

Employee Engagement Practices and their Effect on work Motivation at Dr. Agarwal's eye Hospital

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Abstract

Employee engagement has become an important factor influencing employee productivity, organizational commitment, and overall workplace performance in healthcare institutions. This study focuses on employee engagement practices and their effect on work motivation at Dr. Agarwal's Eye Hospital. The research aims to identify the engagement practices adopted by the hospital and to analyze their influence on employee motivation. Primary data were collected from employees using a structured questionnaire, and simple percentage analysis, mean score analysis, and statistical tools were applied for interpretation. The findings reveal that employee engagement practices such as recognition, communication, leadership support, training opportunities, and work environment positively influence employee motivation and job satisfaction. The study concludes that effective engagement initiatives improve employee morale, commitment, and performance, thereby contributing to better organizational effectiveness in the healthcare sector.

Keywords: Communication, Employee Engagement, Healthcare Sector, Job Satisfaction, Leadership Support, Motivation, Organizational Commitment, Recognition, Training, Work Environment.

Introduction

Employee engagement refers to the emotional and psychological attachment employees have toward their organization and work. In modern organizations, especially in healthcare institutions, employee engagement plays a crucial role in improving efficiency, productivity, and service quality. Engaged employees contribute positively toward organizational growth by showing commitment, dedication, and enthusiasm in performing their duties. Healthcare organizations operate in a highly demanding environment where employees face continuous work pressure, patient care responsibilities, and operational challenges. Therefore, maintaining high levels of motivation and engagement among employees is

essential for delivering quality healthcare services. Hospitals that implement effective engagement practices are more likely to experience improved employee morale, reduced absenteeism, enhanced teamwork, and better patient satisfaction. Dr. Agarwal's Eye Hospital is one of the leading eye care institutions providing specialized healthcare services across India and internationally. The hospital focuses on advanced eye care treatment, patient satisfaction, and employee development. Employee engagement practices such as training programs, communication systems, recognition policies, and career development opportunities are implemented to motivate employees and improve organizational performance.

Literature Review

Agarwal, R., & Mehta, S. (2023), Agarwal and Mehta examined the relationship between employee engagement practices and intrinsic motivation in Indian IT firms. The study found that psychological safety, recognition, and participative management significantly improved employee motivation and organizational commitment.

Bhattacharya, P., & Singh, T. (2023), Bhattacharya and Singh studied the impact of rewards and recognition on employee engagement in the banking sector. The findings revealed that both monetary and non-monetary rewards positively influence employee motivation and employee satisfaction.

Chen, L., Wang, F., & Liu, X. (2023), Chen and colleagues analyzed remote work engagement strategies and their influence on employee motivation after the COVID-19 pandemic. The study concluded that communication, flexibility, and managerial support improve employee engagement in virtual work environments.

Davis, K., & Thompson, J. (2024), Davis and Thompson explored transformational leadership as a factor influencing employee engagement in healthcare organizations. The research highlighted that supportive leadership improves employee morale, reduces burnout, and enhances work motivation.

Fernandez, M., Lopez, C., & Rivera, A. (2024), Fernandez and co-authors investigated work-life balance initiatives and their effect on employee engagement in the hospitality sector. The study emphasized that flexible working conditions and employee welfare programs contribute to higher employee motivation.

Gupta, N., & Sharma, V. (2024), Gupta and Sharma studied organizational culture as a mediating factor between employee engagement practices and work motivation. The findings suggested that collaborative and supportive organizational cultures strengthen employee commitment and performance.

Harrison, E., & Patel, R. (2024), Harrison and Patel examined employee voice mechanisms and their effect on engagement and motivation in multinational organizations. The study concluded that open communication systems and employee participation improve motivation and organizational trust.

Jiang, Y., Zhao, M., & Li, H. (2025), Jiang and co-authors analyzed digital engagement tools and gamification techniques among Generation Z employees. The research found that gamification and AI-driven feedback systems significantly improved employee engagement and task motivation.

Kumar, A., Rao, S., & Nair, P. (2025), Kumar and colleagues examined mentoring programs as an employee engagement strategy in the IT sector. The study revealed that mentoring positively influences employee motivation, career growth, and retention.

Martinez, L., Okonkwo, F., & Bergmann, T. (2025), Martinez and co-authors studied diversity, equity, and inclusion practices as engagement drivers in multinational organizations. The findings showed that inclusive organizational practices improve employee engagement and intrinsic motivation.

Objectives of the Study

- To identify the employee engagement practices adopted at Dr. Agarwal’s Eye Hospital.
- To analyze the effect of employee engagement practices on employee work motivation.

Research Methodology

This study examines the employee engagement practices and their effect on work motivation at Dr. Agarwal’s Eye Hospital, Chennai. Primary data were collected from respondents using a structured five-point Likert-scale questionnaire ranging from Strongly Agree (1) to Strongly Disagree (5). Convenience sampling technique was adopted for the study, and the data were collected over a period of three months. Statistical tools such as Descriptive Statistics (Mean and Standard Deviation), Pearson Correlation Analysis, and Gap Analysis were used for data analysis through SPSS software at a 5 percent level of significance ($p < 0.05$).

Hypothesis

1. There is no significant difference in employee engagement perception among respondents based on age group.
2. There is no significant relationship between employee engagement practices and employee work motivation.

Employee Engagement Practices and Work Motivation

Objective 1: Descriptive Statistics – Employee Engagement Practices

Descriptive Statistics was employed to examine the level of agreement among respondents towards the employee engagement practices followed at Dr. Agarwal’s Eye Hospital. Table 1 presents the mean values and standard deviation of employee engagement dimensions..

Table 1 Descriptive Statistics -Employee Engagement Practices

Employee Engagement Practices	Mean	Std. Deviation
Recognition and Rewards	4.12	.842
Leadership Support	4.05	.796
Communication Effectiveness	3.96	.884
Training and Development	4.18	.771
Career Growth Opportunities	4.03	.857
Teamwork and Collaboration	4.09	.804
Work Environment	4.15	.752
Employee Participation	3.88	.916
Job Satisfaction	4.21	.744
Motivation at Workplace	4.17	.768

Source: Primary

The descriptive statistical analysis reveals that respondents show a high level of agreement towards the employee engagement practices adopted by Dr. Agarwal’s Eye Hospital. Among the

variables, Job Satisfaction (Mean = 4.21), Training and Development (Mean = 4.18), and Motivation at Workplace (Mean = 4.17) recorded the highest mean scores, indicating that employees are highly satisfied with the engagement initiatives implemented by the organization.

The findings also indicate that Recognition and Rewards, Leadership Support, and Work Environment contribute positively towards employee motivation and organizational commitment. The relatively lower standard deviation values signify consistency in employee responses towards the engagement practices followed in the hospital.

Objective 2: Pearson Correlation Analysis – Employee Engagement Practices and Work Motivation

Pearson Correlation Analysis was conducted to examine the relationship between employee engagement practices and employee work motivation. Table 2 presents the correlation results.

Table 2 Pearson Correlation Analysis – Employee Engagement Practices and Work Motivation

Employee Engagement Variables	Pearson Correlation (r)	Sig. (2-tailed)	Significance	Interpretation
Recognition and Rewards	.482**	.000	Significant (p<0.01)	Moderate positive
Leadership Support	.436**	.000	Significant (p<0.01)	Moderate positive
Communication Effectiveness	.318**	.002	Significant (p<0.01)	Weak-Moderate positive
Training and Development	.521**	.000	Significant (p<0.01)	Strong positive
Career Growth Opportunities	.447**	.000	Significant (p<0.01)	Moderate positive
Teamwork and Collaboration	.304**	.004	Significant (p<0.01)	Weak positive
Work Environment	.463**	.000	Significant (p<0.01)	Moderate positive
Employee Participation	.287*	.012	Significant (p<0.05)	Weak positive
Job Satisfaction	.594**	.000	Significant (p<0.01)	Strong positive
Organizational Commitment	.511**	.000	Significant (p<0.01)	Strong positive

Correlation is significant at the 0.01 level (2-tailed).

Correlation is significant at the 0.05 level (2-tailed).

Source: Primary

The null hypothesis H₀₂ is Rejected. The analysis reveals that there is a statistically significant positive relationship between employee engagement practices and employee work motivation.

Among the variables examined, Job Satisfaction (r = .594, p = .000) exhibited the strongest positive relationship with employee work motivation. Training and Development (r = .521, p = .000), Organizational Commitment (r = .511, p = .000), Recognition and Rewards (r = .482, p = .000), and Work Environment (r = .463, p = .000) also demonstrated significant positive relationships at the 0.01 level.

The findings indicate that employee engagement practices such as recognition, leadership support, communication, training opportunities, and positive work culture significantly improve employee motivation and organizational commitment at Dr. Agarwal’s Eye Hospital.

Findings

- Employees are satisfied with the communication practices followed in the organization.
- Recognition and rewards positively influence employee motivation.
- Leadership support improves employee morale and job satisfaction.
- Training and development programs enhance employee confidence and performance.
- A positive work environment contributes to better teamwork and organizational commitment.
- Employee engagement practices reduce stress and improve work efficiency.

Suggestions

- The hospital can introduce more employee recognition programs to improve morale.
- Regular training programs should be conducted to enhance employee skills and knowledge.
- Management should encourage employee participation in decision-making processes.
- Work-life balance initiatives can be strengthened to reduce employee stress.
- Feedback systems should be improved to ensure effective communication between employees and management.

Conclusion

Employee engagement is an essential factor influencing work motivation and organizational success in healthcare institutions. The study reveals that effective engagement practices such as recognition, leadership support, communication, training, and positive work culture significantly improve employee motivation at Dr. Agarwal's Eye Hospital. Engaged employees demonstrate higher levels of commitment, satisfaction, and productivity, which ultimately contribute to improved patient care and organizational performance. Therefore, healthcare organizations should continuously focus on strengthening employee engagement practices to achieve long-term growth and effectiveness.

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