

Impact of Employee Engagement on Intention to Stay in Health Care Sector: A Review on Literature

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ABSTRACT

Healthcare is an extraordinarily people-centric sector. With the healthcare sector playing an integral role in society, it is important that those employed in the sector are physically and psychologically supported by both the government and their respective employers. Employees in service-based industries strongly influence customer satisfaction. As the U.S. and other advanced economies continue to shift from manufacturing to information and service based industries, employees take on an increasing role in driving organizational performance. One of the most important ways that employees affect performance is in their interactions with customers. While some improvements in care quality can be reached through investments in technology and infrastructure, the most dramatic improvements are achieved through engaging people. Employee engagement is crucial to business success. Engaged employees have a bond with the organization. These individuals feel empowered and in control of their fate at work. They identify with the agency mission and are willing to commit the necessary emotional and personal energies necessary to excel in their work. The ratio of engaged to disengaged workers is what drives the financial outcomes and impacts profitable growth. Employee engagement has a positive relationship with intention to stay. This study aims to 1) study the relationship between employee engagement and intention to stay in healthcare sector. 2) critically analyze the literature of employee engagement.

Key Words: Employee Engagement, Intention to Stay, Healthcare Sector

I. INTRODUCTION

The healthcare organizations are increasingly concerned with looking beyond financial performance measures, while focusing on how to deliver higher quality care [1]. Previous studies have concluded that unsatisfied health care employees negatively affect the quality of care which adversely affects patient satisfaction and loyalty to a hospital [2]. One would expect that increasing the engagement of employees may benefit a healthcare organization by providing a sense of satisfaction leading them to stay in the organization and result in improved patient care and higher patient satisfaction. The healthcare organizations that provide a good working environment which enhances the service capability of staff through empowered decision making will lead to more engaged employees who are more likely to remain loyal to the organization and provide a higher level of care resulting in higher patient satisfaction. Organizations that desire to improve patient satisfaction must therefore be concerned about internal issues related to employee engagement and view their employees as customers too.

II. LITERATURE REVIEW

2.1 Employee engagement

Human resource challenge today is not only about how to retain talented people and increase organizational commitment, but to fully engage their minds and hearts at every stage of their working lives [3]. To successfully engage the employee, it requires more than just setting policy. Although employee engagement is a new term in social work, it has been familiar to those in the management community for almost two decades [4]. The concept of employee engagement has emerged as one the most useful ideas for HR practitioners in the 21st century [5]. Employee engagement is an emotional state where employees feel passionate, energetic, and committed to their work. This translates into employees who give their hearts, spirits, minds, and hands to deliver a high level of performance to the organization. Engagement occurs when we find meaning, autonomy, growth, impact, and connection in what we do.

Personal engagement is the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances [6]. Fully engaged

workers are those who are physically energized, emotionally connected, mentally focused, and feel aligned with the purpose of the agency [7]. Work engagement was a function of three important factors. First, the purpose workers attached to their work role [6]. Second, the psychological safety workers enjoyed to ensure that their work would not result in any undesired reward. Finally, the accessibility and availability of job resources that were required to perform one's required role. Employee engagement is a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption [8]. Engaged employees are attracted to and inspired by their work -- I want to do this, committed -- I am dedicated to the success of what I am doing, and fascinated -- I love what I am doing [9].

2.2 Importance of employee engagement

Engaged individuals willingly help achieve agency goals and are emotionally involved in the tasks of their organization [10]. Having an engaged workforce in the human services field is vitally important because research shows that engaged workers help organizations reap benefits such as increased efficiency, higher levels of customer satisfaction, higher productivity, and lower turnover rates [10].

Studies indicate that workers are, to some extent, a reflection of the administrators of an agency. Low or conversely high engagement scores have been traced back to the organization's leadership, from top to bottom [11]. Therefore, the results of engagement studies should have considerable applicability to the social work field. There are three factors that encourage employees to be engaged, appropriate work environment, retention of skill to perform the assigned tasks and the motivation to perform at the optimum level [12]. As such, managers are key players in engagement process due to the fact that they work closely with employees to have influence on work environment, employee development and employee motivation.

2.3 Employee engagement antecedents

Previous researchers found that work engagement is fostered by a variety of job resources, such as an innovative and social climate, skill variety, support from supervisors, and autonomy [13] [14]. Personal resources such as self-efficacy, organizational-based self-esteem, and optimism are also found to be antecedents of work engagement [15] [16]. Further, work engagement has shown its significant effects on work-related attitude and behavioral outcomes such as job satisfaction, turnover intention, and performance through its mediating role between aforementioned antecedents and outcomes. Work engagement had a positive relationship with employees' job satisfaction and a negative relationship with turnover intention [17]. Work engagement influences turnover intention by mediating the relationship with job resources [8].

Employee engagement is one of the crucial areas that the service managers cannot afford to overlook. Becoming fully engaged at work is the pathway for igniting talent and skill and for making a real difference [18]. When employees are fully engaged, they are less likely to be terminated or laid off and are more attractive in the job market due to their positive energy, dedication, and resiliency. Employee engagement and employee retention are crucial to business success. After all, HRM is all about making things happen. A good HR manager is a student of cause and effect; it is not good enough to be aware of what is happening around; we have to know and understand why it is happening. Then we have to roll up our sleeves, and get in the trenches and do something about it – develop strategies [19]. The last decade has seen a growing emphasis on the notion of fun at work as a way to increase employee engagement. Energy comes from knowing that employees are significant, that their work is important, and that they can work in an environment that fosters and supports their passions.

2.4 Relationship of employee engagement with intention to stay

Employees are important to any organization. They are assets for organization as they bring their intellectual capital, skill and experience with them in the organization and with all these three attributes they work for the organization and bring and help organization to become competitive in the industry. When employees are that much important to the organization, then organization must step forward to overcome the problem of employees by helping them to triumph over their job related problems and make them so comfortable with the organization to retain them. This type of strategy will bring the win-win situation for both the organization and employees. Both will benefit from the environment more productively and efficiently. Organizations have recognized and approved the significance of human resource in an organization, therefore, they intend to retain and develop talented people [20]. It is not just the engaged employees who would like to stay in the organization and have a prolonged association, the organizations also make sincere efforts to retain their engaged employees [20].

CONCLUSION

Through increased employee engagement, the organizations can retain their employees more effectively. Employee engagement has an impact on organizational performance because when employees are more engaged in their job, they tend to show more commitment and high performance which ultimately help the organization to achieve its goals. When the influences of employee engagement factors on intention to stay are ascertained, improvements can be made in the work environment that leads to increased organizational performance. Accordingly, it is vital that companies understand the impact of employee engagement on intention to stay. The above study explores the employee engagement-- intention to stay relationship..

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