Impact of Employee Engagement and Emotions at Workplace on Employee Performance of Healthcare Industry

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Abstract

An employee emotion plays a significant role in the workplace. Employee emotion at the workplace is defined as the act of showing organizationally desired emotions during workplace. Currently, managing employee emotions in the workplace are more important because now a days the workplace is a challenging place. Changes are constant due to reorganizations, mergers, transfers, and individual job changes. Employee engagement at the workplace in terms of how much an employee feels passionate towards their job and his commitment towards the organization. The significance of employee engagement cannot be overstated.

This paper studied the impact of employee engagement and emotions at workplace on employee performance of healthcare industry. The results of this study will help in achieving encouraging results for the performance of healthcare employees.

Key Words: Brand, Loyalty, Customer satisfaction, Customer preference

INTRODUCTION

Over the past decade, many authors have written on the topic Workplace Emotions, Employee Engagement and Employee Performance. Employee engagement is a fundamental concept that attempts to understand and describe qualitatively and quantitatively, the nature of the relationship between an organization and its employees. “Engaged employee” is defined as a person who is fully absorbed and enthusiastic by his or her work. And therefore takes affirmative action to advance the reputation and interests of the organization. Attached employee has a positive attitude towards the organization and its values.

In the 1990s employee engagement is first appeared as a concept in management theory. In 2000s it is becoming widespread in management practice. Today employee engagement has Emotions in the
workplace play a big role in how an entire organization communicates within its own and the outside world. “Work events have a real emotional impact on the participants.

The consequences of emotional states in the workplace, both behavioural and attitudinal, have substantial significance for individuals, groups, and society”. Positive emotions in the workplace help employees achieve favourable results, including achievement, job promotion, and a high-quality social context. Negative emotions, such as fear, anger, stress, hostility, sadness, and guilt, however increase the predictability of workplace alliance. And how the outside world views the organization.

Employee performance refers to how your workers behave in the workplace and how well they perform the duties. Company usually sets performance goals for individual employees and the company works with great expectation that business provides good value to customers, minimizes waste and works efficiently. For an individual employee, performance can refer to work effectiveness, quality, and efficiency at the work level. Organizational performance is a sign of a company's ability to efficiently achieve independent goals (Venkataraman and Ramanujam, 1986). One of the evaluable elements is the employee's performance through their level of productivity. Various methods have been introduced to evaluate many researcher's Organizational Performance (Wong & Wong, 2007; Progogo, 2007). It includes quality, quantity, knowledge or the creativity of the individual towards masterful tasks which take place according to responsibility during one Specified duration - In other words, evaluation systems must have some standard parameters that can be reliable above.

LITERATURE REVIEW

This Literature is examined peer-reviewed journal articles working papers, textbooks and other published resources relevant to employee engagement and emotions at workplace. (1990, p.692), Kahn defined employee engagement as "the role of the organization in engagement with the organization itself, people employing and expressing themselves physically, cognitively and emotionally. In (2009) Gatenby et al who state "engagement is about creating opportunities for employees to connect with their colleagues, managers and wider organization. It is also about creating an environment where employees want to engage with their work and really care about doing a good job. Further (2009) Gatenby proposed employee engagement is dependent on the result of a two-way relationship between employer and employee. However, employee engagement is generally defined as "individual involvement and satisfaction as well as enthusiasm for work". In (2007) Ferguson who states, "unless employee engagement can be universally defined and measured, it cannot be managed, nor can it be known if efforts to improve it are working". In (2001) Maslach et al proposed six areas of work-life lead to either burnout or engagement: workload, control, rewards and recognition, community and social support, perceived fairness and values. They argue that job engagement is associated with a permanent workload, feelings of choice and control, appropriate recognition and rewards, a supportive work community, fairness and justice, and meaningful.

In (2007) Hareli and Rafaeli, Human behavior is often governed by inferences about other people and the attributions they evoke. As noted above, emotion evaluation theories suggest that emotions can "tell a story" about the person experiencing the emotion. In 2007 Wharton, employees’ moods, emotions, and overall dispositions have an impact on job performance.

EMOTIONS AT WORKPLACE

In 2000, Paul M Muchinsky said organizational behaviour is implied to prevent the neglect of emotions in the workplace. Individuals we both think and feel. We need to be dedicated to that much energy
the study of emotions as thinking. The study of emotions is at the core of our investigation we and our own natures. As Solomon (1994) stated, 'A part of that knowledge is certainly understanding of our emotions, which ultimately, makes life worth living.

Peter J. Jordan & Ashlea C. Trothin 2004 said research has enhanced our understanding of emotional intelligence construction and its relationship to team performance and conflict resolution. Based on study, there is a clear distinction between completing tasks individually at the level and group level. Emotional workplace played no role in determining performance at the individual level, since the task was purely a cognitive exercise predicted higher emotional group performance at the group level. We have also given evidence of differences between related capabilities to deal with our emotions and abilities to deal with others feeling. Clearly, this distinction warrants further investigation. Finally, analysis, this study shows that emotions are important in conflict resolution and contribute directly to the team's performance. Managers seek performance would be beneficial to examine this aspect of organizational behaviour to address performance issues.

According to R Gopinath in 2011 the opening paragraphs of this essay provide a clue to the need for investigation in other areas, such as the neglected issue of employees' everyday workplace feelings and the analytical treatment of negative emotions. There is much to learn about the extent and intensity of emotions experienced and expressed by employees as they come together in the workplace, the strength and validity of the effects of emotional contagion and its implications and implications for group work. Feeling and displaying power and status feelings. It may be necessary to move beyond traditional scientific methods to extract the depth and complexity of these data.

Mohit Mahajan, Jyoti Vyasa Bajpai, Piyush Kendurkar in 2019 said that we can’t neglect our emotion on the workplace emotions of employees and an analytical treatment of negative emotions of human being make us default to understand. There is so much to know about the range and intensity of feelings experienced and expressed by employees as they come together in the organization and they play a different emotions character some are play negative emotion and some are good to play the positive emotions, the strength and validity of the effects of emotional contagion and the implications this may have for group functioning, and the effects of power and status on felt and displayed our emotions. It may be necessary to move beyond traditional scientific methods to extract the depth and complexity of this emotion. We have to follow some of this tips which helps us to handle our emotions.
Figure 1. Managing emotion at workplace.
EMPLOYEE ENGAGEMENT

James K. Harter, Frank L. Schmidt, and Theodore L. Hayes in 2002 suggest that Employee satisfaction and engagement are related to meaningful business outcomes in a magnitude that is important to many organizations and are common relationships across all companies. An efficient combination of items that measure workplace issues – that are important to employees and those managers in influence - has substantial implications for a further understanding of the true nature of overall satisfaction at the business-unit level. The effect sizes for the employee's mixed measure of satisfaction for employee variants were the same magnitude as the effect sizes for the more widely defined overall satisfaction measure, even after correction for measurement error in the independent variable. The implications of results are not only for the design of devices that measure the theoretical construct of interest, but also for the devices used as the basis of practice. The potential of longitudinal research in the field of employee engagement and satisfaction rests on the utility of tools for managers and employees. Useful tools are those that provide information that manager’s connection to improve their management practices.

In 2006 Alan M. Saks said employee engagement has become a hot topic between consultant and practitioner, behavioral literature has not been done in a practically organizational manner. This has led to speculation that employee engagement may occur. Be it the "flavor of the month" or a fad with little basis in theory and research. Results suggest this study:

• There is a meaningful difference between job engagement and organization engagement.
• Many antacid variables predict job and organization engagement.
• Job and organization engagement is related to personal outcomes.

According to Graham Lowe in 2012, this survey of hospital staff provides a unique opportunity to explore the dynamics of employee engagement in healthcare. The results show a consistently strong relationship between employee engagement and organizational performance, as suggested in OHA’s Quality Healthcare Workplace Model. However, we must be careful that you do not guess the cause. Further analysis of EES and other employee survey data requires testing the direction of causation in these relationships and how they change over time. It is possible, for example, that part of a high-performing team is one of the "reasons" for high engagement. Nevertheless, the results suggest that engagement levels are positive and relate to a range of mission-critical organizational outcomes in the 16 hospitals being studied continuously.

In 2013, Dharmendra Mehta, Naveen K. Mehtasaid that engagement is linked to emotional, cognitive, and physical aspects of work and how these factors are integrated. The concept of employee engagement should not be considered just another HR strategy. Employee engagement is a long-term process and is tied to the main tenants of the business, e.g., values, culture and managerial philosophy. Employees need to adapt to the work environment that will motivate them to display the behaviour that organizations are observing. An organization must promote factors that positively influence engagement through each business activity that they undertake.
EMPLOYEE PERFORMANCE

Anitha J. in 2014 proposed that there is a strong critical relationship between employee engagement and employee performance. Regression analysis predicts that among various important factors. There are two factors that have an overall impact on employee engagement. With significant path validity of t value. Working environment team and significant t values were found with respect to correlation employee engagement. Implications include significant implications for organizations in terms of improvement demonstrate substantial economic impact in productivity and therefore for organizations. In addition, the determinants of employee engagement indicate a healthy functioning environment for employees. It shows the social impact that can be done with measures taken by the organization. Employees take great care in it work environment, healthy collegiums, workplace, wellbeing and methods taken by the organization to enhance employee engagement.

In 2013, Iskandar Muda, Ahmad Rafiki and Martua Rezeki Harahap said that job stress, motivation and communication variables together affect performance of employees. It also states that partial testing shows that both job stress and motivation variables do not partially affect employees' performance during communication, respectively variables have a partial effect on employees' performance.

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Figure 2. Impact of Employee Engagement on Organization Productivity.

Figure 3. Impact of Employee Engagement and Workplace emotions on employee Performance.
STATEMENT OF PROBLEM
The present study was entailed as - “Impact of employee engagement and emotions at workplace on employee performance of Healthcare Industry”.

OBJECTIVES
The Objectives of the study were as follow
1. To map the demographic profile of the employees of Healthcare Industry.

SAMPLE
The sample size of this research was 25 individuals. The age group of respondents was between 24 - 43 years. 68% of the respondents were males and 32% of the respondents were females. Respondents were from different medical professions such as 52% were Physiotherapist, 32% were Doctor, 8% were Nurse and 8% were Medical Teacher. Respondents were from different educational qualifications, 44% were Postgraduates, 40% were graduates, 12% were Certificate/Diploma holder and 4% were PhDs. Respondents have different duty timings 64% were have General Shifts, 16% were have Changing Shift (Morning/Afternoon/Night) and 20% were have Fixed Morning Shift.

TOOLS
• A questionnaire was prepared to know the demographics of the employees.
• Reaction Scale: A reaction scale was developed to study the impact of employee engagement and emotions at workplace on employee performance of health professionals by investigator. Each statement was rated on a five point scale from Strongly Disagree (SD), Disagree (D), Undecided (UD), Agree (A), and Strongly Agree (SA). There were 15 items in the scale, the score ranged from 1 to 5.

PROCEDURE OF DATA COLLECTION
The present study was survey in nature. The data were collected by using a scale developed by the investigator. The researcher used random sampling technique for selection of sample. The data was collected from the employees working in different hospitals of Indore city. Data were collected through online mode, a tool was created using Google Docs technology and a web link was provided by the Google Docs to access and fill the responses online. This web link was shared to randomly selected sample.

ANALYSIS
The data were analyzed with the help of frequency, and percentage techniques.

• Employee Engagement
To study the employee engagement, a questionnaire was designed by investigator. Following are the results:

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Items</th>
<th>SD</th>
<th>D</th>
<th>UD</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Management clearly defined my job role in organization.</td>
<td>F 1 0 4 9 11</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>% 4 0 0 16 36 44</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>We have freedom to provide feedback about workplace environment to the management.</td>
<td>F 1 1 8 7 8</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>% 4 4 32 28 32</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
3. Working environment in the organization motivates us to work effectively. 
   |   | F | 0 | 3 | 5 | 10 | 7 |
   | % | 0 | 12 | 20 | 40 | 28 |
4. Management utilized my skills more effectively. 
   |   | F | 1 | 2 | 3 | 12 | 7 |
   | % | 4 | 8 | 12 | 48 | 28 |
5. I think my role is important for the success of the Organization. 
   |   | F | 0 | 1 | 1 | 14 | 9 |
   | % | 0 | 4 | 4 | 56 | 36 |

From the above table it can be observed that, job role of 80% respondents are clearly defined in organization and 60% respondents stated that they have freedom to provide feedback about workplace environment to the management, and 68% respondents stated that working environment in the organization motivates them to work effectively, and 92% respondents felt that their role is important for the success of the Organization while 76% respondents felt that management utilized their skills more effectively.

- **Emotions at workplace**

To study the emotions at workplace, a questionnaire was designed by investigator. Following are the results:

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Items</th>
<th>SD</th>
<th>D</th>
<th>UD</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>I am Satisfied with my job.</td>
<td>F</td>
<td>0</td>
<td>1</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td></td>
<td>%</td>
<td>0</td>
<td>12</td>
<td>20</td>
<td>40</td>
</tr>
<tr>
<td>2</td>
<td>Organization provides training/workshops to us frequently.</td>
<td>F</td>
<td>3</td>
<td>7</td>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>%</td>
<td>12</td>
<td>28</td>
<td>24</td>
<td>16</td>
</tr>
<tr>
<td>3</td>
<td>I have more than normal workload in organization.</td>
<td>F</td>
<td>0</td>
<td>4</td>
<td>7</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td></td>
<td>%</td>
<td>0</td>
<td>16</td>
<td>28</td>
<td>44</td>
</tr>
<tr>
<td>4</td>
<td>Organization provides us a positive work environment.</td>
<td>F</td>
<td>0</td>
<td>4</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td></td>
<td>%</td>
<td>0</td>
<td>16</td>
<td>12</td>
<td>36</td>
</tr>
<tr>
<td>5</td>
<td>We can easily communicate any problem to the management.</td>
<td>F</td>
<td>0</td>
<td>2</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td></td>
<td>%</td>
<td>0</td>
<td>8</td>
<td>8</td>
<td>40</td>
</tr>
<tr>
<td>6</td>
<td>I feel that workplace politics are involved and it influences management.</td>
<td>F</td>
<td>1</td>
<td>4</td>
<td>9</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td></td>
<td>%</td>
<td>4</td>
<td>16</td>
<td>36</td>
<td>24</td>
</tr>
<tr>
<td>7</td>
<td>I have long term career opportunities in this organization.</td>
<td>F</td>
<td>2</td>
<td>3</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td></td>
<td>%</td>
<td>8</td>
<td>12</td>
<td>20</td>
<td>24</td>
</tr>
<tr>
<td>8</td>
<td>I think I have enough information to make good decisions.</td>
<td>F</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td></td>
<td>%</td>
<td>0</td>
<td>0</td>
<td>12</td>
<td>60</td>
</tr>
<tr>
<td>9</td>
<td>My organization provides free health facilities in the hospital to me and my family members.</td>
<td>F</td>
<td>11</td>
<td>5</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>%</td>
<td>44</td>
<td>20</td>
<td>4</td>
<td>16</td>
</tr>
<tr>
<td>10</td>
<td>My organization has some employee benefits like incentives, medical insurance, provident fund, bonus and retirement benefits etc.</td>
<td>F</td>
<td>10</td>
<td>5</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>%</td>
<td>40</td>
<td>20</td>
<td>20</td>
<td>12</td>
</tr>
</tbody>
</table>

From the above table it can be observed that, 76% respondents are satisfied with their job. Almost 40% respondents disagreed to that the Organization provides training/workshops to us frequently, 56%
respondents felt that they have more than normal workload in organization, while 72% respondents stated that Organization provides them a positive work environment, Almost 84% respondents felt that they can easily communicate their problems to the management, 44% respondents felt that workplace politics are involved and it influences management, 60% respondents agreed to thatthey have long term career opportunities in organization, while 60% respondents stated that they have enough information to make good decisions about organization, whereas 64% respondents stated that their organization does not provides free health facilities in the hospital to them and their family members as well as almost 60% respondents does not get benefits like incentives, medical insurance, provident fund, bonus and retirement benefits etc.

CONCLUSION

Findings of this study revealed that there is a positive relationship between employee engagement and workplace emotions on employee performance. The properly engaged employees are clearly understood with their job roles. Engaged employee also have freedom of feedback and many employee felt that if organization engaged employee properly then employees are highly motivated with working environment of organization and management can utilize motivated employees and almost all employees felt that there role is important in organizational success. While in term of emotions at workplace the most respondents are satisfied with their work or job, in this study investigator also find that most employees required training frequently and respondents also felt that they have workload in organization but they also agree with positive work environment of organization and they communicate with management for their problems. Employees also felt that workplace politics influence management but they have good career opportunities with organization but they required some benefits from management like free health facilities or incentives, medical insurance, provident fund, bonus and retirement benefits etc.

Properly engaged employees are highly motivated and task oriented to achieve organizational goals. While positive emotions at the workplace, can be long-term career opportunities for employees. Nordisha Shani Coots in 2013 said that engaged employees are more likely to work towards the mission of the organization.

REFERENCES