

**A STUDY ON EMPLOYEE ENGAGEMENT ACROSS ALL UNITS OF
SANKARA EYE FOUNDATION INDIA (SEFI)**

Dissertation Submitted to



The IIHMR University, Jaipur

for the partial fulfilment for the award of the degree of

Master of Business Administration (MBA)

in

Development Management

By

Krishna Rathore

Under the Supervision and Guidance of

Dr. Goutam Sadhu

2024



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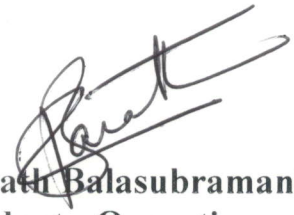
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Organization: SANKARA EYE FOUNDATION INDIA

She comes across as a committed, sincere & diligent person who has
a strong drive and zeal for learning

We wish her all the best for future endeavours


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Chief People Officer


Mr Bharath Balasubramanian
President - Operations

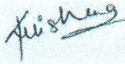
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DECLARATION BY STUDENT

I hereby declare that this dissertation title “**A Study on Employee Engagement Across All Units of Sankara Eye Foundation India (SEFI)**” is the bonafide record of my original research work. I declare that it has not been submitted to any other university or institution for the award of any degree or diploma. Information derived from the published or unpublished work of others has been duly acknowledged in the text.



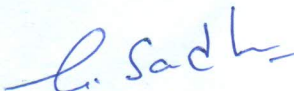
(Signature)

Krishna Rathore

Date 03/07/2024

CERTIFICATE

This is to certify that dissertation titled “A Study on Employee Engagement Across All Units of Sankara Eye Foundation India (SEFI)” is a record of the research work undertaken by Krishna Rathore in partial fulfillment of the requirements for the award of the degree of MBA (Development Management) from the IIHMR University, Jaipur under my guidance and supervision and her approach to the research study has been sincere, scientific, and analytical.


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ABSTRACT

Title: A Study on Employee Engagement Across All Units of Sankara Eye Foundation India (SEFI)

Author: Krishna Rathore

Guided By- Dr. Goutam Sadhu

Background- In health care, where the quality of services directly relates to the outcomes for a patient, employee engagement becomes an important factor in organizational success. Sankara Eye Foundation India (SEFI), a leading provider of eye care across several states in India, knows that a highly engaged workforce is crucial to maintaining superior ophthalmic care.

Objectives- To assess the level of employee engagement across all 13 SEFI units in India, identify factors influencing engagement levels, and develop recommendations to enhance employee engagement across all locations.

Methodology- This study employed a descriptive cross-sectional design, utilizing a self-created questionnaire online. The non-probability convenience sampling technique was used to collect 1370 responses from permanent employees across all SEFI units, ensuring representation from various departments and Categories. The questionnaire included demographic information, a Likert scale matrix, Multiple choice Question and Rating addressing various aspects of employee engagement. Data analysis involved descriptive statistics, chi-square test.

Conclusion- The study revealed significant variations in employee engagement levels across SEFI units, engagement level ranging from 96.12% in Indore to 81.02% in Jaipur. Key factors influencing engagement included organizational culture, supervisor support, performance management systems, and career development opportunities. Age and tenure were found to positively correlate with engagement levels.

Results- The findings underscore the need for unit-specific engagement strategies while maintaining organizational cohesion. Recommendations include implementing a standardized engagement measurement system, adopting best practices from high-performing units, enhancing leadership development programs, and establishing more transparent performance management and career development systems.

Key Words - Employee engagement, Sankara Eye Foundation India, healthcare, organizational culture, performance management, job satisfaction.

Acronyms

SEFI - Sankara Eye Foundation India

SEH – Sankara Eye Hospital

HR – Human Relations

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Chapter 1: Introduction

Rapid changes in the delivery of healthcare services have made employee engagement among the most crucial aspects influencing organizational performance besides the quality of care provided to patients. Sankara Eye Foundation India (SEFI) is a leading provider of ophthalmic care services in several states across the Indian subcontinent and engaged employees have been considered central to maintaining excellence in eye care. Employee engagement, defined by the attachment of an employee to the goals of the organization through an emotional connection, carries prime importance in specialized healthcare services. However, a gap exists within the body of research into SEFI's diverse workforce that transcends all its units. Employees usually tend to be understood in general terms from such a review, providing few answers when dealing with various issues unique to healthcare professionals from different regions under one umbrella organization.

The current study is, hence, an attempt toward fulfilling this much-required research gap by specifically analysing employee engagement across all 13 units of SEFI in India. The main aims of this study are to gauge the current engagement levels and find key influencing factors across different states and operational contexts. The research, thus, with the help of quantitative approaches through employee surveys, would evaluate the status of engagement with established theories in line with recognition, career development, and work-life balance.

Knowing and enhancing employees' engagement within SEFI is an essential factor as the demand for top-quality eye care services surges across India. This study, therefore, not only adds to the theoretical understanding of employee engagement within healthcare but also seeks to provide practical recommendations for improving employee satisfaction and organizational performance. Such findings, therefore, could assist in designing human resource strategies, leadership approaches, and organizational policies that add value to SEFI's efforts of attracting, retaining, and motivating top talent within the competitive healthcare market. More crucially, the findings would have generalizability on how employee engagement could be understood in healthcare organizations that operate in many different geographical and cultural contexts.

In conclusion, comprehensive research on the engagement of SEFI employees may be a significant step toward understanding and eventually improving factors that make for a highly motivated workforce in specialty healthcare settings. With this, SEFI will additionally be able to consolidate the leadership position in eye care delivery in bringing change and continue making a positive difference in patients' care in the country.

1.1 Significance of the Study

The employee engagement research results will greatly value Sankara Eye Hospital's overall performance and strategic growth. It provides SEH with vital information about its specific operating environment, that is, measures employees' engagement in all 13 divisions within SEH in India and identifies the most influential drivers of changes in engagement. This research is of outstanding significance as it could assist the management of SEH in developing focused plans to enhance the level of commitment, motivation, and fulfillment of the workforce. Through this study, SEH is better empowered to fine-tune its HR practices more specifically since the gaps in involvement were revealed across different departments, populations, and positions in the organization.

SEH can implement some of the changes identified in this study due to engagement issues regarding the work environment, opportunities for growth and development, and recognition. The results from this study can motivate more engaged employees to aid SEH in fulfilling its mission of providing excellent eye care that could translate into better patient outcomes, higher operational productivity, and better unit organizational effectiveness.

Chapter 2: Review of Literature

Table 2.1 Literature Review					
Sr.No	Article Name	Authors	Year	Sample size and technique	Salient Features
1.	Meaningful Work, Job Resources, and Employee Engagement	Simon L. Albrecht, Camille R. Green, Andrew Marty	2021	Confirmatory Factor Analysis (CFA) Structural Equation Modelling (SEM) (1415)	This study explores the relationship between job resources and employee engagement, emphasising the role of meaningful work as a critical component of the JD-R paradigm. Job resources include autonomy, variety, and growth chances. It shows that these resources have a strong positive direct correlation with meaningful work, which indirectly raises employee engagement. (1)
2.	Organisational Citizenship Behaviour and Employee Engagement in IT Employees	Dr. Benita .S. Monica, Mr. Ranjith Kumar R	2020	Convenience sampling method Multiple linear regression (62)	This study focuses on the relationship between job resources and employee engagement, emphasising the role of meaningful work as a critical component of the JD-R paradigm. Job resources include autonomy, variety, and growth chances. It shows that these resources have a strong positive direct correlation with meaningful work, which indirectly

					raises employee engagement. (2)
3.	The Study on Factors Affecting Employee Engagement	P. Nagesh, Sridevi Kulenur, Prathika Shetty	2019	Survey Questionnaire method Statistical analysis using SPSS software (82)	This study, which was conducted out at HDFC Bank, reveals important variables that affect employee engagement, including the work environment, leadership, training, and pay. It highlights how crucial it is to deal with these issues in order to maximise employee engagement and organisational success. The study highlights the importance of creating a workplace climate that is supportive and conducive to improve employee satisfaction and productivity by suggesting improvements in these areas. (3)
4.	To Study on Employee Engagement and Their Impact on Employee Performance	Pragati Jayantibhai Vasani, Vaishali Vishwanathan Pillai	2019	Structured questionnaire Descriptive statistics Kolmogorov-Smirnov test Cross-tabulation (100)	The study investigates the relationship between employee engagement and performance, highlighting important influencing elements such as compensation, benefits, health and safety, performance evaluation, corporate performance, communication, training, leadership, grievance processes, and career

					development. Data from 100 workers were analysed using tests and descriptive statistics using a combination of descriptive and causal research. The performance of the firm typically satisfies the employees, and improving these elements positively correlates with enhanced employee performance, emphasising their critical role in organisational success. (4)
5.	How Does Knowledge Sharing Affect Employee Engagement	Sui Hai Juan, Irene Wei Kiong Ting, Qian Long Kweh, Liu Yao	2018	Multiple regression models Data collected via questionnaires (180)	Drawing on social capital theory, this study assesses how knowledge sharing components (structural, relational, and cognitive) affect employee engagement. It demonstrates that effective information sharing increases employee engagement by encouraging cooperation, communication, and reciprocal learning. The report recommends that organisations combine strong knowledge management methods to improve employee engagement and maintain competitive

					advantages. (5)
6.	The Impact of Leadership, Teamwork, and Employee Engagement on Employee Performance	Muhammad Umair Mughal	2020	Causal research Survey Questionnaire Simple random sampling Regression analysis Correlation analysis (148)	This study focuses at the factors that impact employee engagement and performance. Leadership, teamwork, and the work environment are all found to be major predictors of involvement levels. However, data also reveals that, while these elements improve engagement, their direct influence on employee performance is modest. The study emphasises the critical importance of good leadership and collaborative teamwork in generating engagement inside organisations. (6)
7.	Training, Employee Engagement and Employee Performance: Evidence from Makerere University, Kampala, Uganda	Kasimu Sendawula, Saadat Nakyejwe Lubowa Kimuli	2018	Survey questionnaires Data analysis using SPSS Regression analysis Correlation analysis (150)	This study explores at how employee involvement and training affect workers' performance in Uganda's health industry. Training, employee engagement, and employee performance are found to be significantly positively correlated, with employee engagement showing the strongest correlation. The

					cross-sectional study, which was carried out at four hospitals with Catholic roots, reveals that staff involvement plays a partly mediating role in the association between performance and training. Despite the limits of longitudinal behavioural monitoring, the findings highlight the practical implications for managers and policymakers to improve performance through efficient training and engagement measures. (7)
8.	Factors Affecting Health Workers' Engagement in Public Hospital	Tita Miawati, Didik Notosudjono, Widodo Sunaryo	2022	Survey method design Likert-scale questionnaires (75)	This study examines how organisational culture and servant leadership affect engagement among health staff in public hospitals. It demonstrates that cultivating a supportive hospital culture and developing servant leadership greatly increases engagement among health staff. (8)
9.	Employee Engagement through Corporate Social Responsibility: A Study of Executive and	H. M. K. Nanayakkara, Y.M.S.W.V. Sangarandeniya	2022	Self-administered questionnaire (personal visits and internet-based methods) Descriptive	This study, conducted on senior and management level personnel in the private healthcare industry, investigates how perceived corporate social

	Managerial Level Employees of XYZ Company in Private Healthcare Services Sector			statistics Correlation analysis Simple regression analysis (216)	responsibility (CSR) affects employee engagement. It finds a high positive association between CSR perception and engagement, implying that CSR activities may be used as strategic investments to improve engagement and organisational outcomes. (9)
10.	Factors Affecting Employees' Work Engagement in Small and Medium-Sized Enterprises	Wenge Li, Yasmin Jahan, Madoka Kawai, Yasuko Fukushima, Kana Kazawa, Michiko Moriyama	2022	Cross-sectional study Multiple regression analysis (377)	This study examines work engagement in small and medium-sized firms (SMEs) and highlights critical elements that influence participation, such as job satisfaction, health literacy, age, and sleep quality. It promotes complete health and productivity management solutions to boost SMEs' engagement levels, emphasizing the significance of addressing employee well-being and satisfaction in order to develop a motivated and productive workforce. (10)

Research Gap

This research addresses several significant gaps in the existing literature on employee engagement, particularly within the healthcare sector. It offers a unique perspective by focusing on a specialized field (ophthalmology) within a multi-unit, non-profit organization in India. The study fills crucial voids by examining engagement across different geographical units, considering cultural and regional variations within the country, and analyzing engagement

factors across specific job roles in eye care services. It also contributes to the limited research on engagement in non-profit healthcare organizations in developing countries. By providing insights into how factors like age and tenure affect long-term engagement dynamics, and by applying established engagement theories to a specialized healthcare context, this study bridges important gaps between theoretical frameworks and practical applications. This comprehensive approach not only enhances academic understanding but also offers valuable, actionable insights for healthcare organizations operating in diverse contexts, especially those with multi-unit structures in developing nations.

Chapter 3: Research Objectives and Methodology

To know the level of employee engagement of employees (Highly engaged, Engaged, and Almost Engaged, Not Engaged, Disengaged) across all 13 SEH units in India?

The objectives of the study are:

- Assess the level and distribution of employee engagement (Highly engaged, Engaged, and Almost Engaged, Not Engaged, Disengaged) across all 13 SEH units in India.
- Identify potential factors influencing employee engagement across different units.
- Develop recommendations for SEFI to enhance employee engagement across all locations.

Study Area

Sankara Eye Hospital, Coimbatore

- Study Design
Descriptive cross-sectional study
- Study Duration
3 Months
- Method of Data Collection
Self-Created Questionnaire
- Sampling Criteria
Non-probability convenience sampling technique
- Sample Size
1370 responses
- Study Respondents
All employees of Sankara Eye Hospital
- Inclusion Criteria –
All permanent employees working at Sankara Eye Hospital for at least one year.
Employees from all departments and across all levels of the organization.
- Exclusion Criteria –
Temporary employees or contractual staff / Academics.

Employees on leave or maternity leave during the data collection period.

Ethical Considerations

1. The survey was conducted voluntarily with no coercion.
2. Consent was obtained from every individual participating in the survey.
3. The survey was kept anonymous, with no employee names or IDs revealed.
4. All data has been kept confidential and used only for dissertation purposes.
5. Measures were implemented to ensure secure storage and handling of collected data.

Implications of the Study

Tailored Engagement Strategies: Unit-specific engagement strategies also should be worked out from research. Engagement levels being found to vary significantly across units, SEFI must now go for identifying and replicating the best practices of high-performing units, say, Indore and Guntur. This involves redesigning those successful engagement initiatives given the requirements and challenges peculiar to each unit.

Leadership Development and Support Systems: The study brings out the vital role management plays in an employee's engagement and development. SEFI should invest in a strong leadership development program that inculcates supportive and communicative management styles. Furthermore, more transparent performance management and career development systems can only invigorate employee morale and drive better engagement levels across all units.

Limitations of the Study

- **Cross-sectional Nature:** The study provides a snapshot of engagement levels at a specific point in time. It may not capture long-term trends or fluctuations in employee engagement.
- **Self-reported Data:** The study relies on self-reported survey responses, which may be subject to bias or socially desirable answering.
- **Limited Contextual Factors:** While the study considers some demographic factors, it may not fully account for all contextual elements that could influence engagement, such

as local economic conditions or cultural differences across regions.

- **Lack of Longitudinal Data:** The study doesn't provide information on how engagement levels have changed over time, which could offer insights into the effectiveness of past initiatives.
- **Focus on Quantitative Measures:** The study primarily uses quantitative measures of engagement. Qualitative insights from in-depth interviews or focus groups could provide richer context to the findings.
- **Generalizability:** The findings are specific to SEFI and may not be fully generalizable to other healthcare organizations or sectors.

Chapter 4: Results

The primary objective of this study was to assess the level of employee engagement across all 13 Sankara Eye Hospital (SEH) units in India and to identify the factors influencing engagement levels. The study utilized a comprehensive survey that included demographic information, a Likert scale matrix of 8 questions addressing various aspects of employee engagement, and additional questions for feedback and suggestions.

To categorize engagement levels, we developed a scoring scale based on the responses to the 8-question Likert scale matrix. This matrix was designed to align with Maslow's Hierarchy of Needs, providing insights into how different levels of needs satisfaction contribute to overall employee engagement.

For this study, we consider a combined "Agree" and "Strongly Agree" response rate of over 80% as indicative of "Highly Engaged" employees, 60-80% as "Engaged", 40-60% as "Almost Engaged", 20-40% as "Not Engaged", and below 20% as "Disengaged". Conversely, a combined "Disagree" and "Strongly Disagree" response rate of over 15% is considered a significant area of concern that requires immediate attention.

The goal for SEH should be to achieve an engagement level of over 80% across all units and to reduce disengagement to less than 10%. This would indicate a highly motivated and satisfied workforce, aligned with the organization's mission and values.

Table 4.1: Scoring Scale for Employee Engagement Levels

Engagement Level	Combined "Agree" and "Strongly Agree" Percentage
Highly Engaged	>80%
Engaged	60-80%
Almost Engaged	40-60%
Not Engaged	20-40%
Disengaged	<20%

Concern Level	Combined "Disagree" and "Strongly Disagree" Percentage
Significant Concern	>15%
Moderate Concern	10-15%
Low Concern	<10%

This scoring scale allows us to categorize engagement levels across different units, departments, and demographic groups within SEH. It also helps identify specific areas that require attention or improvement. The following sections will discuss the results obtained from the survey, analyzing engagement levels and factors influencing engagement across the 13 SEH units in India.

DATA ANALYSIS: EVALUATION OF EMPLOYEE ENGAGEMENT AND SATISFACTION ACROSS DEPARTMENTS AND UNITS AT SANKARA EYE FOUNDATION, INDIA

Figure 4.1:

Engagement Percentage by Unit

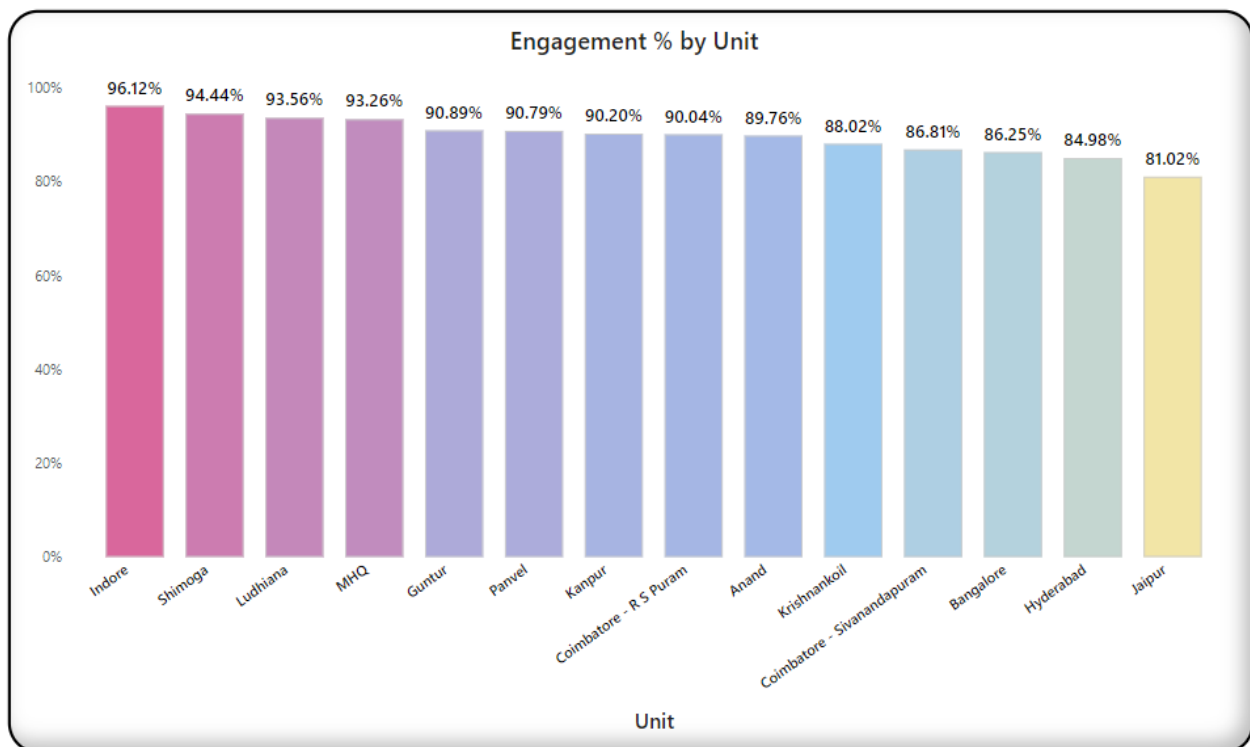
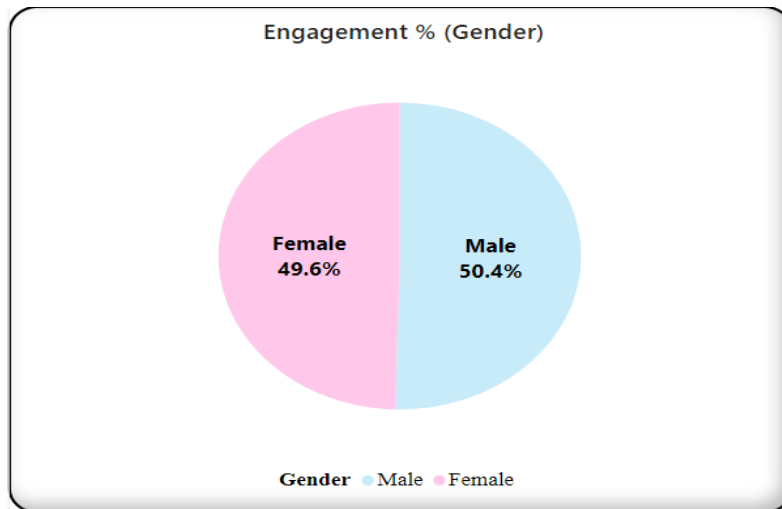


Figure 4.1 represents significant variation in engagement levels across SEFI units. Indore demonstrates the highest engagement at 96.12%, while Jaipur has the lowest at 81.02%. Most units show strong performance with engagement scores between 85% and 95%. This indicates generally positive engagement levels across the organization, but also highlights opportunities for improvement in some units. The wide range (15.1 percentage points) between the highest and lowest-performing units suggests that there may be best practices in high-performing units that could be shared with others to improve overall engagement.

Figure 4.2: Engagement Percentage by Gender



As shown in Figure 4.2, employee engagement is nearly evenly distributed between genders, with males at 50.4% and females at 49.6%, suggesting gender parity in engagement levels across the organization.

Figure 4.3: Engagement Percentage by Age Group

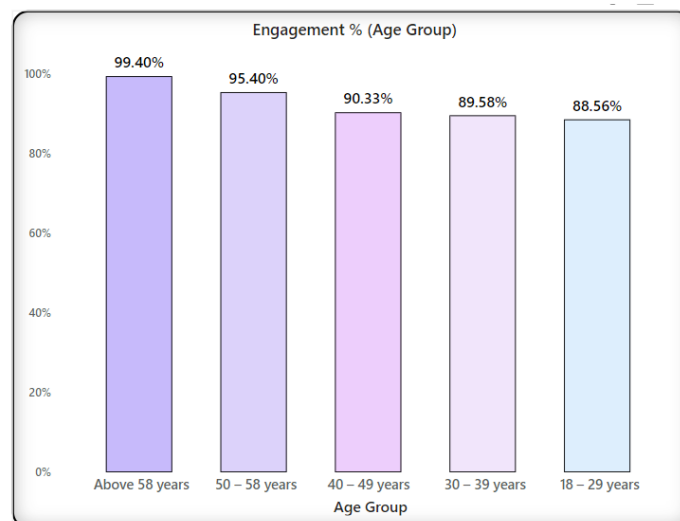
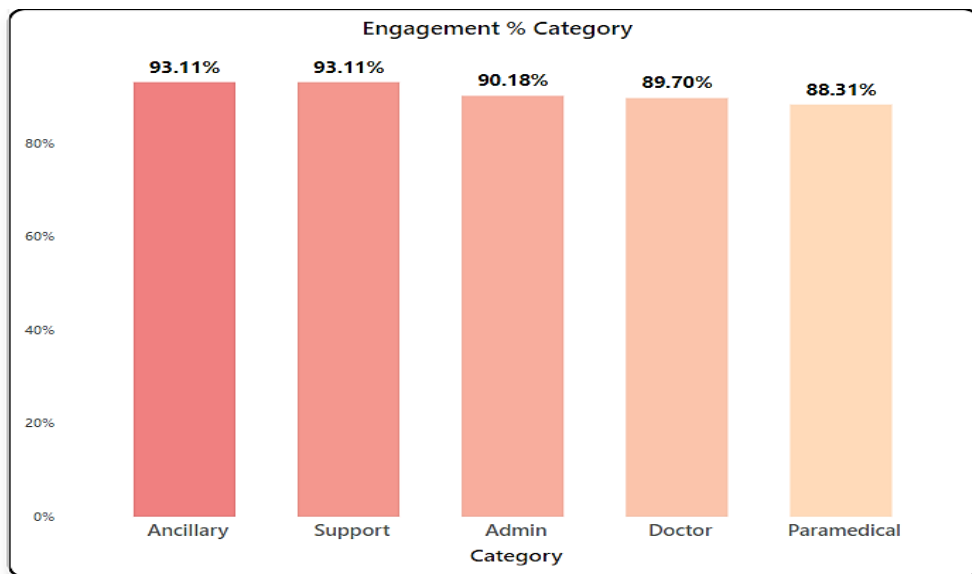


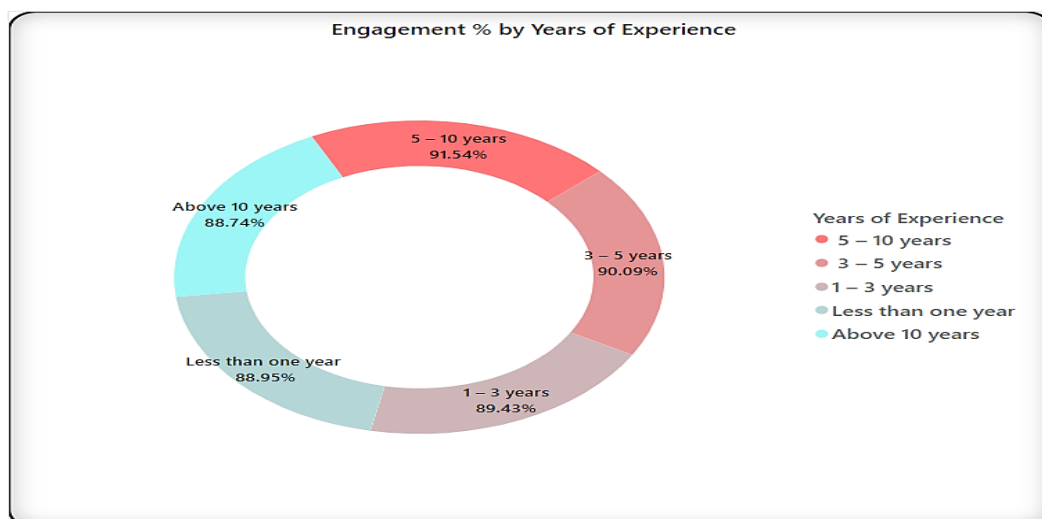
Figure 4.3 depicts a clear positive correlation between age and engagement levels. The "Above 58 years" group shows the highest engagement at 99.40%, while the "18-29 years" group has the lowest at 88.56%. This trend suggests that engagement generally increases with employee age. The difference of 10.84 percentage points between the youngest and oldest groups is substantial. This could be due to various factors such as increased experience, job stability, or organizational commitment over time. It may also indicate a need for targeted engagement strategies for younger employees to boost their engagement levels.

Figure 4.4: Engagement Percentage by Category



According to Figure 4.4 Ancillary and Support staff show the highest engagement at 93.11%, while Paramedical staff have the lowest at 88.31%. Despite some variation, all categories maintain high engagement levels above 88%. The range of 4.8 percentage points between the highest and lowest categories indicates relatively consistent engagement across job roles. However, the differences suggest room for targeted improvements in certain categories, particularly for Paramedical staff.

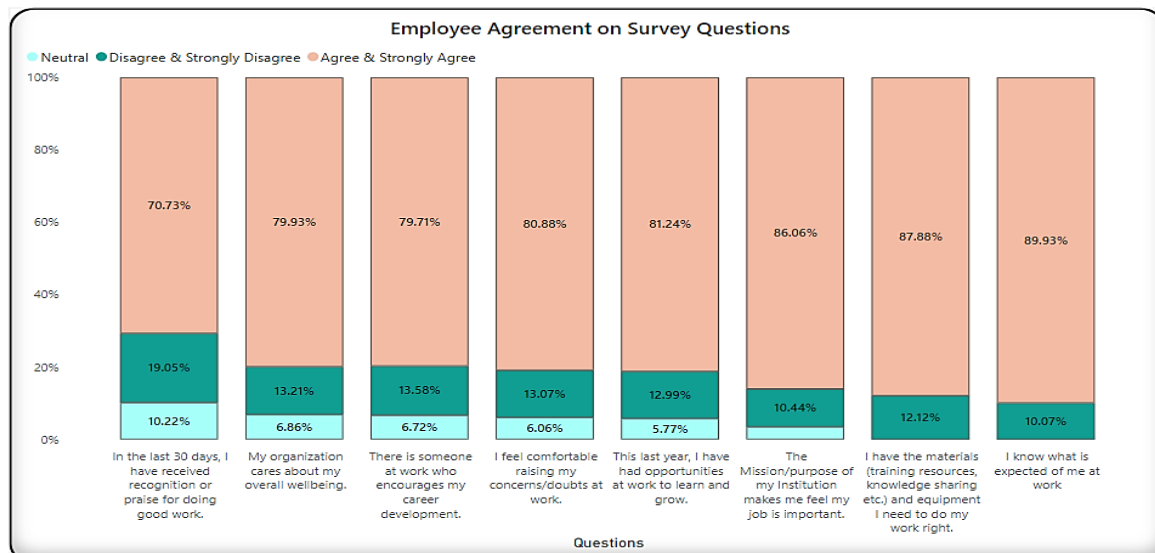
Figure 4.5: Engagement Percentage by Years of Experience



As shown in Figure 4.5, The "5-10 years" experience group demonstrates the highest engagement at 91.54%. Engagement levels remain relatively consistent across experience categories, with only a 3% range. This suggests that SEFI maintains similar satisfaction levels

regardless of employee tenure. The small variations could be explored further to understand what drives slightly higher engagement in the 5–10-year group and how these factors could be applied to other tenure groups.

Figure 4.6: Response Distribution for Engagement Factors



As shown in Figure 4.6, The response distribution for engagement factors at SEFI reveals a largely positive employee sentiment. With "Agree & Strongly Agree" responses ranging from 70.73% to 89.93%, and "Disagree & Strongly Disagree" responses between 10.07% and 19.05%, it's evident that most employees view their workplace favorably. The low percentage of neutral responses (0% to 10.22%) is particularly significant, indicating that employees have formed clear opinions about their work environment.

This clarity of opinion provides SEFI with actionable data and suggests a high level of employee engagement. It may also reflect a culture of openness where employees feel comfortable expressing their views. However, the range in positive responses and the presence of some disagreement highlight areas for potential improvement.

The data suggests consistency in how employees view various aspects of their work environment, indicating that SEFI's practices have a broad positive impact. Nevertheless, there's room for enhancement, particularly in shifting more responses from "Agree" to "Strongly Agree".

Overall, this data paints a picture of a satisfied and engaged workforce, providing SEFI with a strong foundation for further improvements and strategic decision-making in human resource management. It also serves as a valuable benchmark for tracking engagement levels over time.

Figure 4.7: Highest Agreement Statements

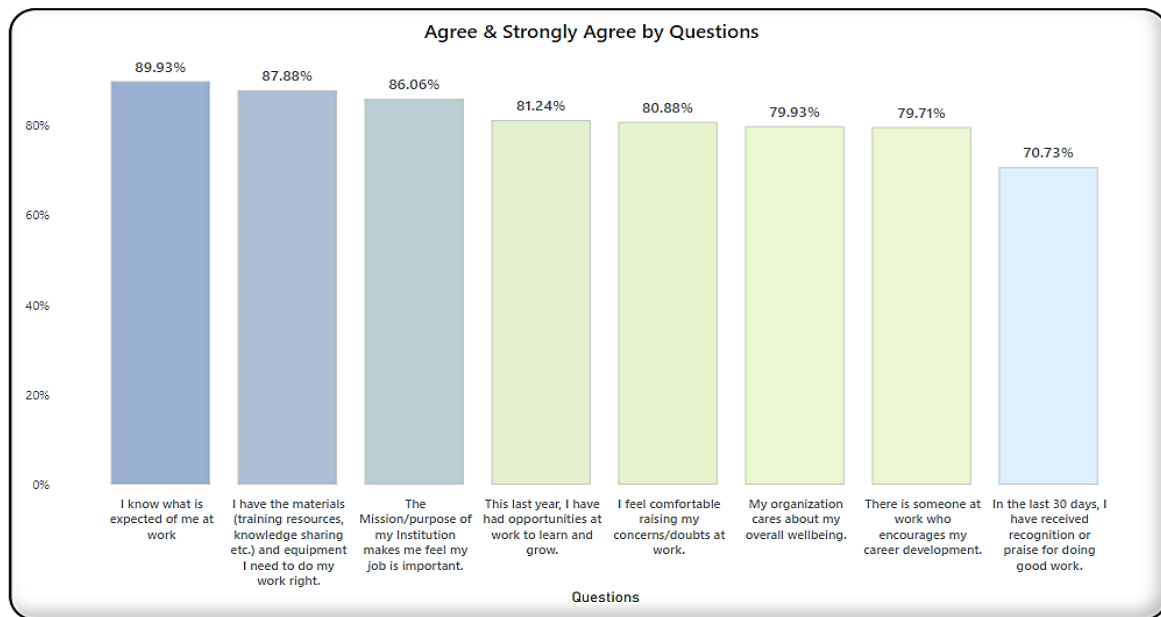


Figure 4.7 Areas of Good Employee Satisfaction for SEFI. "I know what is expected of me at work" scores highly at 89.93%, indicating that SEFI has clear lines of communication and well-defined job specifications. This level of clarity is crucial for employees to be productive and satisfied with their jobs. The statement most closely following behind, at 87.88% agreement, is "I have the materials and equipment I need to do my work right," indicating that SEFI invests fairly in providing resources for its workforce. When these items are combined, the high rates of agreement will create a very positive picture of an organization with well-set expectations and an effectively equipped workforce, which are steps on the way to creating a sound foundation for operational effectiveness and engagement.

Figure 4.8: Statements with Highest Neutral Responses

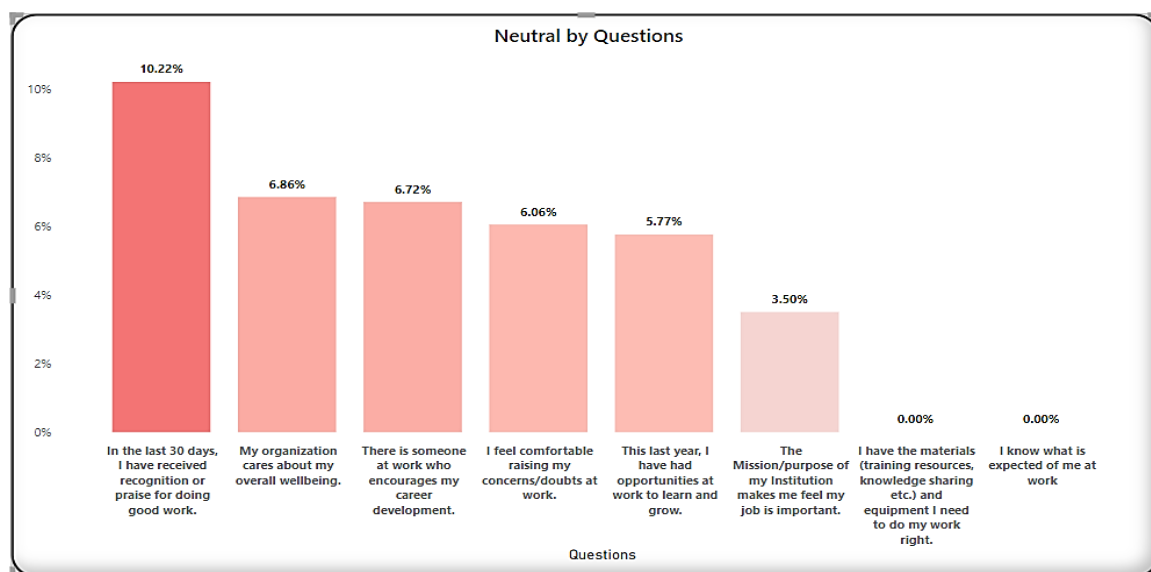


Figure 4.8 represents that, an area of potential concern or opportunity for improvement lies under the statement, "In the last 30 days, I have received recognition or praise for doing good work." The highest neutral ratings, at 10.22%, fall under this domain. These extremely high neutral scores, therefore, reveal some level of ambivalence in the employees regarding the practices of recognition. This may indicate that recognition is not consistent across departments, that it does not occur at all organizational levels, or that programs providing recognition to employees are not sufficiently visible and impactful. The neutral responses might also say that employees are not sure what kind of work is considered praiseworthy in their positions, indicating a need for better performance measurement and feedback from management..

Figure 4.9: Lowest Agreement and Highest Disagreement Statements

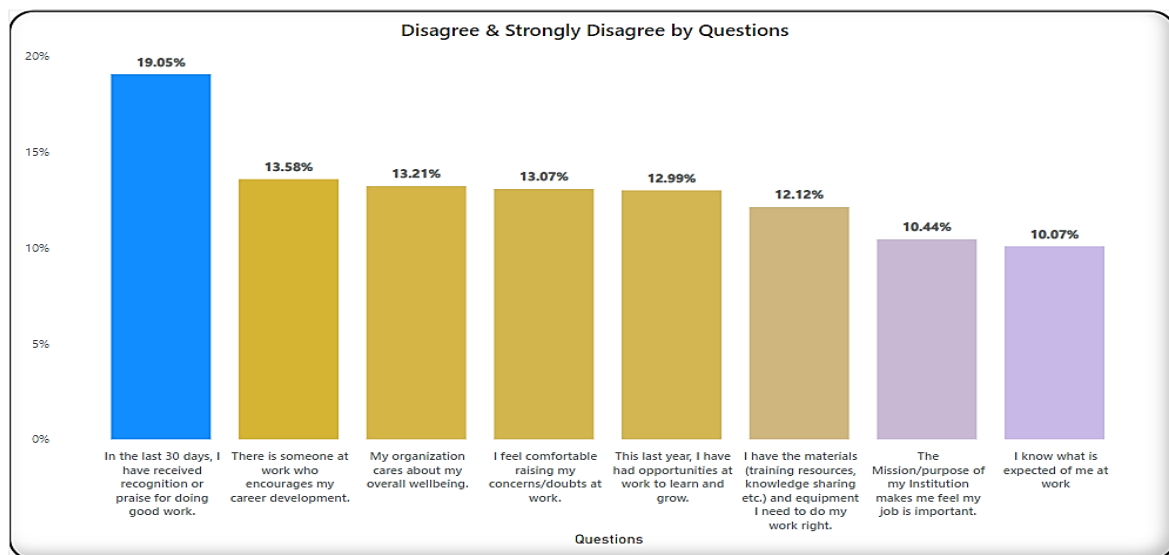
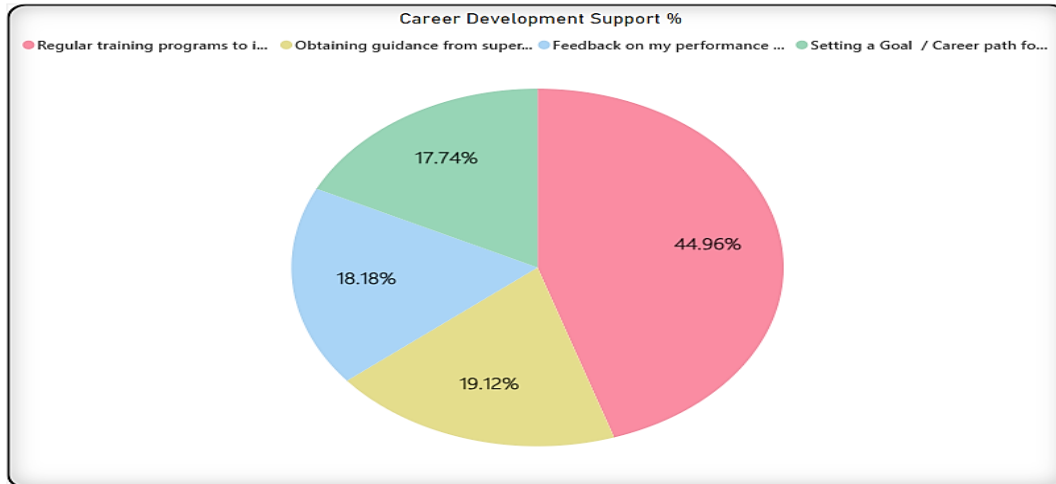


Figure 4.9 represents valuable insights into employee recognition at SEFI, focusing on the statement: "In the last 30 days, I have received recognition or praise for doing good work." The results show that 70.73% of employees agreed with this statement, indicating that a majority feel recognized for their efforts. However, the data also reveals areas for improvement, with 19.05% of employees disagreeing and 10.22% remaining neutral. This suggests that while most employees feel appreciated, a significant portion - nearly one in five - feel undervalued or overlooked. The neutral responses may indicate uncertainty about what constitutes recognition or mixed experiences with praise in the workplace. These findings highlight an opportunity for SEFI to enhance its recognition practices, which could lead to increased employee satisfaction, motivation, and engagement. Potential strategies to address this could include implementing more structured recognition programs, training managers on effective praise techniques, fostering peer-to-peer recognition, and regularly seeking employee feedback on preferred recognition methods. By focusing on improving in this area, SEFI may see positive impacts on overall employee experience and performance.

Figure 4.10

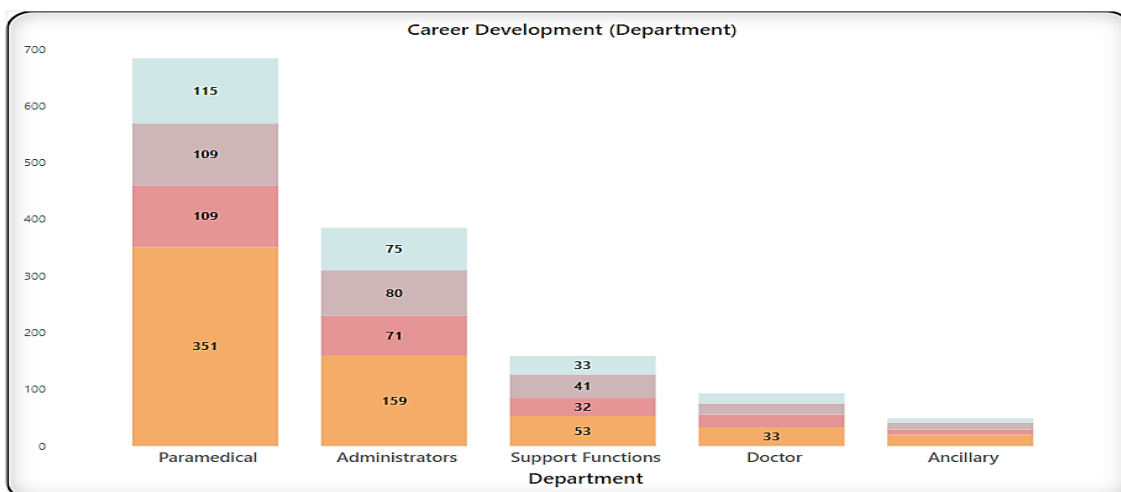
Career Development Opportunities



As shown in Figure 4.10, 44.96% of respondents receive regular training programs, while other career development aspects like supervisor guidance (19.12%), performance feedback (18.18%), and goal setting (17.74%) are less common. This indicates a need for a more comprehensive career development support system beyond just training programs. The significant gap between training and other development aspects suggests an opportunity to enhance career growth initiatives.

Figure 4.11

Career Development Support by Staff Category

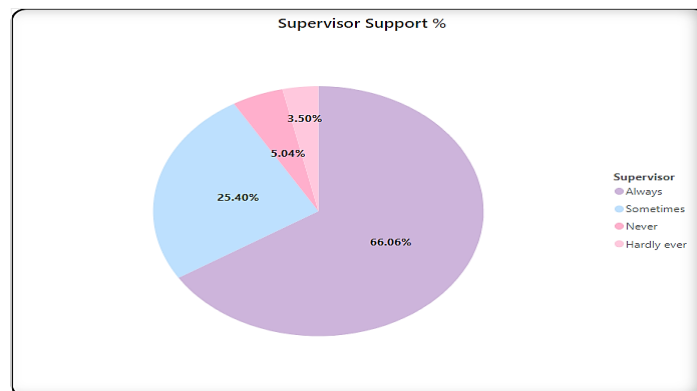


As shown in Figure 4.11, Paramedical staff receive the most career development support across all categories, while Ancillary staff receive the least. This disparity suggests potential

inequalities in development opportunities across different staff categories that should be addressed. It's important to ensure all staff categories have access to appropriate career development support to maintain engagement and foster growth across the organization

Figure 4.12:

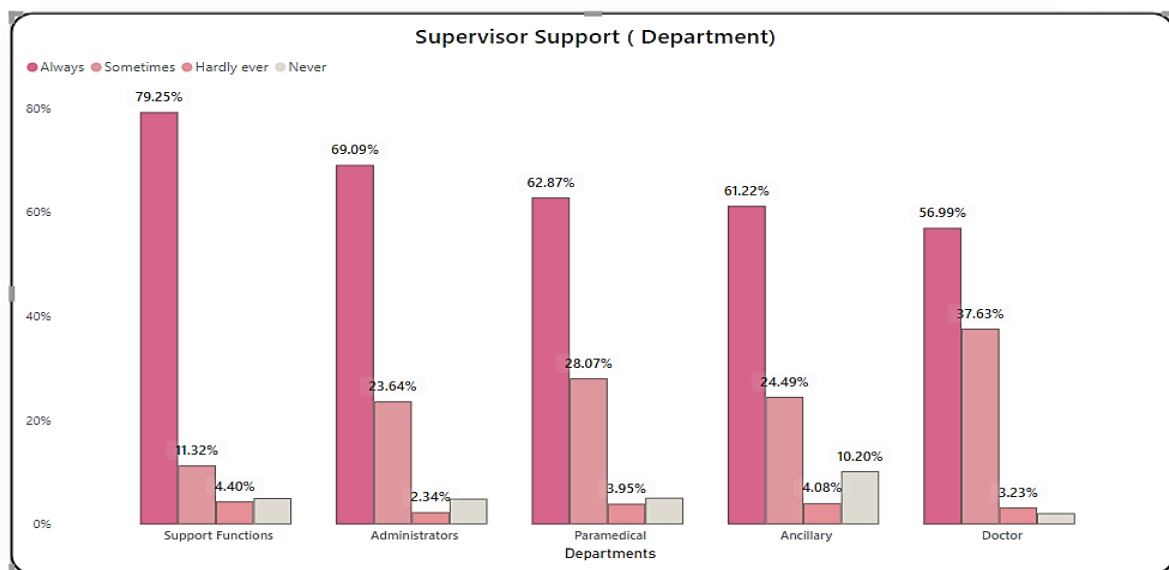
Frequency of Supervisor Support



As shown in Figure 4.12, 66.06% of employees report always receiving supervisor support, with 25.40% sometimes receiving support. This indicates generally good but variable levels of supervisory assistance. While most employees feel consistently supported, there's room for improvement in the consistency of support, particularly for the quarter of employees who only sometimes receive it.

Figure 4.13

Supervisor Support by Department



As shown in Figure 4.13, Support Functions have the highest level of consistent supervisor support (79.25% always), while Doctors have the lowest (56.99% always). This 22.26 percentage point difference highlights significant departmental variations in managerial support. The lower support for doctors could be due to the nature of their work or management structure and may need to be addressed to improve engagement in this crucial department.

Figure 4.14

Supervisor Support by Unit

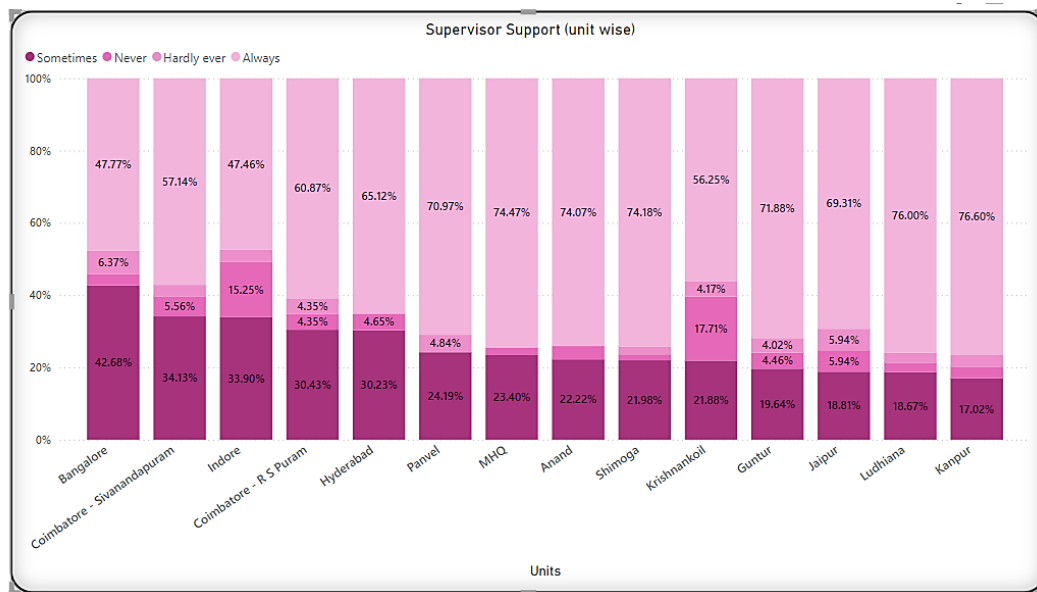
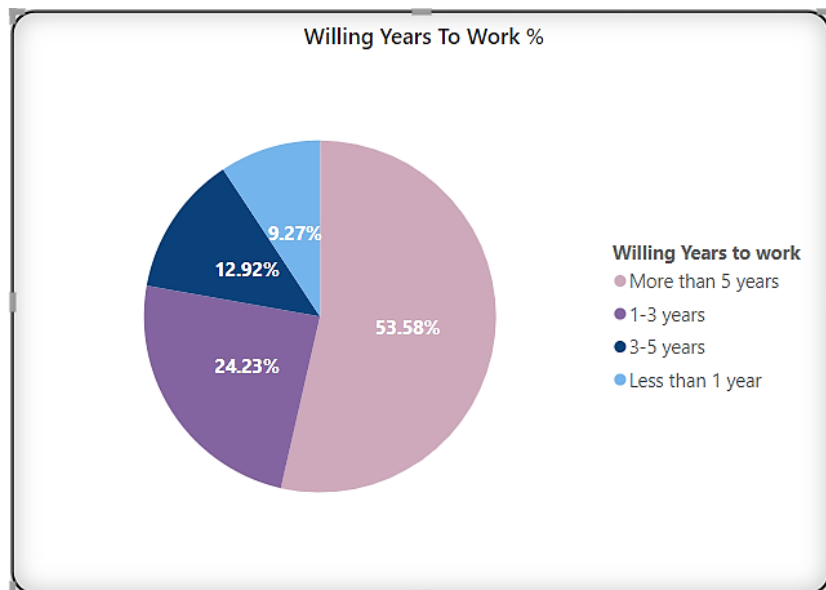


Figure 4.14 represents that Kanpur has the highest level of consistent supervisor support (76.60% always), while Bangalore shows the lowest (47.77% always). This substantial 28.83 percentage point difference indicates areas for potential managerial improvement, particularly in units with lower scores like Bangalore. Understanding and replicating the practices in high-performing units could help improve supervisor support across the organization.

Figure 4.15

Employee Retention Intentions



As shown in Figure 4.15, 53.58% of employees are willing to work for more than 5 years, reflecting strong long-term commitment. However, 9.27% are considering leaving within a year, indicating some retention challenges. While the majority show long-term commitment is positive, nearly 10% considering short-term departure is a concern that needs to be addressed to maintain workforce stability.

Figure 4.16

Retention Rates by Unit

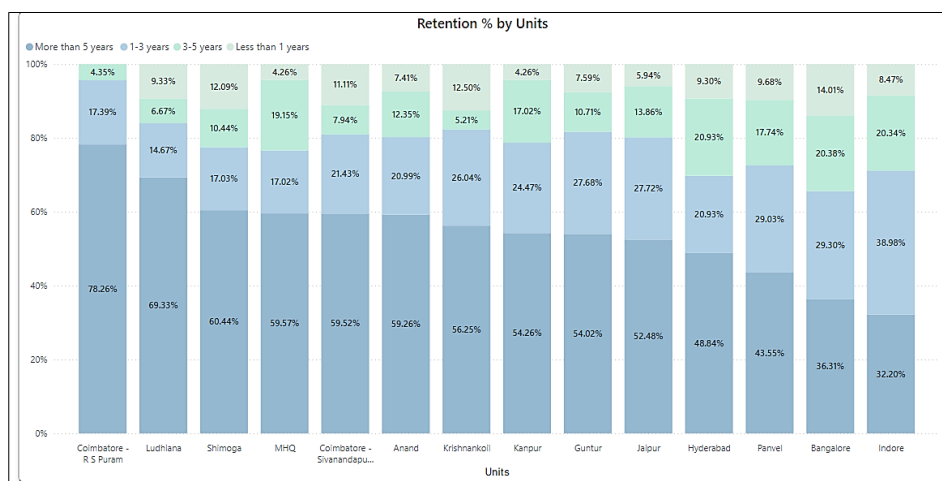


Figure 4.16 depicts that Coimbatore (R S Puram) has the highest retention rate (78.26% willing to stay more than 5 years), while Indore has the lowest (32.20%). Bangalore has the highest

percentage considering leaving within a year (14.01%). This highlights significant variations in employee retention across units, requiring targeted retention strategies. The 46.06 percentage point difference between the highest and lowest retention rates suggests that some units may have practices or conditions that significantly enhance employee loyalty, which could be studied and potentially applied to other units

Figure 4.17

Employee Satisfaction Ratings by Units

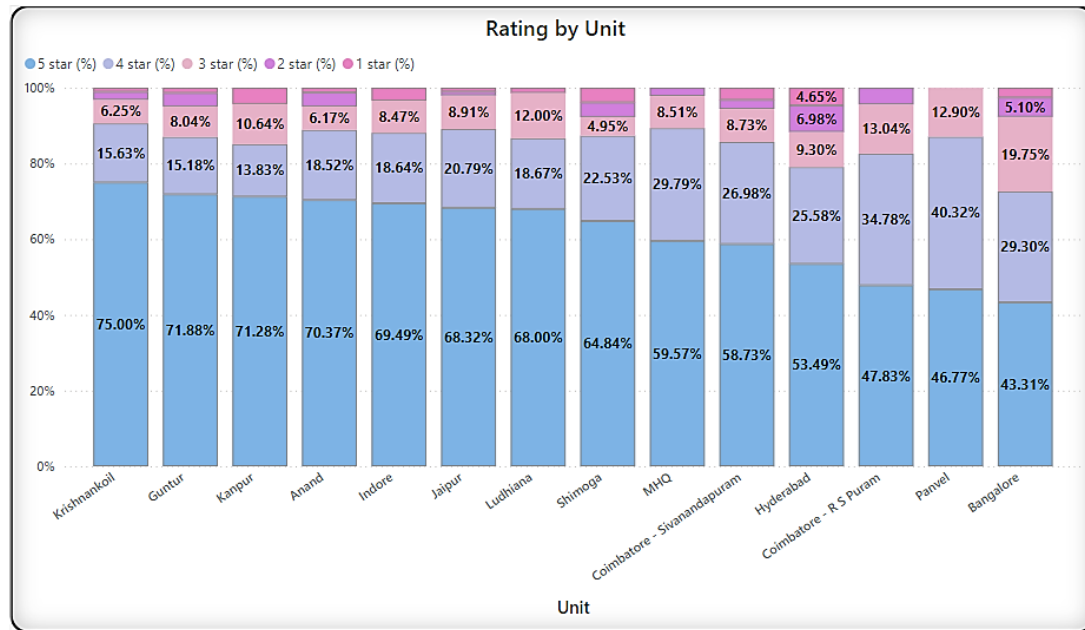


Figure 4.17 represents Krishnankoil demonstrates the highest employee satisfaction with 90.63% giving top ratings, while Bangalore shows the lowest with 72.61% top ratings. This 18.02 percentage point difference indicates varying levels of overall employee satisfaction across units. The fact that even the lowest-rated unit has nearly three-quarters of employees giving top ratings is positive, but the variations suggest the need for unit-specific strategies to improve satisfaction levels, particularly in lower-performing units like Bangalore.

Chi-Squared Test

Cross tabs

Case Processing Summary

	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
Please Select Your Unit * Gender	1370	100.0%	0	0.0%	1370	100.0%
Please Select Your Unit * Age Group	1370	100.0%	0	0.0%	1370	100.0%
Please Select Your Unit * Category	1370	100.0%	0	0.0%	1370	100.0%
Please Select Your Unit * Please Select Your Years of Experience in Sankara	1370	100.0%	0	0.0%	1370	100.0%

Please Select Your Unit (Gender)

Crosstab

Count		Gender		Total
		Female	Male	
Please Select Your Unit	Bangalore	97	60	157
	MHQ	14	33	47
	Shimoga	111	71	182
	Anand	47	34	81
	Coimbatore - R S Puram	16	7	23
	Coimbatore - Sivanandapuram	93	33	126
	Guntur	133	91	224
	Hyderabad	23	20	43
	Indore	37	22	59
	Jaipur	46	55	101
	Kanpur	43	51	94
	Krishnankoil	68	28	96
	Ludhiana	43	32	75
	Panvel	39	23	62
	Total	810	560	1370

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	51.247 ^a	13	.000
Likelihood Ratio	51.623	13	.000
N of Valid Cases	1370		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 9.40.

The crosstab data reveals the gender distribution across various units of Sankara Eye Hospital,

encompassing a total of 1,370 employees. Guntur emerges as the largest unit with 224 staff members, predominantly female (133). Bangalore and Shimoga follow with 157 and 182 employees respectively, both also showing most female staff. Statistical analysis yields a Pearson Chi-Square value of 51.247 and a Likelihood Ratio Chi-Square of 51.623, both with a p-value of .000, indicating a statistically significant association between unit and gender.

The validity of these results is reinforced by all cells having expected counts greater than 5. Overall, female employees (810) outnumber their male counterparts (560) across the hospital. This gender imbalance is particularly pronounced in units like Guntur, Bangalore, and Shimoga, suggesting diverse gender compositions throughout Sankara Eye Hospital's various locations. These findings highlight significant differences in gender distribution across the units, reflecting a complex interplay between location and staffing demographics.

Please Select Your Unit (Age Group)

Crosstab

Count

		Age Group					Total
		18 - 29 years	30 - 39 years	40 - 49 years	50 - 58 years	Above 58 years	
Please Select Your Unit	Bangalore	76	41	32	7	1	157
	MHQ	13	16	12	5	1	47
	Shimoga	95	50	25	10	2	182
	Anand	18	34	23	5	1	81
	Coimbatore - R S Puram	9	6	5	3	0	23
	Coimbatore - Sivanandapuram	45	39	24	13	5	126
	Guntur	70	95	42	15	2	224
	Hyderabad	24	14	5	0	0	43
	Indore	39	15	4	1	0	59
	Jaipur	61	32	6	1	1	101
	Kanpur	46	27	17	4	0	94
	Krishnankoil	34	43	17	1	1	96
	Ludhiana	27	34	13	1	0	75
	Panvel	28	24	9	1	0	62
	Total	585	470	234	67	14	1370

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	131.210 ^a	52	.000
Likelihood Ratio	135.804	52	.000
N of Valid Cases	1370		

a. 25 cells (35.7%) have expected count less than 5. The minimum expected count is .24.

The crosstab data provides insight into the age distribution across various units of Sankara Eye Hospital, encompassing 1,370 employees. Guntur, the largest unit with 224 staff, has a predominant age group of 30-39 years (95 employees). Bangalore follows with 157 employees, mostly in the 18-29 years bracket (76). Other significant units like Shimoga (182 employees)

and Coimbatore - Sivanandapuram (126 employees) also show substantial young and middle-aged populations. Statistical analysis yields a Pearson Chi-Square value of 131.210 and a Likelihood Ratio Chi-Square of 135.804, both with a p-value of .000, indicating a statistically significant association between unit and age group.

However, it's worth noting that 35.7% of the cells have expected counts less than 5, with a minimum expected count of .24, which may impact the test's robustness. Despite this limitation, the results still suggest significant differences in age distribution across units. The data reveals a notable concentration of younger employees (18-29 years) in many units, pointing to a potentially dynamic and youthful workforce. These findings underscore the diverse age-related workforce compositions within Sankara Eye Hospital, reflecting variations in staffing demographics across different locations.

Please Select Your Unit (Category)

		Crosstab						
Count		Category						
		Admin	Ancillary	Doctor	Paramedical	Support	Total	
Please Select Your Unit	Bangalore	51	5	6	73	22	157	
	MHQ	46	0	0	1	0	47	
	Shimoga	35	8	9	109	21	182	
	Anand	18	2	6	42	13	81	
	Coimbatore - R S Puram	10	1	2	9	1	23	
	Coimbatore - Sivanandapuram	35	5	17	64	5	126	
	Guntur	46	5	13	117	43	224	
	Hyderabad	19	2	4	17	1	43	
	Indore	12	1	4	39	3	59	
	Jaipur	31	4	6	49	11	101	
	Kanpur	23	5	7	49	10	94	
	Krishnankoil	22	5	6	47	16	96	
	Ludhiana	14	3	7	42	9	75	
	Panvel	23	3	6	26	4	62	
Total		385	49	93	684	159	1370	

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	196.311 ^a	52	.000
Likelihood Ratio	192.966	52	.000
N of Valid Cases	1370		

a. 18 cells (25.7%) have expected count less than 5. The minimum expected count is .82.

The crosstab data exposes what job categories are represented within the different units of Sankara Eye Hospital. There are 1370 employees in total. Guntur has the most extensive with 224 employees, primarily paramedical (117) and support (43) staff. Bangalore is next in line

with 157 employees, again mainly representative in the paramedical category, with 73. Most noticeable is the MHQ unit: it is the smallest, with 47 employees, but, except for one, all have some type of administrative designation—46. Statistical analysis shows a Pearson Chi-Square of 196.311, Likelihood Ratio Chi-Square of 192.966, and p-value of .000, meaning a statistically significant association between unit and job category. However, 25.7% of cells expected to have counts less than 5, with the minimum being .82 expected, which may affect the robustness of the test. This limitation notwithstanding, the results strongly imply significant differences in job category distribution across units. Not only has such an investigation found distinct organizational structures within Sankara Eye Hospital, but it also pointed out diversified workforce compositions that were set for the needs and functions of a particular unit. The data indicates that relations between location and staffing patterns are more complicated: by implication, different units may undertake distinctly different roles or operations within the general hospital network.

Please Select Your Unit (Years of Experience in Sankara)

		Crosstab					
Count		Please Select Your Years of Experience in Sankara					
		Less than one year	3 - 5 years	5 - 10 years	1 - 3 years	Above 10 years	Total
Please Select Your Unit	Bangalore	24	24	34	44	31	157
	MHQ	7	4	8	15	13	47
	Shimoga	45	18	30	48	41	182
	Anand	9	6	10	16	40	81
	Coimbatore - R S Puram	7	0	1	10	5	23
	Coimbatore - Sivanandapuram	24	15	18	41	28	126
	Guntur	35	36	32	61	60	224
	Hyderabad	10	7	4	22	0	43
	Indore	8	25	0	24	2	59
	Jaipur	15	18	25	42	1	101
	Kanpur	5	14	38	29	8	94
	Krishnankoil	20	6	11	35	24	96
	Ludhiana	9	9	18	19	20	75
	Panvel	17	14	0	29	2	62
	Total		235	196	229	435	275

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	264.832 ^a	52	.000
Likelihood Ratio	293.364	52	.000
N of Valid Cases	1370		

a. 4 cells (5.7%) have expected count less than 5. The minimum expected count is 3.29.

Crosstab Information This indicates the number of employees having different years of experience under the various units of Sankara Eye Hospital. It covers 1370 employees. Guntur, being the largest unit with 224 employees, indicates a significant proportion of employees who have served between 1-3 years and greater than ten years' experience. The Pearson Chi-Square is 264.832, and the Likelihood Ratio Chi-Square is 293.364; this provides a statistical significance of .000 in noting an association of unit and years of experience. Most units seem to have a wide range of different levels of expertise within the staff, as it would suggest the makeup is well balanced with new and extended standing employees. However, some units - for example, Coimbatore-R S Puram and Hyderabad - have more limited ranges of experience, which may indicate relatively new operations or purposeful pursuit of a particular staffing strategy. The chi-square test results indicate that there are significant differences in the distribution of experience across the units of the hospital; therefore, different work patterns are evident. Indeed, variations in levels of expertise across different locations may reflect different operational needs, phases of growth, or even recruitment strategies within the network of Sankara Eye Hospital locations.

Summary of Findings

The total variation in the level of engagement across all 13 units of Sankara Eye Foundation India (SEFI) was from 96.12% in Indore to 81.02% in Jaipur. Organizational culture, supervisor support, performance management systems, and career development opportunities emerged as key drivers for engagement among these units. Age and tenure also emerged as positive drivers of employee engagement levels. The study concluded that unit-level strategies for engaging employees are needed while retaining strategic organizational integration. Most of the units performed well, ranging between 85% and 95% in average scores of the engagement levels. This, therefore, presents a comparatively positive level of engagement with some scopes for enhancements.

Chapter 5: Discussion

Employee engagement study across all units of Sankara Eye Foundation India discusses essential aspects that influence employee satisfaction and engagement levels within an organization. Results show varied engagement across different units and point out areas in which SEFI can focus to work toward improved employee morale and retention.

1. Meaningful Work, Job Resources, and Employee Engagement (Albrecht et al., 2021): The work puts forth the pivotal function of job resources and meaningful work toward increasing employee engagement. Our study also laid down these facts through variables like organizational culture and career development, among others. Both studies highlight that employees should be provided with resources and a sense of purpose. However, our research contributes to this broader field by examining such factors across multiple units of a specialized healthcare organization, thereby allowing a more fine-grained understanding of how these elements may vary within a single organization.

2. Organisational Citizenship Behaviour and Employee Engagement in IT Employees (Monica & Kumar, 2020):

While this study focused on IT employees, differing from our healthcare-focused research, both studies emphasize the importance of job resources in fostering engagement. Our research expands on this by identifying specific resources relevant to a healthcare setting, such as supervisor support and performance management systems. Moreover, we provide insights into how these factors operate across different geographical units of the same organization, a perspective not addressed in the IT-focused study.

3. The Study on Factors Affecting Employee Engagement (Nagesh et al., 2019):

This study, conducted at HDFC Bank, identified factors such as work environment, leadership, training, and compensation as crucial for employee engagement. Our findings corroborate the importance of some of these factors, particularly leadership (in the form of supervisor support) and work environment (reflected in organizational culture). However, our research provides a more specialized view by focusing on a healthcare setting and considering factors like performance management systems, which may be particularly relevant in a medical context.

4. To Study on Employee Engagement and Their Impact on Employee Performance (Vasani & Pillai, 2019):

This study identified a wide range of factors influencing engagement, including compensation, benefits, health and safety, and career development. Our findings align with some of these, particularly in highlighting the importance of career development opportunities. However, our research goes beyond by examining how these factors vary across different units of the same organization and by identifying the unique importance of factors like age and tenure in influencing engagement levels in a healthcare setting.

5. How Does Knowledge Sharing Affect Employee Engagement (Juan et al., 2018):

While this study focused on knowledge sharing as a key factor in employee engagement, our research didn't explicitly examine this aspect. However, we do touch on related concepts through our focus on organizational culture and supervisor support, which likely influence knowledge sharing practices. Our study provides a complementary perspective by examining how these broader organizational factors impact engagement across different units of a specialized healthcare organization.

6. The Impact of Leadership, Teamwork, and Employee Engagement on Employee Performance (Mughal, 2020):

This study highlighted the importance of leadership and teamwork in fostering engagement. Our findings align with these, particularly in the emphasis on supervisor support. However, our research provides a more nuanced view by examining how leadership impacts engagement across different units of the same organization. Additionally, we contribute unique insights into how factors like age and tenure influence engagement in a healthcare setting, aspects not addressed in Mughal's research.

7. Training, Employee Engagement and Employee Performance (Sendawula et al., 2018):

This study found strong correlations between training, engagement, and performance in Uganda's health sector. While our study didn't explicitly focus on training, we did highlight the importance of career development opportunities, which likely encompasses training aspects. Our research extends these findings by examining how such factors vary across different units of a single healthcare organization in India, providing insights into geographical and cultural variations within a single organizational context.

8. Factors Affecting Health Workers' Engagement in Public Hospital (Miawati et al., 2022):

This study, like ours, focused on the healthcare sector and emphasized the importance of organizational culture and leadership. Our findings align with these but provide a more comprehensive view by examining engagement across multiple units of a specialized eye care organization. We also contribute unique insights into how factors like age and tenure impact engagement in healthcare, aspects not covered in Miawati's study.

9. Employee Engagement through Corporate Social Responsibility (Nanayakkara & Sangarandeniya, 2022):

This study focused on how CSR perception affects engagement in the private healthcare sector. While our study didn't explicitly examine CSR, we did look at broader organizational factors that might encompass CSR activities, such as organizational culture. Our research provides a complementary perspective by examining engagement in a non-profit healthcare setting, offering insights into how engagement dynamics might differ between for-profit and non-profit healthcare organizations.

10. Factors Affecting Employees' Work Engagement in Small and Medium-Sized Enterprises

(Li et al., 2022):

This study highlighted factors like job satisfaction, health literacy, age, and sleep quality as important for engagement in SMEs. Our findings align with some of these, particularly in identifying age as a significant factor. However, our research provides a unique contribution by examining these factors in the context of a larger, multi-unit healthcare organization, offering insights into how engagement dynamics might differ between SMEs and larger specialized healthcare providers.

Chapter 6: Conclusion and Recommendations

This study on employee engagement at SEFI provides valuable insights into the factors influencing employee satisfaction and the variations in engagement levels across different units. The findings underscore the importance of localized strategies, supportive management practices, and effective performance management systems in enhancing employee engagement.

Employee engagement levels across 13 SEH units in India

The study found significant variations in engagement levels, ranging from 96.12% in Indore to 81.02% in Jaipur. Most units fell between 95% and 85%. Gender engagement was nearly equal, and engagement generally increased with age. Recommendations include *implementing a standardized quarterly measurement system, establishing an inter-unit knowledge sharing platform, developing unit-specific enhancement plans, and creating mentorship programs pairing senior employees with younger staff.*

Factors influencing employee engagement

Key factors identified include organizational culture, management support, job profiles, performance management, and career development opportunities. Management support and career development opportunities showed significant room for improvement. Recommendations include *conducting cultural assessments, implementing leadership development programs, developing tailored strategies for different job categories, establishing a robust performance management system, and expanding career development initiatives.*

Recommendations to enhance engagement across all locations

The study highlighted areas for improvement including recognition and feedback, career development, long-term commitment, and unit-specific satisfaction. Recommendations include *implementing an organization-wide recognition program, developing a centralized career development platform, establishing an employee retention strategy, creating unit-specific engagement task forces, implementing a cross-unit rotation program, developing a mentorship program, and conducting regular engagement surveys with follow-up discussions.*

- Gender: There's a significant association between units and gender distribution. Overall, female employees outnumber male employees, with some units showing a stronger female presence.
- Age Groups: There's a significant association between units and age groups. Many units have a high concentration of younger employees (18-29 years).

- **Categories:** The distribution of job categories varies significantly across units. Guntur has the most employees, primarily in paramedical and support roles. The MHQ unit is mostly administrative.
- **Years of Experience:** There's a significant association between units and years of experience. Guntur has the highest number of employees, with notable experience in the 1-3 years and above 10 years categories.

Recommendations

1. **Adopt Best Practices:** SEFI should identify and adopt best practices from high-performing units such as Guntur to enhance engagement across all units.
2. **Leadership Development:** Implement leadership development programs to build supportive and communicative management styles.
3. **Tailored Strategies:** Develop tailored engagement strategies for different job profiles to address their unique needs.
4. **Performance Management Systems:** Establish transparent and fair performance management systems that provide regular feedback and recognize employee achievements.
5. **Continuous Improvement:** Engage in continuous assessment and improvement of engagement strategies to ensure they remain effective and relevant.

By implementing these recommendations, SEFI can enhance employee engagement, leading to improved job satisfaction, reduced turnover, and better organizational performance.

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ANNEXURE

QUESTIONNAIRE

Sr.no	Question
1	Unit
2	Gender
3	Age Group
4	Category
5	Years of Experience
6	I Know what is expected of me at work
7	I have the materials (training resources, knowledge sharing etc.) and equipment I need to do my work right
8	In the Last 30 days, I have received recognition or praise for doing good work.
9	The Mission/purpose of my Institution makes me feel my job is important.
10	I feel comfortable raising my concerns/doubts at work
11	My organization cares about my overall wellbeing.
12	There is someone at work who encourages my career development.
13	This last year, I have had opportunities at work to learn and grow
14	My supervisor, or someone at work, seems to care about me as a person.
15	What are some ways, Organization could better support in my career development?
16	How satisfied are you with your organization as a place to work?
17	From now, I would like to be with Sankara Eye Hospital for a period of
18	What would make you feel more satisfied in your unit
19	What do you think could be improved in your unit

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