

# **EMPLOYEE ENGAGEMENT PRACTICES IN HOSPITALS - A COMPARATIVE STUDY**

## **ABSTRACT**

Each and every employee needs to be motivated constantly throughout their stay in the organization. An employee needs to be encouraged to put their best for the organization. They need to be made comfortable to put all their best efforts and achieve both organizational and personal goals. This is true in both manufacturing and service organizations. Thus, it has become essential to implement various HR policies which support every employee and make them feel valuable. Improving employee engagement can increase productivity and profitability while also reducing employee absenteeism and turnover onward. In this paper an attempt was made to identify the factors which influence engagement of employees in hospitals and propose an employee engagement model which can be adopted in Indian hospitals.

## **INTRODUCTION**

Employee engagement is a relatively new term in HR literature and really started come to prominence from the last decade. The concept of employee engagement has become more significant in present global business scenario where organizations are striving hard for their identity. Employee engagement is the extent to which employee commitment, both emotional and intellectual exists relative to accomplishing the vision, mission, and work of the organization.

It is considered as a vital strategy for improving the productivity and also profitability in organizations. In order to compete effectively, employers need to go beyond satisfaction. Employers must do their best to inspire their employees to apply their full potential and capabilities to their work. If they do not, part of the valuable employee's resources remains unavailable for the organization (Bakker and Leiter, 2010). Therefore, modern organizations accept their employees to be full of enthusiasm and show initiative at work, they want them to take responsibilities for their own development, strive for high quality and performance, be energetic and dedicated to what they do . In other words organizations want their employees be engaged (Bakker and Leiter, 2010). Other researchers state that employee engagement is the best tool in the organization's efforts to gain competitive advantages and stay competitive (Rashid et al., 2011). Therefore, the construct of employee engagement has been an area of interest among many researchers and consultancy firms, and received its recognition in the management literature and among practitioners (Ologbo and Saudah, 2011). Full-time employees spend a large part of their day and the majority of their lives in the workplace, and how they feel about their work are important to them. In a recent Gallup survey, 63 percent of American workers are not engaged in their work, while another 24 percent are "actively disengaged." Disengaged workers are more likely to look for other opportunities, or worse, drag down the productivity of the rest of the team.

The study of S.Kaur (2014) revealed that employee engagement is the best tool for any organization to stay competitive in business. It is precisely why employee engagement assumes significance because the engaged employees were proved in many research studies that they deliver high quality/committed service and successful results.