDER OF THE RESPONDENTS AND LEVEL OF EMPLOYEE ENGAGEMENT
5.15 AGE WISE CLASSIFICATION OF THE RESPONDENTS
5.16 ASSOCIATION BETWEEN AGE GROUP OF THE RESPONDENTS AND LEVEL OF EMPLOYEE ENGAGEMENT
5.17 CORRESPONDENCE BETWEEN AGE GROUP OF THE RESPONDENTS AND LEVEL OF EMPLOYEE ENGAGEMENT 83
5.18 MARITAL STATUS WISE CLASSIFICATION OF THE RESPONDENTS 84
5.19 ASSOCIATION BETWEEN MARITAL STATUS OF THE RESPONDENTS AND LEVEL OF EMPLOYEE ENGAGEMENT 84
5.20 EDUCATIONAL QUALIFICATION AMONG THE RESPONDENTS 85
5.21 ASSOCIATION BETWEEN EDUCATIONAL QUALIFICATION OF THE RESPONDENTS AND LEVEL OF EMPLOYEE ENGAGEMENT 86
5.22 CORRESPONDENCE BETWEEN EDUCATIONAL QUALIFICATION OF THE RESPONDENTS AND LEVEL OF EMPLOYEE ENGAGEMENT 87
5.23 INCOME WISE CLASSIFICATION OF THE RESPONDENTS 88
5.24 ASSOCIATION BETWEEN INCOME OF THE RESPONDENTS AND LEVEL OF EMPLOYEE ENGAGEMENT 88
5.25 CORRESPONDENCE BETWEEN INCOME OF THE RESPONDENTS AND LEVEL OF EMPLOYEE ENGAGEMENT 89
5.26 SUMMARY STATISTICS OF RESPONDENTS’ JOB RELATED PROFILE 90
5.27 DEPARTMENT WISE CLASSIFICATION OF THE RESPONDENTS 91
5.28 ASSOCIATION BETWEEN DEPARTMENT OF THE RESPONDENTS AND LEVEL OF EMPLOYEE ENGAGEMENT 91

5.29 CORRESPONDENCE BETWEEN DEPARTMENT WORKED BY THE RESPONDENTS AND LEVEL OF EMPLOYEE ENGAGEMENT 92

5.30 JOB TENURE OF THE RESPONDENTS 93

5.31 ASSOCIATION BETWEEN JOB TENURE OF THE RESPONDENTS AND LEVEL OF EMPLOYEE ENGAGEMENT 94

5.32 CORRESPONDENCE BETWEEN JOB TENURE OF THE RESPONDENTS AND LEVEL OF EMPLOYEE ENGAGEMENT 95

5.33 ORGANIZATIONAL TENURE OF THE RESPONDENTS 96

5.33.1 Association between Organizational Tenure of the respondents and Level of Employee Engagement 96

5.33.2 Correspondence between Organizational Tenure of the respondents and Level of Employee Engagement 97

5.34 SHIFT WORK DONE BY THE RESPONDENTS 98

5.34.1 Association between Shift work done by the respondents and Level of Employee Engagement 99

5.35 HOURS WORKED PER WEEK BY THE RESPONDENTS 100

5.35.1 Association between Hours worked per week and Level of Employee Engagement 100

5.36 SUMMARY 101
5.37 RELATIONSHIP BETWEEN DETERMINANTS AND EMPLOYEE ENGAGEMENT 102

5.37.1 Introduction 102

5.38 COMPARISON OF DETERMINANTS OF EMPLOYEE ENGAGEMENT ACROSS RESPONDENT’S DEMOGRAPHIC PROFILE 102

5.38.1 Comparison of Reward and Recognition across demographic profile of the respondents 103

5.38.2 Comparison of Job Characteristics across demographic profile of the respondents 104

5.38.3 Comparison of Perceived Organizational Support across demographic profile of the respondents 106

5.38.4 Comparison of Perceived Supervisor Support across demographic profile of the respondents 108

5.38.5 Comparison of Self Efficacy across demographic profile of the respondents 109

5.39 COMPARISON OF JOB ENGAGEMENT ACROSS DEMOGRAPHIC PROFILE OF THE RESPONDENTS 111

5.39.1 Comparison of Job Engagement across Job Related profile 112

5.40 COMPARISON OF ORGANIZATIONAL ENGAGEMENT ACROSS DEMOGRAPHIC PROFILE 114

5.41 COMPARISON OF ORGANIZATIONAL ENGAGEMENT ACROSS JOB RELATED PROFILE 115
5.42 DESCRIPTIVE STATISTICS OF THE STUDY VARIABLES 117

5.43 STRUCTURAL EQUATION MODEL FOR MEASURING THE RELATIONSHIP BETWEEN DETERMINANTS AND EMPLOYEE ENGAGEMENT 118

5.43.1 Analysis and Results of Structural Equation Modeling 119

5.43.2 Stage Two: Structural Model 119

5.44 RELATIONSHIP BETWEEN DETERMINANTS AND EMPLOYEE ENGAGEMENT 121

5.45 SUMMARY 124

6 FINDINGS, SUGGESTIONS AND CONCLUSION 125

6.1 MAJOR FINDINGS OF THE STUDY 125

6.1.1 Demographic Profile of the respondents and Association with Level of Engagement 125

6.1.2 Job Related Profile of the respondents and Association with Level of Engagement 127

6.1.3 Association difference between demographic factors and reward and recognition 128

6.1.4 Association difference between demographic factors and Job Characteristics 129

6.1.5 Association difference between demographic factors and Perceived Organizational Support 129
6.1.6 Association difference between demographic factors and Perceived Supervisor Support 130
6.1.7 Association difference between demographic factors and Self Efficacy 130
6.1.8 Association difference between demographic factors and Job Engagement 130
6.1.9 Association difference between Job related factors and Job Engagement 131
6.1.10 Association difference between Demographic factors and Organizational Engagement 131
6.1.11 Association difference between Job related factors and Organizational Engagement 131

6.2 DESCRIPTIVE STATISTICS OF THE STUDY VARIABLES 132
6.3 FINDINGS OF STRUCTURAL EQUATION MODEL 132
6.4 SUGGESTIONS 132
6.5 CONCLUSION 134
6.6 DIRECTIONS FOR THE FUTURE RESEARCH 134

APPENDIX 135
REFERENCES 141
LIST OF PUBLICATIONS 147