

A Study on Employee Engagement Strategies in High-Stress Healthcare Environments – GKNM, Coimbatore

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Introduction:

Employee engagement is an important factor in healthcare organizations because it influences employee motivation, performance, and patient care quality. Healthcare employees often work under stressful conditions with heavy workload and emotional pressure. Effective engagement strategies help reduce burnout and improve workplace productivity. The healthcare industry depends greatly on the commitment and efficiency of its workforce. Factors such as communication, leadership support, and recognition influence employee engagement levels. This study focuses on employee engagement strategies followed at G. Kuppuswamy Naidu Memorial Hospital, Coimbatore. Overall, the study highlights the importance of maintaining a motivated and committed workforce in hospitals.

Problem statement:

Healthcare employees work under high levels of stress due to heavy workload, long working hours, and emotional pressure. These conditions often lead to burnout, low motivation, and reduced employee engagement. Low engagement negatively affects employee productivity, job satisfaction, and patient care quality. Although hospitals implement various support practices, maintaining employee engagement remains a major challenge. Therefore, this study focuses on identifying effective employee engagement strategies in a high-stress healthcare environment.

Review of literature:

1. Saks, A.M. (2022) stated that employee engagement positively influences employee commitment, productivity, and organizational performance in healthcare institutions.
2. Shanafelt et al. (2023) found that workplace stress and burnout among healthcare employees negatively affect job satisfaction and emotional well-being.
3. Albrecht et al. (2021) explained that leadership support, communication, and recognition significantly improve employee engagement and workplace motivation in organizations.

Research gap identified:

Most previous studies focused mainly on stress and burnout among healthcare employees. Limited research has been conducted on employee engagement strategies in high-stress hospital environments. Earlier studies did not examine the combined influence of communication, recognition, leadership, and stress management on employee engagement. Very few studies focused on both clinical and non-clinical employees together. Therefore, this study attempts to analyze employee engagement practices followed at GKNM Hospital and their impact on employee satisfaction and performance.

Objectives of the study:

1. To study the level of employee engagement among healthcare employees at GKNM Hospital.
2. To identify the factors influencing employee engagement in a high-stress healthcare environment.
3. To analyze the impact of stress on employee motivation and job satisfaction.

Scope of the study:

1. The study focuses on employee engagement strategies followed at GKNM Hospital, Coimbatore.
2. The research includes doctors, nurses, administrative staff, and support staff.
3. The study helps in understanding employee satisfaction, stress management, and workplace engagement practices.

Research design:

The study adopts a descriptive research design to analyze employee engagement strategies in a high-stress healthcare environment. Both primary and secondary data were used for the research. Primary data was collected through questionnaires distributed among employees of GKNM Hospital. Secondary data was collected from books, journals, and websites related to employee engagement.

Tools for analysis:

The collected data was analyzed using statistical tools such as Percentage Analysis, Correlation Analysis, and Chi-Square Analysis with charts and graphical representations.

1. To study the level of employee engagement and job satisfaction among healthcare employees at GKNM Hospital.
2. To understand the relationship between employee motivation and overall job satisfaction in a high-stress healthcare environment.
3. To analyze the impact of employee engagement practices such as communication, recognition, and management support on employee performance and satisfaction.

Gender of the respondents:

GENDER	NO. OF RESPONDENTS	PERCENTAGE
Female	59	59%
Male	41	41%
Prefer not to say	0	0
Total	100	100%

Interpretation:

The study reveals that female employees constitute the majority (59%) of the workforce, proving the significant contribution of women toward healthcare service quality and organizational efficiency.

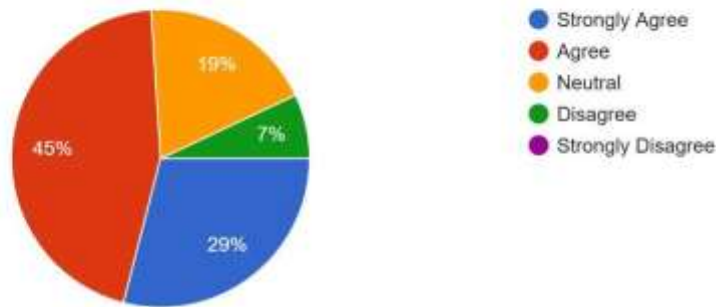
Employee satisfaction:

OPINION	RESPONDENTS	PERCENTAGE
Strongly agree	29	29%
Agree	45	45%
Neutral	19	19%
Disagree	7	7%

Strongly disagree	0	0
Total	100	100%

Overall, I am satisfied with my job in this hospital.

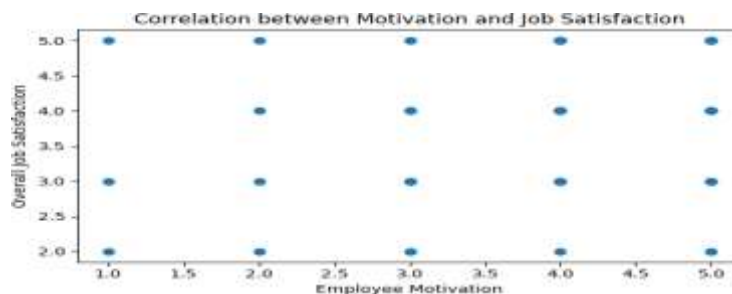
100 responses



Interpretation:

The table clearly indicates that most employees are satisfied with their overall job in the hospital. High levels of job satisfaction reflect positive employee perceptions regarding organizational support, workplace environment, communication systems, and employee engagement strategies.

Correlation analysis:



Interpretation:

The correlation analysis shows a positive relationship between employee motivation and overall job satisfaction among healthcare employees. Employees with higher motivation levels tend to have better job satisfaction and organizational commitment. Since the p-value is less than 0.05, the relationship is statistically significant. Therefore, employee motivation positively influences engagement and workplace performance.

Key findings:

1. Demographic Findings:

- The study clearly reveals that the majority of respondents belong to the below 25 years age group, indicating the presence of a highly energetic, dynamic, and adaptable workforce within the hospital.
- Female employees constitute the major portion of the workforce, highlighting the significant contribution of women toward maintaining healthcare service quality and organizational efficiency.

3. Administrative staff represent the highest percentage of respondents, proving their important role in maintaining smooth organizational operations and coordination.
4. Most employees possess below one year of work experience, showing that the hospital has a young and developing workforce capable of adapting quickly to modern healthcare practices.
5. A majority of respondents belong to the clinical department, emphasizing the strong involvement of healthcare professionals in delivering effective patient care services.

2. Workplace Engagement Findings:

1. The findings strongly indicate that employees are highly motivated to perform their job responsibilities effectively and contribute positively toward organizational goals.
2. Employees expressed strong satisfaction regarding management support during difficult situations, reflecting the presence of supportive leadership practices within the hospital.
3. Effective communication between supervisors and employees significantly improved workplace relationships, teamwork, and coordination among staff members.
4. The majority of respondents agreed that adequate training and development programs are provided by the organization, helping employees improve their professional skills and confidence.
5. Recognition and appreciation practices followed by the hospital greatly enhanced employee morale, emotional attachment, workplace motivation, and organizational commitment.

3. Opinion-Based Findings:

1. Most employees expressed high levels of satisfaction with their current job role and overall workplace environment within the hospital.
2. Employees agreed that healthcare work involves considerable levels of stress due to workload, patient responsibilities, and time-sensitive tasks.
3. The majority of respondents believe they are capable of managing work-related stress effectively with the support of organizational practices and teamwork.
4. Employees reported satisfaction regarding work-life balance and manageable workload, reflecting the hospital's efforts toward employee well-being.
5. Most respondents felt emotionally connected to the organization and demonstrated strong loyalty, commitment, and satisfaction toward their work and workplace culture.

Suggestions:

1. The hospital management should further strengthen employee recognition and reward systems to improve employee morale, motivation, and long-term organizational commitment.
2. Advanced stress management programs, counseling sessions, wellness activities, and emotional support initiatives should be introduced to reduce workplace stress and improve employee well-being.
3. Management should encourage open communication, employee participation in decision-making, and transparent workplace practices to strengthen trust and teamwork among employees.
4. Regular training, leadership development programs, and skill enhancement initiatives should be conducted to improve employee confidence, efficiency, and professional growth.
5. The hospital should continuously improve employee welfare measures, supportive workplace policies, and

work-life balance practices to maintain high levels of employee satisfaction and retention.

Conclusion:

The study concludes that employee engagement plays an important role in improving employee satisfaction, motivation, and healthcare service quality in hospitals. The findings reveal that employees at GKNM Hospital are generally satisfied with organizational support, communication, and engagement practices. However, workplace stress remains a major challenge due to heavy workload and emotional pressure. Effective engagement strategies such as recognition, training, and supportive leadership help employees remain motivated and committed. Therefore, hospitals should continuously focus on employee well-being and engagement practices to maintain a productive workforce.

Bibliography:

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