

Impact Of Employee Engagement on Organizational Performance: A Study of Employees in A Multispecialty Hospital

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Abstract—Employee engagement plays a vital role in improving both employee well-being and organizational success, especially in the healthcare sector where the quality of services depends greatly on the commitment of employees. This study examines the impact of employee engagement on organizational performance in a multispecialty hospital. The research focuses on important factors such as leadership support, communication, recognition, work environment, career development, work-life balance, and the availability of resources. A quantitative research approach is adopted using a structured questionnaire to collect responses from employees working in different departments of the hospital. The collected data will be analysed to understand the relationship between employee engagement and organizational performance. It is expected that employees who are more engaged in their work will demonstrate higher productivity, better teamwork, improved service quality, and stronger commitment to organizational goals. The findings of this study are expected to help hospital management understand the importance of employee engagement and support the development of effective human resource practices that enhance employee satisfaction and overall organizational performance.

Index Terms—Employee Engagement; Organizational Performance; Employee Satisfaction; Employee Motivation; Healthcare Sector; Human Resource Management

I. INTRODUCTION

Employees are one of the most valuable assets of an organization, and their motivation, commitment, and involvement play an important role in achieving

organizational goals. Employee engagement enhances productivity, teamwork, and overall organizational performance (Kahn, 1990; Bakker & Demerouti, 2008; Gallup, 2024).

In the healthcare sector, engaged employees contribute to better teamwork, service quality, and efficient patient care. Factors such as supportive leadership, communication, and a positive work environment encourage higher employee engagement (Schaufeli, 2013; WHO, 2022).

Previous studies have found a positive relationship between employee engagement and organizational performance. However, limited research has examined this relationship in multispecialty hospitals in the Indian healthcare sector (Saks, 2022).

Therefore, this study aims to examine the impact of employee engagement on organizational performance among employees in a multispecialty hospital. The findings are expected to help hospital management improve employee engagement and organizational performance.

II. REVIEW OF LITERATURE

1. Elabed, Alyaarbi, Ahmed, and Bahroun (2026)

Elabed et al. (2026) conducted a systematic literature review on employee perceptions of performance appraisal.

The study found that fair and transparent appraisal systems improve employee engagement, job satisfaction, retention, and organizational performance.

2. Diep and Horváthová (2026)

Diep and Horváthová (2026) conducted a systematic review on human resource management, employee well-being, and performance. The study found that effective HRM practices enhance employee well-being, which subsequently improves employee and organizational performance.

3. Hakanen and Keltiainen (2026)

Hakanen and Keltiainen (2026) reviewed recent research on work engagement. The study concluded that employees with higher work engagement demonstrate greater productivity, resilience, innovation, and organizational performance.

4. Dolinog and Sarsale (2026)

Dolinog and Sarsale (2026) conducted a bibliometric and systematic review on work relationships and organizational performance. The study found that positive work relationships, leadership, collaboration, and employee engagement significantly contribute to improved organizational performance.

5. Nursyidah (2025)

Nursyidah (2025) conducted a systematic literature review on employee engagement and organizational performance. The study concluded that employee engagement improves job satisfaction, organizational commitment, motivation, and overall organizational performance.

III. RESEARCH GAP

Existing studies have established that employee engagement positively influences organizational performance across different industries. However, most of the recent research has focused on large organizations, multinational companies, or has adopted systematic literature reviews and complex analytical approaches. Limited studies have examined employee engagement in multispecialty hospitals using a simple employee perception survey that captures day-to-day workplace experiences such as communication, recognition, teamwork, leadership support, and quality of patient care.

Furthermore, there is limited evidence on how employees in Indian multispecialty hospitals perceive the relationship between employee engagement and organizational performance through their own

workplace experiences. Therefore, the present study attempts to bridge this gap by collecting primary data from hospital employees using a structured questionnaire. The study provides practical insights into how employee engagement influences organizational performance and offers useful recommendations for improving employee satisfaction, teamwork, and service quality in the healthcare sector.

IV. OBJECTIVES OF THE STUDY

- To examine the level of employee engagement among employees in a multispecialty hospital.
- To assess the contribution of employee engagement towards organizational performance, particularly in terms of quality of patient care and teamwork.
- To evaluate employees' perceptions regarding motivation, commitment, and willingness to perform beyond their assigned duties.
- To identify the relationship between employee engagement and organizational performance in the hospital setting.

V. RESEARCH METHODOLOGY

The study adopted a descriptive research design to examine the impact of employee engagement on organizational performance among employees in a multispecialty hospital. Primary data were collected from employees using a structured questionnaire, while secondary data were gathered from books, research journals, articles, websites, and other published sources related to employee engagement and organizational performance.

The study used the convenience sampling technique, where employees who were available and willing to participate were selected for the survey. A total of 97 employees constituted the sample, and all valid responses were considered for data analysis.

Limitations of the Study

- The study was conducted in a single multispecialty hospital; therefore, the findings may not be applicable to other hospitals.
- The study was limited to 97 respondents, which may not fully represent all hospital employees.
- The findings are based on the respondents' opinions and may be influenced by personal perceptions.

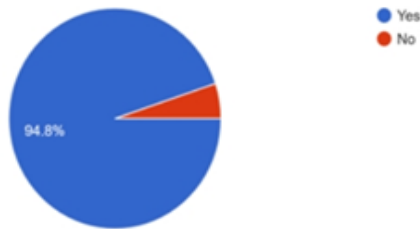
- Due to time constraints, the study considered only selected aspects of employee engagement and organizational performance.

VI. SURVEY RESULTS

A. The hospital goals motivate me to perform well

Option	Respondents	Frequency (%)
Yes	92	94.8%
No	5	5.2%
Total	97	100.0%

3. The hospital's goals motivate me to perform well.
97 responses



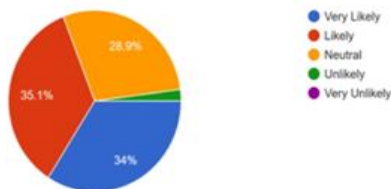
Source: Survey

Analysis: Out of 97 respondents, 92 (94.8%) agreed that the hospital's goals motivate them to perform well, while 5 (5.2%) disagreed.

B. How likely are you to help colleagues or patients beyond your assigned duties?

Option	Respondents	Frequency (%)
Likely	34	35.1%
Very Likely	33	34.0%
Neutral	28	28.9%
Unlikely	2	2.0%
Very Unlikely	0	0.0%
Total	97	100.0%

4. How likely are you to help colleagues or patients beyond your assigned duties?
97 responses



Source: Survey

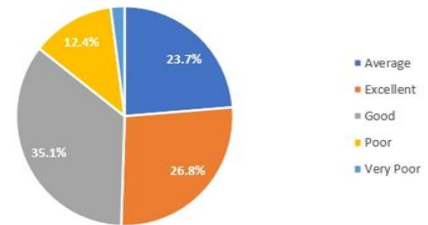
Analysis: Out of 97 respondents, 34 (35.1%) reported they were "Likely" to help colleagues or patients beyond their assigned duties, 33 (34.0%) were "Very

Likely," 28 (28.9%) were "Neutral," 2 (2.0%) were "Unlikely," and none (0.0%) selected "Very Unlikely."

C. How would you rate teamwork within your department?

Option	Respondents	Frequency (%)
Good	34	35.1%
Excellent	26	26.8%
Average	23	23.7%
Poor	12	12.4%
Very Poor	2	2.1%
Grand Total	97	100%

19 How would you rate teamwork within your department?
97 Responses



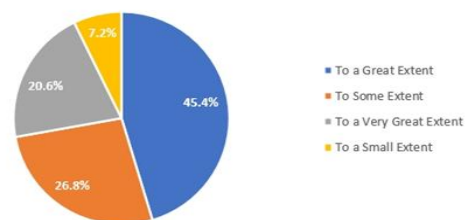
Source: Survey

Analysis: Out of 97 respondents, 34 (35.1%) rated teamwork within their department as "Good," 26 (26.8%) rated it "Excellent," 23 (23.7%) rated it "Average," 12 (12.4%) rated it "Poor," and 2 (2.1%) rated it "Very Poor."

D. To what extent does high employee morale improve service efficiency?

Option	Respondents	Frequency (%)
To a Very Great Extent	20	20.6%
To a Great Extent	44	45.4%
To Some Extent	26	26.8%
To a Small Extent	7	7.2%
Not at All	0	0.0%
Grand Total	97	100%

20. To what extent does high employee morale improve service efficiency?
97 Responses



Source: Survey

Analysis: Out of 97 respondents, 44 (45.4%) stated that high employee morale improves service efficiency "To a Great Extent," 26 (26.8%) selected "To Some Extent," 20 (20.6%) selected "To a Very Great Extent," and 7 (7.2%) selected "To a Small Extent."

VII. MAJOR FINDINGS FORM THE SURVEY

- Most employees are motivated by the hospital's goals.
- Employees are willing to help colleagues beyond their assigned duties.
- Teamwork within departments is rated positively by most employees.
- Most employees believe that high morale improves service efficiency.
- Employee engagement positively supports organizational performance.

VIII. CONCLUSION

Employee engagement plays a significant role in improving organizational performance in the hospital. The findings show that motivated employees, effective teamwork, high morale, and a willingness to support others contribute to better service efficiency and overall organizational success.

The study concludes that strengthening employee engagement through clear organizational goals, teamwork, and a positive work environment can enhance employee performance and improve the overall effectiveness of the hospital.

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