

## IMPACT OF EMPLOYEE ENGAGEMENT: INFLUENCING THE PERFORMANCE OF HEALTH WORKERS IN HEALTH HEALTHCARE INDUSTRY

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### ABSTRACT

In this paper, employee engagement as successful capital at the workplace in terms of how much an employee feels passionate about their job and his commitment towards the organization. The significance of employee engagement at the workplace cannot be overstated. There have been many studies and research, which prove that an engaged employee has an optimistic approach and a positive outlook towards the organization. For any organization that is expecting to outperform, it is important to have “high” employee engagement. The chief findings or trends of this review paper reveal that the organizations that sustain ‘high’ employee engagement perform better than those with ‘low’ employee engagement, and the employee proves to be a successful capital at the workplace. That the employee engagement is divided by two primary factors and those are Engagement with the Organization; and Engagement with the Manager. This research states that the significance of employee engagement and employees as a capital of the workplace, an organization can be effectively worked on improving employee engagement then not only the company will grow but there will be an increase in employee’s innovative work-related behavior.

**Key Words:** Employee engagement, Employee, Performance, Health workers, Healthcare industry

### INTRODUCTION

Healthcare has become one of the biggest sectors in India, in terms of revenue and employment. Healthcare is one of the most notable growing industries in the world, and this includes a coordinated impact on patients' quality of life. Healthcare Services is the largest segment within the healthcare market, accounting for 84% share market. Healthcare includes hospitals and medical commercial enterprises. The Indian healthcare sector is growing fast because of its strengthening coverage, services, and increasing expenditure by the public as well as private players. Indian healthcare system is divided into two sectors consisting of both a public healthcare system and private healthcare system.

India's competitive advantage lies in its giant pool of well-trained medical professionals. The healthcare industry in India has evolved over a long period of time. Raising awareness of the growing demand for modern health care infection, health awareness among individuals, increase in per capita salary, Mode of life transition in disease profile, etc. India offers tremendous debut in R&D as well as Medical Tourism. In short, there are infinite investment opportunities in healthcare infrastructure in both urban and rural India.

### HEALTHCARE WORKFORCE IN INDIA

Healthcare has turned into one of India's largest segments - in terms of together income and employment. The healthcare sector in India is evolving at an express speed due to its

reinforcement treatment, rising costs, and services by the public as well as private players. Indian health services Department is growing rapidly presentation of modern technologies. The time has gone when the healthcare industry is largely based on doctors and patient interactions and is currently delivered in real-time engagement without any geographical restrictions. India's competitive advantage lies in its generous group of skilled medical persons.

In 2018, the Indian Healthcare services division stands as the 4th largest employer a combination of 319,780 individuals was used in this section. In May 2017, announced plans to make nearly one million specialists in healthcare contributors to Asia by 2022 research and training institute for skill transfer. The health-based industry is growing incredibly fast because of strengthening reporting, expanding services, and spending by private companies and more public players. The private sector has emerged as a dynamic driver in India's healthcare diligence, lending it a worldwide and national reputation together.

Human resources for healthcare workers are the main building blocks of healthcare systems. High-Level Commission on Health, Employment, and Economic Development focused on targeted investment in healthcare, promotes economic growth through the workforce Increase in Productivity and Production, Social Security, and Reconciliation, Social Justice, Innovation and health protection. Investing in the health of the workforce is a driver of progress toward many sustainable development goals. It aligns with the global strategy on Human Resources for Health. The workforce 2030 report, notes that enough investment in the health workforce with availability, leads to access, acceptance, and coverage integrity Social and economic development as well as improving population health. There square measure several advantages of increased investment in human resources for health care. With the potential for a positive impact going so much on the far side of the health sector. Moreover, the impact of such investments may be maximized by raising the potency of human resources for health care outlay in a very country. This needs a comprehensive analysis of the health manpower state of affairs within the country and also the identification of areas for investment within the health manpower. Improved health workforce information base, mapping of geographic areas of workforce shortage, identification of workloads and workforce distribution patterns, mapping the health workforce's skill mix and training and capacity building is critical to investment decisions at policy levels in most low- and middle-income countries. For example, recent research shows that investing a more diverse workforce and skill mix could result in improved quality of care, quality of life, and job satisfaction.

### Status of Healthcare Professionals Employed

Directly Employed Professionals	Number Employed
Doctors	918,303
Dental surgeons	120,897
Ayurveda, Yoga and Naturopathy, Unani, and Homocopathy (AYUSH)	686,319
Auxiliary nurse midwives	726,557
Registered nurses	1,562,186
Lady health visitors	55,498
Pharmacists	643,301
<b>Total Direct Employment</b>	<b>4,713,061</b>

Source: Human resources in health sector, National Health Profile (NHP) of India - 2013, <http://cbhidghs.nic.in/index2.asp?slid=1284&sublinkid=1166>, accessed July 2015

### ENGAGEMENT OF HEALTHCARE PROFESSIONALS

Prins et. al., collected data from a sample of 2115 Dutch resident physicians and found that doctors who were more engaged were significantly less likely to become mistakes. A study of 8597 hospital nurses by Laschinger and Leiter found that higher task engagement was associated with safe patient outcomes. Perception of what they have work will be reflected in their engagement with work, colleagues, and patients. It is believed actionable quality results come from the quality of the employees engaged. Health workers' participation is important as they are directly engaged to provide services to improve the mental and physical health of patients. It's a partnership but not just participation. This is speaking calmly, going slow, and working together with love for patients. When action is accompanied by quality depth, it is a sign the engagement. This is when instead of staying within; one is chosen to venture through Doors, within the engagement, carrying something of value to all.

According to Bailey, K. David, Cardin, Suzette (2018) Health care engagement has increased remarkable over time. It has become increasingly imperative within the job that nurses they have a tendency to adapt consistent affiliations within the management of health care activities. Nurse pioneers are being called upon to develop and support cultures of engagement for them for employees and patients in the long run. Committing and fulfilling nurses the profession can be challenging due to the shortage of nurses. It's up to the nurse to supply leaders with a work environment that creates passion and inspiration for nominee's nurses supplying positive work as important as nurse leaders are to nurse leaders, nurse placement is equally important. Depends highly on appropriate staffing.

M. Casland (1999) defined Employee Engagement as 'commitment or engagement an emotional outcome to the worker resulting from the critical components of the workplace. Goddard (1999) Engagement is defined as 'being physically or mentally present and supporting the goals of the organization focused on the task, issue or problem. Disengagement from the organization denotes not being present or not focused on the task,

issue or problem. Miles (2001) described Employee Engagement as involving all employees in high-engagement cascades that make understanding, dialogue, feedback and accountability, empower people to creatively align their subunits, teams and individual jobs with the main transformation of the entire enterprise. Bagheri et al. (2011) define employee engagement is a two-way relation between the employee and its organization resulting in employee's motivation, satisfaction, commitment, finding aiming to work, pride and supportive for the organization.

## **EMPLOYEE PERFORMANCE IN HEALTHCARE PROFESSION**

Healthcare is becoming one of the fastest growing and highly dynamic industries. Patient flow and intensity are also increasing, creating a highly competitive environment for healthcare organizations to manage. This advancement in healthcare services has increased the demand for specialized and personalized services that provide the utmost quality care and expertise across types and categories of health care jobs. Employee performance has always been a prime concern in the healthcare industry. Customer service is at the centre of this industry, and employee performance and conformity are some of the parameters that determine organizational success. Therefore, in line with other industries, healthcare organizations need to measure and manage the performance of healthcare workers to guide the decision-making process and motivate employees. In many ways, measuring and managing employees in healthcare organizations is more complex than in others because decision-making in healthcare involves a large number of stakeholders with different and sometimes conflicting perspectives and priorities.

Employee performance in healthcare is considered what an employee does and doesn't do. Healthcare employee performance includes quality and quantity of production, attendance at work, friendly and helpful nature and work production timeliness. A Study by Yang (2008) on individual performance showed that the performance of individuals could not be verified. (Yang, 2008) claims that organizations can use direct bonuses and rewards based on individual performance when the employee's performance is visible. Bishop (1987) explored the performance of the employee and disclosed that the acknowledgment and the recognition and reward of employee performance determines discrimination among employee's productivity. Employees' ethics and productivity are highly influenced by the effectiveness of one's performance in organization and its reward management system. Azar and Shafiqhi, (2013) Employee's Performance is really affected by motivation because if employees are motivated, they will work with more effort and that will eventually improve the performance.

**Baron (1983)** has defined employee performance as a set of processes related to the force that activates behaviour and directs it towards achieving the goal. So many perspectives approach, measurement and feedback approach, job design approach, and determination of rewards and recognition approach has been developed and adopted in the world with the aim

of enhancing the performance of the employees. **Ajila and Abiola (2004)** revealed that reward packages can affect employee performance. Based on his findings, he concluded that a reward system helps in enhancing the performance of employees. Employee skills, knowledge, and potential to fulfil organizational objectives. **Wong & Wong, (2007)** Employee performance includes the quality, quantity, knowledge, or creativity of individuals responsible for tasks completed while on the job. Specified period- In other words, the evaluation system must have certain standard parameters that can be relied upon above.

## REVIEW OF LITERATURE

Harter, et al. (2003) with the help of the Gallup organization conducted a survey on employee engagement, job satisfaction and business-level performance. They found that the quality of an organization's human resources was probably a key indicator of its growth and stability. The realization of the workplace with high ability employees began with the selection of the right people for the proper place. After employees were elected, they made decisions and take actions each day that would affect the success of their organizations. Many of their decisions and actions were influenced by their own intrinsic motivations. Saks (2006) conducted a survey on 102 employees working in many organizations and work profile. The normal age of the workers was 34 years and 60 per cent of them were women. The participants had an average work experience of twelve years, of which they were required to work five years in their organization and an average of 4 years in their current job. The study focuses on organizational and job engagement. Also, this study highlights the antecedents and consequences of engagement.

Graham Lowe (2012) Suggested in OHA's Quality Healthcare Workplace Model, there is a consistently strong relationship between employee engagement and organizational performance. An analysis of EES and other employee survey data is essential to examine the direction of causality in these relationships and how they change over time. He conducted an organizational study of 16 hospitals. Although the study may not be completely representative of all Ontario hospitals, it does provide insight that will be useful to Ontario healthcare employers. Nordisha Shani Coots (2013) Research indicated that highly engaged employees were less likely to leave the organization than unorganized workers, retired employees are more likely than others to have less medical malpractice damages, and organizations with a higher number of displaced employees are likely to have better patient satisfaction scores. Furthermore, the results of the studies suggest that there is a strong correlation between employee engagement and the elements examined. Given the results of several studies on the relationship between employee engagement and the elements referenced above, it is correct to suggest that there is a semi-linear relationship, as employee engagement levels increase, employee retention levels also increase, and as the level of

employee engagement increases, so does patient safety, and as the level of employee engagement increases, so does patient satisfaction.

Mehta, D., & Mehta, N. K. (2013) Employee engagement is linked to the emotional, cognitive, and physical aspects of work and how these factors are integrated. The concept of employee engagement should not be treated as just another HR strategy. Employee engagement is a long-term process and is tied to the core tenants of the business such as values, culture, and managerial philosophy. Employees need to adopt a working environment that will motivate them to exhibit the behaviour that organizations are looking for. An organization has to promote factors that have a positive impact on engagement through every business activity they undertake. Marcel Krijgsheld et al. (2022) the purpose of providing a concept that can be used for research on job performance in healthcare. Based on an examination of more than 90 studies published in over 70 journals, this research shows job performance in healthcare can be viewed in four dimensions: task, contextual, and adaptive performance, and counterproductive work behaviour. While some studies directly refer to these dimensions as describing other learning tasks, skills and without direct reference to the behaviour four dimensions. However, these tasks, skills, and behaviours were assigned to one of the dimensions according to job performance if they were in alignment their definitions. In healthcare-related studies on job performance, the focus is on work and contextual performance.

Manzoor, S. R., et. al. (2011) the teamwork, esprit de corps, team trust and recognition and rewards have a significant positive effect on employee performance. Multiple regression models 4 shows a fairly strong relationship between sets of independent variables: teamwork, esprit de corps, team trust, recognition and rewards and the dependent variable which is employee performance. However, teamwork was found to be the most important independent variables having a strong relationship with the dependent variable of employee performance. The esprit de corps, team trust, recognition and rewards and dependent were variable employee performance positively correlated. Teamwork was found to be of vital importance if implemented properly. Hazali, N. A., et. al. (2013) Tried limited empirical studies examining the relationship between Lean Healthcare Practice (LHP) and Healthcare Performance (HP), particularly in the healthcare industries. Based on the proposed model and in previous studies, research hypotheses are being developed. The next step in this study is the preparation of a questionnaire, which pilot studies are used for data collection in the health care industries. Hopefully on the agenda for future research, the study's findings not only academics but can benefit, use and contribute also for industry, especially healthcare industry.

Ramdani, Z., et. al. (2019) higher reliability coefficients in the revised version of the Individual Work Performance (IWP) scale, fitted models and constructions of the constructs



created by it and external. The fit model built-in IWP has good sharing of objects so that it displays correctly criteria used as general self-report. Furthermore, IWP is also convergent correlated with presentation and is concurrent verification with scale of job burnout. Therefore, the modified version of IWP is highly recommended for use in assessing and evaluating the employee's job performance in general, especially in the academic environment.

## RESEARCH METHODOLOGY

It is a descriptive and exploratory study; Descriptive research is based on a variety of surveys and fact-finding inquiries. Exploratory research was done through review of literature. This research based on primary data to examine the effect of demographic variables of healthcare employee on engagement on their performance.

## OBJECTIVES OF STUDY

The following are the objectives for which this study was conducted, based on a review of the literature:

- To Study the Employee Engagement of Health Professionals.
- To Study the Employee Performance of Health Professionals.
- To Study the Effect of Employee Engagement on Employee Performance of Health Professionals.

## NEED OF THE STUDY

As healthcare has become one of the biggest sectors in India. In 2018, the Indian Healthcare Industry stands as the 4th largest employer. Human resources for healthcare employees are the main building blocks of healthcare systems. In the healthcare industry, it is found that the high disengagement of healthcare professionals depends on various factors, employee morale is low, healthcare professionals aren't feeling valued or appreciated in their organization, no opportunity to grow personally, safety issues occur frequently, unhappy with their roles at the workplace, healthcare employees feel like they're working too much or being forced into overtime hours. And all these engagements, or moods can affect the performance of healthcare professionals.

## SAMPLE

The study was specifically focused on healthcare professionals working in healthcare industry (e.g., hospitals, clinics, and nursing and other paramedical colleges) of Indore, Madhya Pradesh. The people of the age of 18 years and above were considered. The sampling method deployed was convenience sampling. A questionnaire was distributed among respondents i.e., Healthcare professionals of Indore (Doctors, Nurses, Physiotherapist,

Dentist, Pharmacist, Technician, Lecturers of Nursing and other Paramedical Colleges). A total of 450 questionnaires were distributed, in various hospitals like Choithram Hospital, M. Y. Hospital, Shalby Hospital, Apple Hospital, SAIMS, Bhandari Hospital, CHL, and Apollo Hospital, of Indore geographical region, out of which 410 entries were received and 397 respondents have correctly filled in the survey questionnaire and were considered for the study for further analysis.

S. No.	Profession	Percent	Responses (Professionals Wise)
1	Doctor	22.50%	90
2	Dentist	0%	0
3	Physiotherapist	58.50%	235
4	Nurses	6.25%	25
5	Paramedical	0%	0
6	Teacher	0%	0
7	Pharmacist	0%	0
8	Technician	0.50%	2
9	Nutritionist	0%	0
10	Other	12.25%	48
	<b>Total</b>	<b>100%</b>	<b>397</b>

## SCALE

To measure the employee engagement of healthcare professionals the 12 Questions from the Gallup Q12 Employee Engagement Survey is a quick and easy way to find out how employees are engaged at workplace.

## TOOLS

A questionnaire was prepared to know the demographics of the employees.

## PROCEDURE OF DATA COLLECTION

The data was collected by using both online and offline mode by structured questionnaire. In online mode, questionnaires were developed using Google Docs and disseminated online through WhatsApp and emails.

A self-structured questionnaire is utilized in this study to collect data from respondents in order to assess the engagement of healthcare professionals on their performance in healthcare industry. The questionnaire was separated into two sections in terms of the order in which the questions were asked. The respondent's demographic information and employee engagement questionnaire appears in the first section of the questionnaire. Demographic variables (age, gender, marital status, education qualification, profession, work experience, designation, working time/shifts, hospital type/size) and other (Employee Engagement) variables (expected work at workplace, enough materials and equipment to do my work, opportunity to



do best every day, received recognition and praise, supervisor always to care about me, encourages my development, opinions count at workplace, job important, committed towards doing quality work, best friend at work, talked about my progress, opportunity to learn and grow).

The second section contains questionnaires of employee performance such as - standard of work, assignments without much Supervision, passionate about work, multiple assignments for achieving Organizational goals, assignments on time, high performer in Organization, Effective team work, manage change my job, handle effectively my work team, mutual understanding, faced with criticism, comfortable with job flexibility, organizational changes, helping my colleague take on additional authority empathy and sympathy towards my colleagues actively taking part in a group conversations and work conferences appreciating my colleague, share knowledge and ideas, maintain good coordination, guide new colleagues beyond job purview, communicate effectively.

## DATA ANALYSIS

Numerous of research study on employee engagement, and employee performance and their effect on many organizations but to one study and link these two variables under one study and on healthcare industry. In this we discuss the findings of the study considering the results demonstrated by various individual previous research conducted on the topic under investigation. The findings of this study gave a detailed overview of the effect of the different demographic variables on all variables researched in this study, namely, employee engagement, task performance, adaptive performance, contextual performance, employee performance of healthcare employee. The study also realized that the demographic variables does not significantly affect the researched variables. The statistical test findings indicate that the age, gender, marital status, educational qualification, profession, designation, work experience, working time, hospital size of respondents. However, all demographic variables have no significant effect on employee engagement, task performance, adaptive performance, contextual performance and employee performance.

### OVERVIEWS OF DECISION REGARDING THE RESEARCH HYPOTHESES

S. No	Hypothesis Statement	Rejected/Accepted
1	There is no Significant effect of age on Employee Engagement, Task Performance, Adaptive Performance, Contextual Performance and Employee performance	Accepted
2	There is no Significant effect of gender on Employee Engagement, Task Performance, Adaptive Performance, Contextual Performance and Employee performance	Accepted
3	There is no Significant effect of marital status on Employee Engagement, Task Performance, Adaptive Performance, Contextual Performance and Employee performance	Accepted
4	There is no Significant effect of education	

	qualification on Employee Engagement, Task Performance, Adaptive Performance, Contextual Performance and Employee performance	Accepted
5	There is no Significant effect of profession on Employee Engagement, Task Performance, Adaptive Performance, Contextual Performance and Employee performance	Accepted
6	There is no Significant effect of work experience on Employee Engagement, Task Performance, Adaptive Performance, Contextual Performance and Employee performance	Accepted
7	There is no Significant effect of designation on Employee Engagement, Task Performance, Adaptive Performance, Contextual Performance and Employee performance	Accepted
8	There is no Significant effect of working time/shifts on Employee Engagement, Task Performance, Adaptive Performance, Contextual Performance and Employee performance	Accepted
9	There is no Significant effect of hospital type/size on Employee Engagement, Task Performance, Adaptive Performance, Contextual Performance and Employee performance	Accepted
10	There is no Significant effect of Employee Engagement, on Task Performance, Adaptive Performance, Contextual Performance and Employee performance	Rejected

**EFFECT OF DEMOGRAPHIC VARIABLE ON PERFORMANCE:** The demographic variables (age, gender, marital status, educational qualification, profession, designation, work experience, working time, hospital size) are important factors to consider for conducting an empirical research study. As part of a practical research tool, the study applies One way ANOVA and simple T test to analyse the effect of all the demographic variables on employees of the healthcare industry overall performance. However, all demographic variables have no significant effect on employee engagement, task performance, adaptive performance, contextual performance and employee performance.

**EFFECT OF EMPLOYEE ENGAGEMENT ON PERFORMANCE:** The present research study revealed that employee engagement plays significant role which affect employee performance of healthcare industry. The study applies simple independent T-test to analyse the effect of engagement on performance of healthcare employee. The literature review conducted for this research also supports the result of the current study, the literature defines the employee engagement effect three different types of performance, i.e., task performance, adaptive performance and contextual performance. As in the literature review employee engagement significantly affects dimensions discussed in term of psychological possession. Transformational leadership develops self-efficiency in employee to move forward, as well as supports the development of a transformational leadership style identity **Ghafoor, A., et.al. (2011)**. Job performance in healthcare can be viewed in four dimensions: task, adaptive and contextual performance and counter productive work behaviour. While some studies directly refer to these dimensions as describing other learning tasks skills and without direct reference to the behaviour four dimensions **Marcel Krijgheld et.al. (2022)**.

## CONCLUSION

- **To study the Employee Engagement of Healthcare Professionals:** To measure the employee engagement of healthcare professionals the Gallup Q12 scale of Employee Engagement is used which is a quick and easy way to find out how employees are engaged at workplace. Employees indicate their feelings and thoughts on a scale of 1 to 5, which helps to gather insight into employee motivation and productivity. A good average engagement score for any organization is 50% or higher. According to the study it is found that currently only 47% of healthcare professionals are engaged in their work. The highly disengagement of healthcare professionals depend on various factors like, employee morale is low, healthcare professionals are not feeling valued or appreciated in their organization, no opportunity to grow personally, safety issues occur frequently, unhappy with their roles at workplace, healthcare employees feel like they are working too much or being forced into overtime hours.
- **To Study the Employee Performance of Healthcare Professionals:** To measure the employee performance of healthcare professionals a three-dimension scale is used which are Task Performance (TP), Adaptive Performance (AP) and Contextual Performance (CP). The Task Performance (TP) is described as a Task execution is the process that occurs when a task is assigned to an individual or a group of individuals. As a task is accounted for with the key elements of its plan (action goals, action plan and some success measures to evaluate the effectiveness of these efforts) The success of task performance is based on the specificity of workplace tasks, the specificity of task requirements during the duration, the quality and budget of the work, the specificity of results, the specificity of the roles and duties required of each person at the workplace. Were mean value of Task Performance being 25.

Adaptive performance is described as an individual's ability to adapt their performance in a workplace characterized by high levels of volatility, uncertainty, complexity, and ambiguity. This ability to adapt is important both at the individual level and at the organizational level. On an individual level, adaptive performance is an employee's ability to adapt to rapidly changing work conditions. While employees are always able to change and adapt to improve their performance and get the job done, this can make a significant difference in success. People who excel in adaptability tend to have a more positive outlook on their work and a better ability to handle stress. Adaptive performance success is based on personality traits, motivation, knowledge and experience, learning goal orientation, and self-leadership. Were mean value of Adaptive Performance being 27.

Contextual Performance goes beyond formal job responsibilities of a healthcare employee. It is also described to as non-mandatory extra-role behaviour. Performance review of relevant employee activities such as coaching associates, strengthening social networks within the organization and going the extra mile for the organization. In other word we can say that contextual performance is an extra role behaviour of a healthcare employee which shows in its activities, behaviour, including communication, commitment, and ability to perform on workplace. Were mean value of Contextual Performance being 42.

- **To Study the Effect of Employee Engagement on Employee Performance of Healthcare Professionals:** The effect of employee engagement of health professionals as used to enhance their performance at workplace. The findings of this study highlight the importance of a mutually beneficial relationship between engagement and the performance of healthcare professionals. Healthcare professionals could establish engagement strategies that enhance relationships and influence employees to make discerning effort in their roles and responsibilities. When employees feel involved, heard, and inspired in their job roles, they increase their productivity and deliver quality care that can improve organizational performance while achieving positive health outcomes for the community. The effect of engagement on employee performance in healthcare can be viewed in three dimensions: task performance, adaptive performance and contextual performance. The all four hypotheses were rejected, which were used to measure the significant effect of employee engagement on employee performance, The mean of Task Performance (TP) of employee engagement for less than 47 (N=171) is 24.1754. Whereas, employee engagement for greater than equal to 47 respondents (N=229), the mean for the same variable is 25.4541. There is significant effect of employee engagement on the Task Performance (TP). Therefore, hypothesis H46 is rejected. The mean for Adaptive Performance (AP) of employee engagement for less than 47 (N=171) is 26.6959. Whereas, employee engagement for greater than equal to 47 respondents (N=229), the mean for the same variable is 27.99608. There is significant effect of employee engagement on the Adaptive Performance (AP). Therefore, hypothesis H47 is rejected. The mean for Contextual Performance (CP) of employee engagement for less than 47 (N=171) is 40.1871. Whereas, employee engagement for greater than equal to 47 respondents (N=229), the mean for the same variable is 42.8472. There is significant effect of employee engagement on the Contextual Performance (CP). Therefore, hypothesis H48 is not rejected. The mean for Employee Performance (EP) of employee engagement for less than 47 (N=171) is 77.5673. Whereas, employee engagement for greater than equal to 47 respondents (N=229), the mean for the same variable is 81.3755. There is significant effect of

employee engagement on the Employee Performance (EP). Therefore, hypothesis H49 is rejected.

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