

Dissertation Report



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THUMBAY UNIVERSITY HOSPITAL

Thumbay Medicity, Al Jurf, Ajman - U A E

(February 2nd to April 30th 2022)

Project Title

**Association between employee engagement and empowerment on
organizational commitment at Thumbay University Hospital.**

By

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PG/20/021

Under the guidance of

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Post Graduate Diploma in Hospital and Health Management

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Mr. A.K Siddique Right from the onset, he provided us with a congenial and enabling atmosphere, and gave us the opportunity to get exposed to day to day working activities of HR department i.e. the backbone of any organization

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Lastly, we extend our heartfelt gratitude to all the staff working in the HR Department of Thumbay University Hospital Ajman, who provided us support and guidance whenever we needed.

TO WHOMSOEVER IT MAY BE CONCERN.

This is to certify that **Nikam Hrushikesh**, student of PGDHM from the IIHMR Delhi has undergone internship training at Thumbay Hospital, UAE from **2nd February, 2022** to **30 April, 2022**.

The candidate has successfully fulfilled his roles and responsibilities designated to his during internship training and approach to concerned program have been sincere, scientific, and analytical.

The Internship is in fulfillment of the course requirements. I wish him all the success in all his shinning future

Dr.Sumesh Kumar
Ramachandran
Dean
Research IIHMR Delhi

Dr.Anandhi
Professor
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May 01, 2022

To Whom It May Concern

This is to certify that **Mr. Hrushikesh Eknath Nikam** holder of **Indian** Passport Number **Z6582297** was working in our institution as a **Management Trainee** from 2nd February 2022 to 30th April 2022 as a part of dissertation of his **PGDHM (Hospital & Health Management)** program. He has completed the assigned project

We wish him all the best in his future endeavors

For Thumbay University Hospital Complex, Ajman



Dr. Thumbay Moideen
Founder President

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مستشفى جامعة ثومبي - ذ.م.م
**THUMBAY UNIVERSITY HOSPITAL
COMPLEX - L.L.C.**

CERTIFICATE OF APPROVAL

Monday, April 11, 2022

To

The Management

Thumbay university Hospital Complex.

Ajman.

Subject: - Requesting approval to pursue Dissertation Project on Impact of Employee Empowerment & Employee Engagement on Organizational Commitment.

I Hrushikesh Nikam, working as Management Trainee in Human Capital Management. As for the fulfillment of MBA degree I have to submit my project report in my college (IIHMR Delhi). So I have chosen my dissertation project topic as **To study Impact of Employee Empowerment & Employee Engagement on Organizational Commitment at Thumbay University Hospital Ajman.**

Therefore, I would request you to please approve my request to conduct the study and collect required data so that I can start my study at the earliest.

Also I need permission to use Signs & symbols and Photographs on site of Thumbay Group, wherever required.

Waiting for your approval & support.

Sincerely

Hrushikesh Nikam



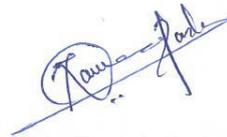
CERTIFICATE FROM DISSERTATION ADVISORY COMMITTEE

Certificate from Dissertation Advisory Committee

This is to certify that **Mr. Hrushikesh Nikam**, a graduate student of the PGDHM (Hospital & Health Management) has worked under our guidance and supervision. He is submitting this dissertation titled “**Association between employee engagement and empowerment on organizational commitment**” at **Thumbay University Hospital** in partial fulfillment of the requirements for the award of the PGDHM (Hospital & Health Management).

This dissertation has the requisite standard and to the best of our knowledge no part of it has been reproduced from any other dissertation, monograph, report or book.

Dr. Anandhi Ramachandran
Associate professor
IIHMR, New Delhi



Mr. Zameer Pasha
Senior Manager HCM
Thumbay University Hospital

CERTIFICATE BY SCHOLAR

This is to certify that the report “**Association between employee engagement and empowerment on organizational commitment at Thumbay University Hospital**”**submitted by Hrushikesh Nikam** Enrolment no. PG/20/021 under the supervision of Dr. Anandhi Ramachandran., Professor IHHMR Delhi for award of PGDHM carried out during the period from **2nd February May, 2022** to **30 April June, 2022** embodies my original work and has not formed the basis for the award of any degree, diploma associate ship, fellowship, titles in this or any other institute or other similar institution of higher learning.

FEEDBACK FORM

FEEDBACK FORM

Name of the student: Mr. Hrushikesh Nikam

Dissertation organization: Thumbay University Hospital Complex, Ajman

Area of Dissertation: Association between employee engagement and empowerment on organizational commitment

Objectives achieved: Mr. Hrushikesh studied the current engagement activities and took the employees through a survey and their effectiveness on engagement activities at TUTH & found the staff are happy about the activities conducted and more activities were requested.

Deliverables: → During the Dissertation process Mr. Hrushikesh was found satisfactory.
Strengths: good in communication skills.

Suggestions for Improvement:

→ plan activities based on priorities and required to complete on time.

Signature of the Officer-in-charge/Organization Mentor (Dissertation)



Date:

Place:

PLAGARISM CERTIFICATE



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CERTIFICATE ON PLAGIARISM CHECK

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Name: Hrushikesh Eknath Nikam

Signature:

Dean (Academics and Student

Signature:

Date:

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ABSTRACT

The conventional role of HR has undergone a tremendous change due to high levels of uncertainty and complexity, disruptive technologies, speed, alternatives choices available, and innovation. This paradigm shift possess great challenge as HR departments move from being mute participants in strategy discussions to key contributors to assess business needs and planning ahead for mobilizing resources at optimal costs. This includes manpower planning, talent building, employee engagement, employee empowerment etc. One of the fundamental concerns of HR managers today is how to engage and empower their people in the organization so that they contribute whole heartedly to it during their tenure at workplace.

The current study is a cross sectional descriptive research about Association between employee engagement and empowerment on organizational commitment at Thumbay University Hospital Ajman UAE. Respondents were surveyed.

The research tool was a pre – structured questionnaire and data collection was conducted from April to May 2022.

This study aimed to find the levels different departments working in the organization were satisfied with the engagement activities of the organization and the other facilities provided to them.

ORGANIZATION PROFILE

Thumbay Group is a UAE-based expanded global business combination, settled in DIFC - Dubai, with tasks across 20 areas including training, medical services, clinical examination, diagnostics, retail drug store, wellbeing correspondences, retail optical, health, sustenance stores, cordiality, land, distributing, innovation, media, occasions, clinical the travel industry, exchanging and showcasing, and conveyance. The group is headed by Dr. Thumbay Moideen, who is the Founder and President. Thumbay Group is the proprietor of Gulf Medical University and chain of Thumbay Hospitals and Clinics.

In 1998, Dr. Thumbay Moideen was the main exile to be welcomed by the Rulers of Ajman to begin a medical college in the UAE. Thumbay Group's most memorable endeavor Gulf Medical University was laid out to address the issues of understudies wishing to seek after advanced education in medication and medical services sciences. This ultimately became a destination for medical education—not only for local students, but for students from over 75 countries and staff from 25 countries.

At Thumbay Hospitals we aim to provide exceptional quality of care with the latest technology, highly skilled medical work force from 20 nationalities, speaking more than 50 languages, treating our guests from more than 175 nationalities worldwide with warm Arabian Hospitality. The hospital is managed by qualified professionals with a wide range of experience in hospital management.

With Thumbay Hospitals and Medical Centre in Ajman, Fujairah, Sharjah and Dubai, Thumbay Chain of Hospitals is one of the largest health care providers in the region. The group focuses on three pillars Education, Healthcare and Research.

Thumbay Hospitals are committed to provide ethical patient care focused on patient safety, high-quality care and cost-effective services.

Thumbay Hospitals are committed to integrate the latest trends in education to produce competent healthcare professionals who are sensitive to the cultural values of the clients they serve. We will strive to attain the highest of quality and accreditation standards.

Thumbay Group has set up business operations in 20 sectors, since 1998, today, the Group has Developed interests in education, hospitals, medical centers, diagnostic centers, health clubs, pharmacies, retail outlets, coffee shops, and nutrition stores spread out across the Emirates and in India. The organization has close to 5000 employees in the UAE. Thumbay Group is listed among the “Top 100 Companies making an impact in the Arab World” by Forbes Middle East. (1)

What Makes Thumbay Hospital a Highly Popular Healthcare Destination?

- Leading network of private teaching hospitals in the region
- JCI accreditation for the hospitals
- CAP-accredited laboratories
- Patient-centric services
- Presence throughout the UAE
- Strong cultural diversity
- An impeccable record of zero infection rate
- Multiple accreditations, memberships and awards

Vision

To be the leading network of academic hospitals in the Middle East.

Mission

To provide patient centered care of the highest quality in an academic set up.

Core values

- **Excellence** – Provide clients with a consistently high level of service through benchmarking and continual improvement
- **Trust** – Ensure trust, compassion, dignity and mutual respect for colleagues and clients through open communication and dialogue.
- **Client centered** – Always be guided by the needs of our patients and clients.
- **Ethics** – Always follow ethical practices that emphasize honesty, fairness, dignity and respect for the individual.
- **Continuous learning** – Always keeping abreast with new technologies and evidence based clinical practice.
- **Teamwork** – Always working together as a team and drawing strength from our diversity to serve the community.
- **Integrity** – Committed to personal and institutional integrity, make honest commitments and work consistently to honor them.

Thumbay group till 2020 & hence.....



INTRODUCTION

This chapter provides an insight into what the study is on and what are various variables it deals with, the objectives of the study and main part is the research question on which the entire study relies on.

An empowered and committed workforce is widely claimed to be essential for the effective functioning of modern organizations (Bowen & Lawler, 1992; Corsun & Enz, 1999; Fulford & Enz, 1995; Kirkman & Rosen, 1999; Sparrowe, 1995). Enhanced competition and organizational change require employees who have the willingness and commitment to exert considerable effort in maintaining and improving work processes, products, and customer service (Corsun & Enz, 1999; Quinn & Spreitzer, 1997; Spritzer, 1995, 1996). (2)

Employee empowerment can **instill greater trust in leadership, encourage employee motivation, lead to greater creativity, and improve employee retention** all of which ultimately results in a better bottom line.

The Impact of Employee Engagement on Organizational Performance. There is a well-supported link between employee engagement and business performance. The logic is simple: **a more engaged workforce leads to increased operational efficiency, happier customers, and higher profits.**

“Abraham Lincoln said Commitment is what transforms a Promise into a Reality.

Employee engagement is the level of the employees’ involvement in carrying out the business operation. And Commitment means the employees dedication towards achieving a particular task effectively and efficiently.

Employee engagement is a measurable degree of an employee’s positive or negative emotional attachment to their job, colleagues and organization which profoundly influences their willingness to learn & perform at work. An engaged employee is one who is fully involved in and enthusiastic about, his or her work and thus will act in a way that furthers their organizations interests.

Recently, Frone (2000) suggested and found that conflict with superiors is a salient job stressor that can damage an employee’s attitude towards the organization. This knowledge raises the question as to what extent this particular job stressor is detrimental in that it has the potential to hinder empowered employees in becoming committed to the organization. (3)

1.2 RELEVANCE OF THE STUDY

In the current world, Employee Empowerment plays a critical role in companies across industries. To drive along with it, workplace empowerment is crucial for an organizations survival and prosperity. There are many factors that hinder the effort of organizations to improve commitment of employees throw empowering them. There is a popular saying that ‘people leave bosses not companies’. The research is relevant because the research try to study whether this influence.

1.3 BACKGROUND OF THE STUDY

For any Organization in Healthcare Industry; Organizational commitment plays a major role and greatest importance. As for any healthcare organization people are the heart of the healthcare industry and people bear the brunt of its turbulence.

Increasingly, healthcare employees are being asked to do more with less. Cuts to funding and significant decreases in Medicare reimbursement loom large over hospitals while operating costs rise. All the while doctors, nurses, technicians, and all other manner of healthcare employee are expected to deliver quality care experiences that keep patient satisfaction scores high. And as a focal point of the national conversation, disruption is a constant for the industry. New rules, regulations, and legislation make delivering on the finer details of patient’s experience taxing for professionals. Even a simple mistake can manifest as an unexpected infection or greater complication for a patient.

1.4 OBJECTIVES OF THE STUDY

The objectives of the study are:

Primary Objective:

To explore the influence of employee engagement and empowerment on organization commitment.

Secondary Objectives:

- To explore the perception of the employees towards existing level of employee engagement factors in the organization
- To explore the perception of the employees towards existing level of employee empowerment factors in the organization
- To understand the perception of the employees regarding role of employee engagement on organizational commitment
- To understand the perception of the employees regarding role of employee empowerment on organizational commitment

1.5 RESEARCH QUESTION

The study mainly focuses on finding an answer to the following research question:

Does the empowered employees develop or maintain equal level of organizational commitment?

CHAPTER 2

LITERATURE REVIEW

2.1 THEORY OF VARIABLES

The chapter explain the different concepts and theories related to this study.

EMPLOYEE EMPOWERMENT

History the first definition of word empowerment refers to 1788 in which considered empowerment as delegation in role of their organization and this authority must be granted to person. Grew (1971) refers to common definition of empowerment that includes delegation of legislation power, delegation of authority, mission and sector power. In particular this term was introduced in 1980 in the field management was a response to promote of Taylorism approach for job designed. Empowerment literature has seen many changes until finally, Lee (2001) the empowerment considered context for increasing dialogue, critical thinking and activities in small groups and refers to allow the activities to move beyond sharing, share and refining experiences, thinking, seeing and discussion are main components of empowerment.

One of the most frequently referenced definitions of employee empowerment is that offered by Conger and Kanungo (1988). They define empowerment as a process of enhancing feelings of self-efficacy among organizational members through the identification of conditions that foster powerlessness, and through their removal by both formal organizational practices and informal techniques of proving efficacy information. This definition implies strengthening the effort-to-performance expectancy or increasing employee feeling of self-efficacy. According to Conger and Kanungo, the effect of empowerment is the initiation and persistence of behaviour by empowered employees to accomplish task objectives. (4)

Empowerment Approaches

Mechanical Approach: According to this view, Empowerment is means delegating and the power from top to bottom with clear boundaries and limits and also strict accountability which increases managerial control (Boula 1994). In this approach, empowerment is a process during which senior management, has developed a clear vision, and p+aint programs and specific tasks to achieve it in organization. Provides information and resources needed to perform duties for employee and allows as needed to do practice change and processes improvement. In summary, this empowerment approach, means decision in a particular range. (Abdollahi & Nave Ebrahim 2006)

Existent obstacles in organizations to implement of empowerment (Gilaninia 2012)

1. Governing formal structure and hierarchy
2. Low level of trust and confidence among organizational members
3. Inappropriate attitudes of managers and employees and also inappropriate leadership and management styles
4. Lack the necessary skills in Staff
5. Large differences between individuals and organization and also existence of coordinated personnel systems
6. Tension and stress in the environment

Empowerment Process

Staff empowerment is a process through which extends a culture of empowerment. Empowerment process is consisting three phases:

Information sharing: Allows to employees know their organization status and to analyze. Information sharing begins with trust in the organization, and breaking traditional hierarchical thinking and increase employees' sense of responsibility.

Autonomy working across organizational boundaries: Boundaries organization is specified through destination (Why do you?), values (what is your action guide?), imagination (what your imagination of the future?), objectives (what, when, where, how and why do they?), roles (which are you?), system and organizational structure (how your work will be supported?).

Replacement self-bring teams instead hierarchy: Whenever a group of people with specific responsibilities for work and production processes are selected, plan and implement, from start to finish, will manage everything, and divided responsibilities into equal and fair. Self-bring teams advantage are summarized in provide job satisfaction, change of attitude, commitment, better communication between employees and managers, more effective decision-making processes, improvement of operations, reduce the cost and organization efficiency.

Importance of Employee Empowerment

Employee empowerment is considered today as a strategic tool for organization's success due to many reasons. Firstly, employee empowerment is considered to be one of the most powerful and effective HR practices that facilitates to make greatest contribution by the people who are capable of creating added value in product and service which is rare and inimitable. It enhances job involvement, job satisfaction, career satisfaction and organizational commitment. (Noorliza

etal, 2006).

Secondly, empowered employees are said to add value and create competitive advantage to the organization. (Cogner & Kanungo 1988).

Thirdly, employee empowerment is a motivational technique that is designed to improve performance if managed properly through increased levels of employees' participation and self-determination. (Ongori 2009).

Fourthly, there is clear evidence to suggest what employees look for in their work is a mixture of both tangible and intangible elements that creates a stimulating environment where their contribution is recognized and suitably rewarded. (V M Kaul- 2011a).

Advantages of Employee Empowerment

Employee engagement have various advantageous. It makes employees more accountable about the tasks, duties and responsibilities entrusted on them. They become more attentive since they have higher level of ownership. They will feel more valued. Employee empowerment will encourage them to act on customer needs with more enthusiasm and resolve problems faster. Thus organizations become more nimble.

Factors Contributing to Employee Empowerment

Major factors that contribute to employee empowerment are how well the firm delegate authority and allow each member of the organization own their function. It also involve the level of participation in decision making process. Training and reward also contribute to employee empowerment.

Empowerment and Training: Training programs would be useful if implemented and supported with the participation of employees and relying on scientific methods. The real purpose of training programs is relationship between employees and management and also participation in institutional programs to enhance work motivation. (Ghasemi 2003)

Employee Satisfaction in National and International level

Organizations apply various sources such as financial, informational human source to reach their goals. Among These sources, human is a source that manages the organization and the improvement and survival of organization depends on the human empowerment. In fact empowerment makes interest, motivation, instruction in employees to grow their competencies and capabilities and there by the attainment to goals is met by the empowered employees. Empowerment means designing the structure of organization in accepting more responsibilities. Empowerment provides a condition for employee to control their work life and be ready to grow enough to take more responsibilities in the future. Empowerment refers to a process which manager help employees to be able to make decision independently. This process affects not only the employee's performance but also the employee's personality. The most important concept of empowerment is delegation of authority to the lowest level of employees in an organization. Decision making process should have the high level of decentralization and individuals should be responsible for a complete part of whole work process

ORGANIZATIONAL COMMITMENT

There are multiple definitions of organizational commitment as defined by different researchers. According to Becker, Randal and Riegel (1995), organizational commitment is multidimensional in nature. Employees who are committed to their organization will have a strong desire to remain a member of a particular organization. The employees also would be willing to put substantial effort into their job on behalf of the organization. Furthermore, they will also agree with the values and goals of the organization (Becker et al., 1995).

Organizational commitment is conceptualized as 'the strength of an individual's identification with and involvement in a particular organization' (Porter et al. 1974, 604). An individual with high organizational commitment tends to believe in the organization's values and follows its goals. S/he is more likely to strive for the sake of the organization (Burud and Tumolo 2004). Due to consistent positive effects on work-related behaviours, organizational commitment was studied extensively in the fields of human resources and organizational behaviour (Cabrera, Collins, and Salgado 2006; Joo, Yoon, and Jeung 2012; Mowday, Steer, and Porter 1979; O'Reilly and Chatman 1986).

According to Allen and Meyer (2000), organizational commitment is one of the most important work attitudes in the study of management and organizational behavior. In the past three

decades, there had been substantial research conducted that proved organizational commitment to have significant relationship to the various consequences and antecedents.

Organizational commitment can be defined as an individual's identification with and involvement in the organization, characterized by a strong belief in and acceptance of the organization's goals and values, and a willingness to exert considerable effort on behalf of the organization (Mowday, Steers, & Porter, 1979; Steers, 1977).

A review of organizational commitment research literature by Meyer and Allen (1991), and corroborated by Dunham, Gruba and Castaneda (1994), identified three types of organizational commitment: affective, continuance and normative.

Affective commitment is defined as employee emotional attachment to, identification with, and involvement in the organization and its goals. It results from and is induced by an individual and organizational value congruency. As a result, it becomes almost natural for the individual to become emotionally attached to and enjoy continuing membership in the organization (March & Simon, 1958; Hall et. al., 1970; O'Reily & Chatman, 1986, Meyer & Allen, 1984). Steers (1977), and Mottaz, (1988), identified factors which help create intrinsically rewarding situations for employees to be antecedents of affective commitment. These factors include such job characteristics as task significance, autonomy, identity, skills variety and feedback concerning employee job performance, perceived organizational support or dependence (the feeling that the organization considers what is in the best interest of employees when making decisions that affect employment conditions and work environment), and the degree that employees are involved in the goal-setting and decision-making processes.

Continuance commitment is defined as willingness to remain in an organization because of personal investment in the form of non-transferable investments such as close working relationships with co-workers, retirement investments and career investments, acquired job skills which are unique to a particular organization, years of employment in a particular organization, involvement in the community in which the employer is located, and other benefits that make it too costly for one to leave and seek employment elsewhere.

Common to all of the three types of commitment is the view that commitment is a psychological state that (a) characterizes the employee's relationship with the organization, and (b) has implication for the decision to continue or discontinue membership in the organization. Employees with a strong affective commitment remain with an organization because they want to, those with a strong continuance commitment remain because they have to, and those with a strong normative commitment remain because they feel they ought to (Meyer, Allen and Smith

(1993). Allen and Meyer (1990), found, however, that these three classifications of commitment are conceptually and empirically separable. Even though there appears to be some overlap between affective and normative commitment, both were found to be relatively independent of continuance commitment. Therefore, they can be measured separately.

The commitment-related behaviour approach focuses on a behavioural pattern guided by internalized normative pressures to act in a way that meets organizational goals and interest (Wiener, 1982). Wiener and Gechman (1977) argued that the pattern of behaviour resulting from commitment should possess the following characteristics:

- It should reflect personal sacrifices made for the sake of the organization;
- It should show persistence - that is, the behaviours should not depend primarily on environmental controls such as reinforcements or punishment, and
- It should indicate a personal preoccupation with the organization, such as devoting a great deal of personal time to organization-related actions and thoughts.

In this sense, organizational commitment is viewed as

- Willingness of an individual to identify with and the desire not to leave an organization for selfish interest or marginal gains;
- Willingness to work selflessly and contribute to the effectiveness of an organization;
- Willingness to make personal sacrifice, perform beyond normal expectations and to endure difficult times with an organization-- low propensity to "bail-out" in difficult times
- Acceptance of organization's values and goals -- the internalization factor. This study adopted the organizational commitment behaviour-related approach.

Importance of Organizational Commitment

For an organization consistency of its work force is very important. Organizational Commitment is a result of many factors that create sense of emotional connect in the mind of employees about the company. It is important because, a sense of commitment towards the organization will improve the performance of employees and will have a direct reflection in customer satisfaction and brand image.

Factors affecting Organizational Commitment

The workplace is a dynamic field and to remain competitive, employee commitment is important. The following factors affect employee commitment:

- *Workplace values* - If employees believe that their organization values quality products they will engage in behaviours' that will contribute to high quality. If employees are convinced that their organization values participation they will be more likely to feel as though their participation will make a difference. They will thus be motivated and be more willing to seek solutions and make suggestions to contribute to the organization success.
- *Subordinate* - supervisor interpersonal relationship. Supervisors behavior include sharing appropriate information, allowing mutuality of influence, recognizing and rewarding good performance and not abusing the vulnerability of others . The extent to which the supervisor displays these behaviours will thus largely determine subordinate commitment level
- *Job characteristics* - The extent that a job is structured to provide regular feedback and autonomy as well as a sense of task completion. An increase in perceived control strengthens emotional bonds with an organization. A heightened sense of personal control has a positive consequence for employee's attitudes and behaviours' at work. When tasks are intrinsically satisfying, employees tend to be more committed. Commitment is low when employees are given repetitive routine tasks to complete. A job that allows a high degree of autonomy and the absence of close supervision increases commitment.
- *Demographics* - A range of demographic variables have been found to be related to employee commitment (Mathieu & Zajac, 1990).
- *Age* - For a variety of reasons, age has been found to be a positive predictor of employee commitment. As Mathieu & Zajac (1990) suggest, the older employees become, the less alternative employment options are available. As a result, older employees may view their current employment more favorably. Dunham et al. (1994) suggest older employees may be more committed because they have a stronger investment and greater history with their organization.
- *Gender* - With regard to gender, a number of studies (eg Mathieu & Zajac, 1990) have reported women as being more committed than men. This is typically explained by

women having to overcome more barriers than men to get to their position in the organization.

- *Marital status* - Marital status has also been shown to relate to commitment, with married employees usually showing more commitment (Mathieu & Zajac, 1990). However, it is suggested that the reason for this is because married employees will typically have greater financial and family responsibilities, which increases their need to remain with the organization.
- *Recruitment Procedures* - O'Malley (2000) suggests that organizations need to pay more attention to addressing employees' social need to affiliate and belong, in order to create commitment, the organization must have the right sort of employees in the first instance. Employees' feelings of belonging start to develop long before employees join the organization.

Advantages of Organizational Commitment

High organization commitment demonstrate that they honestly care about their employees' welfare. Both commitment and involvement depend on a durable strong, positive personal connection between the employee and the firm's actions. It shows the trust employees has on the organization. This helps in improved performance and they will have career goals to achieve since they see their future with the organization. Most of the time when employees have high organization commitment, they will show interest in innovation and in generating new ideas for better performance of the company. It create a better organizational climate and encouraging culture. This will project the firm as a best place to work as well.

The high commitment model. (In strategic HRM)

This model embraces workforce commitment and identification with the organizations values and goals. The main features of high commitment model are

- Development of career ladders and emphasis on trainability and commitment as highly characteristic of employees at all levels in the organization
- A high level of functional flexibility with the abandonment of potentially rigid job descriptions.

- The reduction of hierarchies and the ending of status differentials.
- Heavy reliance on the team structure for dissemination of information (team building) structure work and problem solving.
- Job design as something management consciously does in order to provide jobs which have a considerable level of intrinsic motivation.
- A policy of no compulsory layoff or redundancies and use of permanent employee with possible use of temporary workers to cushion fluctuation in the demand for labour.
- New forms of assessment and pay system and more specifically merit pay profit sharing
- A high involvement of employees in the management of quality.

Cohen's four component commitment model

Cohen's four component commitment model is one of these (Cohen 2007). Regardless of similarities in the name with previously introduced Allen and Meyer's model, this one sees commitment in a different way. One of the biggest differences is that this model includes timeframe. It makes distinction between organizational commitment that develops before entering the organization and commitment developed after the entry. The other two dimensions are bases of commitment, whether it is instrumental or psychological attachment. (Cohen 2007, 337.) When comparing these two, instrumental commitment is attachment based on more tangible exchange relationship, like rewards and salary while psychological attachment is perceptions of justice, perceptions of organizational support and transformational leadership (Cohen 2007, 343, 349). Next I will introduce all of these dimensions briefly.

Employee Engagement

Employee engagement is a fundamental concept in the effort to understand and describe, both qualitatively and quantitatively, the nature of the relationship between an organization and its employees. An "engaged employee" is defined as one who is fully absorbed by and enthusiastic about their work and so takes positive action to further the organization's reputation and interests. An engaged employee has a positive attitude towards the organization and its values. An organization with "high" employee engagement might therefore be expected to outperform those with "low" employee engagement

Employee engagement first appeared as a concept in management theory in the 1990s, becoming widespread in management practice in the 2000s, but it remains contested. It stands in an unspecified relationship to earlier construct such as morale and job satisfaction. Despite academic critiques, employee-engagement practices are well established in the management of human resources and of internal communications.

2.2 REVIEW OF LITERATURE

A study conducted by Onne Janssen of University of Groningen in the year 2004, titled ‘The barrier effect of conflict with superiors in the relationship between employee empowerment and organizational commitment’ is the basis of this research. The study was conducted among 91 secondary school teachers in The Netherlands. The objective of the study was to find the effect of conflict with superior on the positive relationship between employee empowerment and organizational commitment. The study found that conflict with superiors does hinder empowered employees to develop positive attitudes towards the organization.

This chapter is a concise review of the available literature of the variables Employee Empowerment, Interpersonal Conflict and Organizational Commitment.

EMPLOYEE EMPOWERMENT

There's been a great deal of literature generated over the past decade about Employee empowerment. A study conducted by Dr. D M. Dhanabhakym and Ravi Shetty (2015) talks about Employee Empowerment and Employee Performance in Co-Operative Banks of India. The objective of the study is to find out the effect of employee empowerment on employee performance. The authors signify that employee empowerment is an important tool to prevent the indispensable employees from becoming dispensable. The article justifies that employee empowerment enhances the employee's sense of personal power and allows them to elite their customers and increases customers satisfaction.

Daljeet Singh Wadhwa, Dr. Manoj Verghese, (2015) conducted a study on Impact of Employee Empowerment On Job Satisfaction and Organizational Commitment: An Empirical Investigation with Special Reference to Selected Cement Industry In Chhattisgarh. The authors have attempted to bring to light impact of employee empowerment on job satisfaction and organizational commitment in cement industries of Chhattisgarh. The article focuses on the

matter that the workers need liberty and a conducive environment. This would be possible by empowering them in the organisation.

Hasnain Raja et al. (2015) conducted a study on the effects of employee empowerment on achievement motivation and the contextual performance of employees. The authors have endeavored to bring to light impact of employee empowerment on job satisfaction of employees in corporate banking sector in Pakistan. The study finds significant positive impact of psychological empowerment in job satisfaction of employees. Empowering the employees, the banks can certainly enjoy employee's loyalty along with job satisfaction.

Erstad Margaret (1997) conducted a study on Empowerment and organizational change. The article on Empowerment and organizational change focuses on the meaning of empowerment that it refers to a change strategy with the aim of achieving the objectives of both the organisation and the employee. The author talks about creation of a new management culture and empowerment as a strategy to bring about a change in the organisation.

Swarnalatha C., Prasanna T.S (2012) conducted a study on employee empowerment to motivate the employees in health care industry in a private multi-speciality organization. The article focuses on employee empowerment to motivate the employees in health care industry in a private multi-speciality organisation. The authors have defined the term empowerment as enabling or authorizing an individual to think, behave and take decisions independently in autonomous ways. It is the process of passing of authority and responsibility to the lower level from the higher levels in the organisations. It evidences the fact that employees gain more confidence in their abilities when they are given empowerment.

ORGANIZATIONAL COMMITMENT

Organizational commitment remains one of the most widely studied phenomena in the organization behavior literature (Copper-Hakim and Viswesvaran, 2005) and one of the central concepts in psychology (Morrow, 1993). Meyer and Allen (1991) stated that organizational commitment is a multidimensional construct. A great deal of attention has been given recently to the study of commitment to the organization.

Organizational commitment has been defined as “A psychological state that characterizes an employee's relationship with an organization and has implications for the decision to continue membership of the organization” (Meyer and Allen 1991).

Sharma and Joshi (2001) designed a study to focus on organizational characteristics as predictors of organizational commitment among managerial employees. They found executives are, by and large, quite satisfied being members of that organization. Out of the 14 organizational characteristics examined only two, i.e. performance appraisal and job content, have emerged as the best predictors of organizational commitment.

Mottaz (1987) investigated the interrelationship between individual characteristics, work rewards, work satisfaction and organizational commitment. The sample of 1,385 workers representing a variety of occupational groups was analyzed. The study suggested that individual characteristics have very little impact on either satisfaction or commitment, while work reward is found to be better predictors of satisfaction than commitment. Further indicated that satisfaction and commitment have reciprocal effects, however, it appeared that satisfaction has a significantly greater effects on commitment than the reverse.

Kassahun (2005) explored level of organizational commitment in selected organizations in Delhi and revealed that all the organizational practices and personal characteristics (except education) established a direct association with organizational commitment. Of these, perceived job autonomy, procedural justice, organizational support and employee age came out as most important predictors of organizational commitment. It was further observed that employees seem to value most freedom in connection to their job followed by procedural fairness, continuous support from management desk, and equity in the distribution of work-related outcomes.

Pala, et. al. (2008) in their study entitled the effects of demographic characteristics on organizational commitment and job satisfaction: an empirical study on Turkish health care staff, explored the relationship between organizational commitment, job satisfaction and demographic characteristics. It was found that organizational commitment level of men health care staff was higher than woman health care staff and organizational commitment scores of health care staff who had technical school were lower than health care staff that had university degree and master degree or above degree. Further, it was found that organizational commitment, general satisfaction and interior satisfaction scores of private hospital were higher than public hospital and exterior satisfaction scores of health care staff who had been working under 1 year and between 11-15 years in profession and institution were higher than health care staff who had been working for more than 16 years.

Ponnu and Chuah (2010) in their study organizational commitment, organizational justice and employee turnover in Malaysia investigated the relationship among organizational justice, organizational commitment and turnover intention of Malaysian employees. The study based on the responses of 172 employees of Malaysia and found that both procedural and distributive justice perceptions were significant contributors in explaining organizational commitment and turnover intention. Further, found significant, strong and positive relationship between organizational justice and organizational commitment. On other hand, there was a significant, strong and negative relationship between organizational justice and turnover intention.

Employee Engagement

Employee engagement is a workplace approach resulting in the right conditions for all members of an organisation to give of their best each day, committed to their organisation's goals and values, motivated to contribute to organisational success, with an enhanced sense of their own well-being.

David Macleod: *“This is about how we create the conditions in which employees offer more of their capability and potential”.*

Employee engagement is based on trust, integrity, two way commitment and communication between an organisation and its members. It is an approach that increases the chances of business success, contributing to organisational and individual performance, productivity and well-being. It can be measured. It varies from poor to great. It can be nurtured and dramatically increased; it can be lost and thrown away.

Employee engagement is about having a clear understanding of how an organisation is fulfilling its purpose and objectives, how it is changing to fulfil those better, and being given a voice in its journey to offer ideas and express views that are taken account of as decisions are made.

Employee engagement is about being included fully as a member of the team, focussed on clear goals, trusted and empowered, receiving regular and constructive feedback, supported in developing new skills, thanked and recognised for achievement.

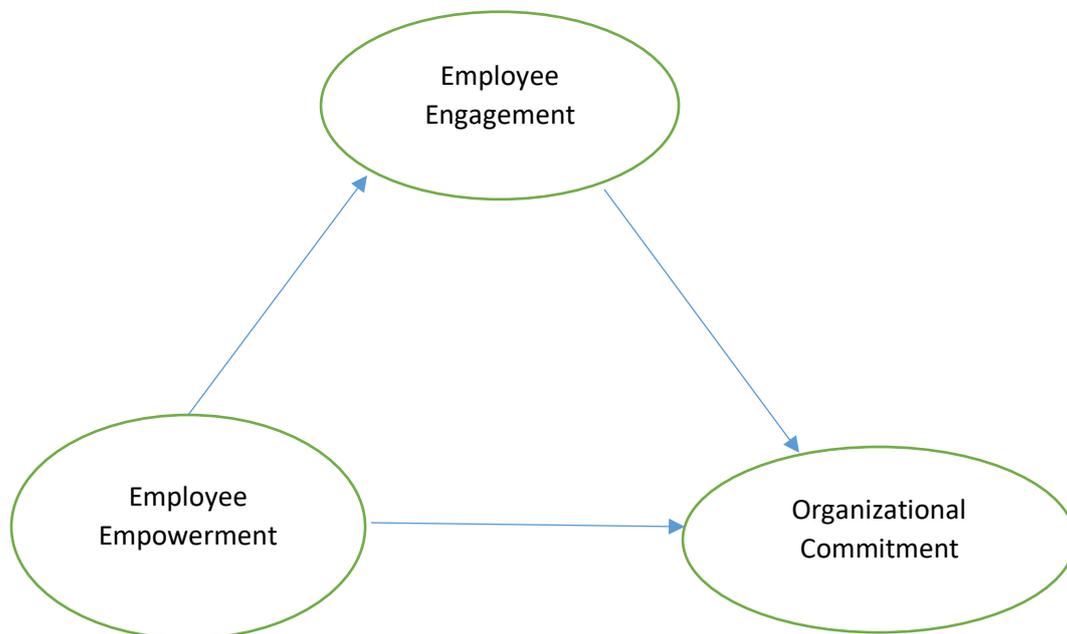
Engaged organisations have strong and authentic values, with clear evidence of trust and fairness based on mutual respect, where two-way promises and commitments – between employers and employees – are understood and fulfilled.

2.3 SIGNIFICANCE OF THE STUDY

Structural and psychological empowerment are related forms of empowerment that have been recognized as important drivers of employee commitment across a range of industries, including the public sector, hospitality services, and healthcare. Doctors, Nurses, Paramedics & Administration represent the largest occupational group in the healthcare workforce and understanding factors that contribute to their work effectiveness and workplace well-being are important to sustaining stable healthcare delivery systems.

Employee engagement has become a top business priority for senior executives. In this current and challenging globalized economy, business leaders need high- performing workforce for growth and survival. They recognize that a highly engaged workforce can increase innovation, productivity, and bottom-line performance and thus enable employees to be committed the organization. More so, empowered employees are said to be in position to make quick decisions and respond to any changes in the environment. Thus, process of transferring power, authority with responsibility and accountability to the employees enables organizations to be more flexible and responsive to lead improvements in both individual and organizational performance. This study explores the concept of employee empowerment and engagement, and its relationship to organizational commitment in a multi-specialty hospital.

2.4 RESEARCH MODEL



CHAPTER 3

RESEARCH METHODOLOGY

3.1 TITLE OF THE STUDY

Study on the Influence of Employee Engagement and Employee Empowerment on Organizational Commitment.

3.2 STATEMENT OF PROBLEM

Organizational Commitment is the measurement of an employee's "happiness" with current job and conditions; it does not measure how much effort the employee is willing to expend. Locke, (1976 p. 1300) suggested that organisational commitment is defined as pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" The employees belonging to organizations display different levels of Satisfaction even it is known that unsatisfied employees are be less productive and more prone to absenteeism and turnover. Organisational commitment is an attitude displayed by employees of organizations. In spite of the researches done, the basic question still remains relevant- Why is it that employees belonging to organization display different level of satisfaction. One of the main role of Human Resource Department is to ensure that employees are sufficiently satisfied with their jobs. Typically research has shown that satisfied employees are to be more productive. On the other hand, if the workers are dissatisfied with their jobs, they are to be less productive and more prone to absenteeism and turnover. So it is important to measure organisational commitment and identify how it can enhance.(5)

3.3 THEORETICAL AND OPERATIONAL DEFINITIONS

Employee Engagement:

Theoretical Definition:

Employee Engagement is the measurement of an employee's emotional commitment to an organization; it takes into account the amount of discretionary effort an employee expends on behalf of the organization (*2010 Gallup Employee Engagement Survey*). Gallup defines engaged employees as those who are involved in, enthusiastic about and committed to their work and workplace.

Operational Definition:

Employee engagement is a property of the relationship between an organization and its employees. Employee engagement is the commitment the employee has to the organization so that they actually care about their work and their company.

Employee Empowerment:

Theoretical Definition:

According to Gill (2011), employee empowerment refers to the meaningful job of employees, their feelings of competence, autonomy, and contribution to the decision making or applications of leadership (p. 233).(Gill, R. 2011. *Theory and practice of leadership. 2nd ed. London:Sage Publications Ltd.*).

Operational Definition:

Employee empowerment is giving employees a certain degree of power and responsibility so that they can make decisions on certain tasks.

Organizational Commitment:

Theoretical Definition:

Organizational Commitment, also known as job satisfaction, is a positive emotional state that demonstrates the perceived relationship between the expectation of an employee from his job and his perceived offerings of the job (Locke 1976). (Locke, E. A. 1976. *The nature and causes of job satisfaction. Chicago: Rand McNally.*)

Operational Definition:

Organizational Commitment as "the attitude of employees toward the company, their job, their co-workers and other objects in the work environment".

3.4 RESEARCH DESIGN

Study Design

This study was a cross sectional study, where the researcher formulates hypothesis, collects data, uses mathematical and statistical tool analysis, and present descriptive findings, to accept or reject the hypothesis. The nature of the study is descriptive. The principal objective is under the relationship between employee engagement and employee empowerment on organizational commitment.

Study Population

Population refers to the total set of observations that can be made. Population taken for the study was the employees of Thumbay Healthcare Group. For this study 250 employees such as Admin Staff, Doctors, Nurses & Paramedical are taken from the population of Thumbay Healthcare Group. Most of the employees are from different nationalities, different backgrounds, cultures etc. An employee level data collection was conducted using standardized questionnaire.

Inclusion Criteria:-

- The employees of Thumbay healthcare group working in different facilities at different levels.
- The employees who were willingly ready to give consent and participate in the survey.

Exclusion criteria:-

- The employees who were afraid to give consent and participate in the survey.
- The newly joined employee
- Thumbay Builders & Thumbay fitness employees were excluded as the survey was purely on healthcare division.

Sample size-

- The sample is 250 employees which includes the employees of Thumbay University Hospital complex, Thumbay Hospital Fujairah, Thumbay Hospital Daycare, Thumbay Dental Hospital, and Thumbay Hospital Ajman.

Sampling method- Sampling procedure used for this study is convenient sampling.

Data Collection

The research instrument planned for this study was a structured questionnaire.

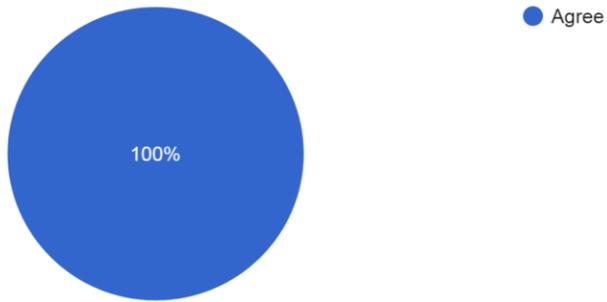
- **Primary source**
 - ❖ Observation Method
 - ❖ Interview Method
 - ❖ Structured Questionnaire
- **Secondary sources**
 - ❖ Books
 - ❖ Annual report of the company
 - ❖ Journals & magazines
 - ❖ Company websites

3.5 LIMITATIONS OF THE STUDY AND FUTURE RESEARCH

- Time was a major constraint for the analysis and review as it bound to academic time period.
- The results cannot be generalized to other Health care industries as it is conducted in Thumbay group alone.
- Due to Company facing some financial problem survey not being able to conduct on large scale and assumed sample size was also not able to get fulfilled.

CHAPTER 4

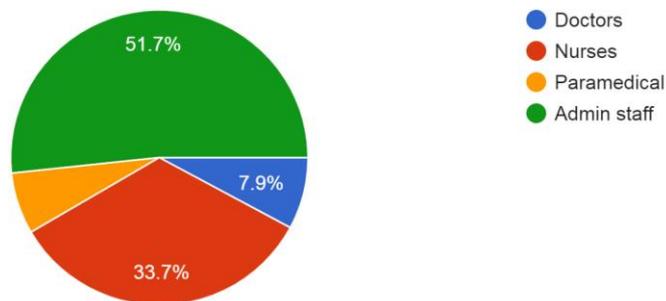
DATA ANALYSIS AND RESULTS



Q1. Do you agree to give consent and participate for the survey?

Interpretation: - All the participant who participated in the study were ready and gave 100% consent to share their views.

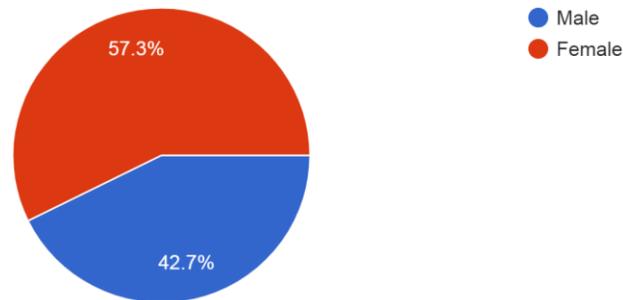
Category
89 responses



Q2. Different departments involved at Hospital who participated in the study.

Interpretation: - It came into notice that most of the participants were from admin group i.e. 51.7% (HR, Drivers, Housekeeping, and FDA etc.) Doctors who responded were 7.9% only Rest 33.7% was from nurses.& the least was from paramedics.

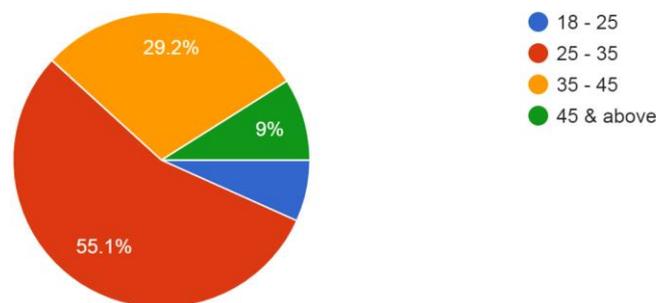
Gender
89 responses



Q3. Male and Female Participants of the study.

Interpretation: - from the total participants who participated 42.7 were male population & remaining 57.3 % were female participants.

Age
89 responses

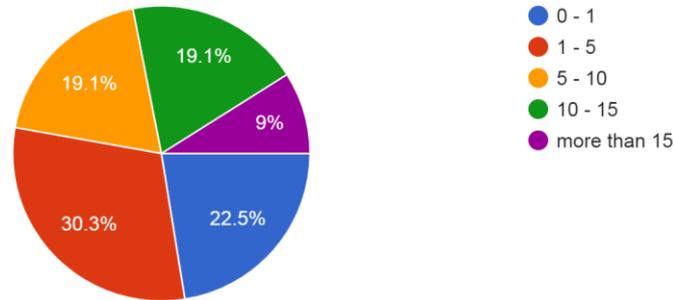


Q4. Different age groups involved in study who work at Hospital.

Interpretation: - In the study conducted the age group of different ages who participated in were between 18 -25, 25 -35 i.e. 55.1 % of the total sample.35 -45, i.e. 29.2% of the sample & rest 9 % is above 45 age.

How many years have you been working for this company?

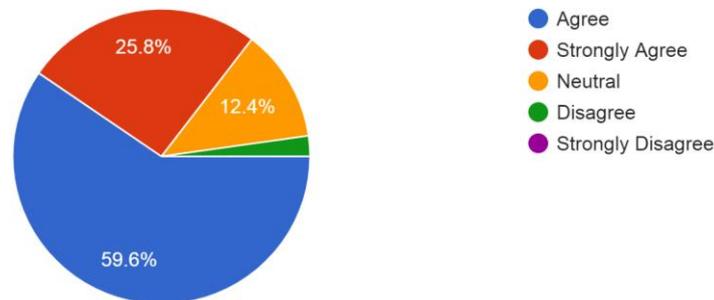
89 responses



Interpretation: - From the collected sample size there 30.3% of the sample working with the organization since 1 – 5 years. And others i.e. 5 – 10 were 19.1% and 10 – 15 were also 19.1% rest 9 % of the sample size was working with organization more than 15 years they were mostly Doctors & old employees.

The Organization is like Family to me I am proud to tell others that i am a part of this organization.

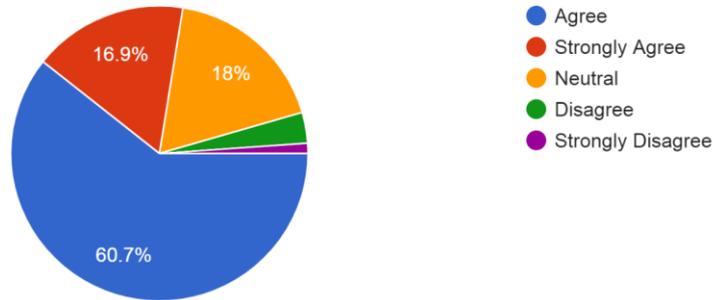
89 responses



Interpretation: - In the study conducted many of samples i.e. 59.6% of the sample felt that the organization is like family to them and they agreed with it. But there were some samples i.e. 25.8% they not only agreed but strongly agreed organization is like family to them. But their 2.2% of the sample who felt that the organization is not like family to them.

Has your organization maintained adequate communication with all of its employees?

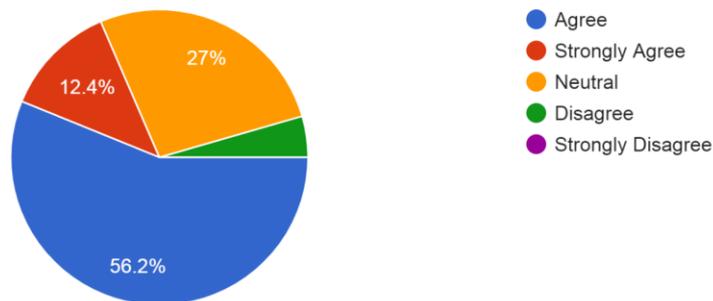
89 responses



Interpretation: - 60.7% of the samples has agreed that organization has maintained well communication with its employees from time to time. Whereas 16.9% strongly agreed 18 % of the sample not agreed nor disagreed they were neutral. Whereas 3 % has disagreed. And 1.4 % of the sample strongly disagreed.

Are you satisfied with the way your organization has managed both its business and people during this Pandemic time?

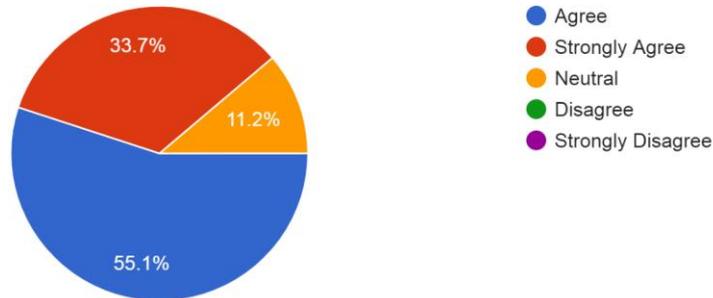
89 responses



Interpretation: - 56.2 % of the samples has agreed that organization has managed both people and business in pandemic. Whereas 12.4 %% strongly agreed 27 % of the sample not agreed nor disagreed they were neutral. Whereas 4.4 % disagreed.

Do you like your workplace and surroundings?

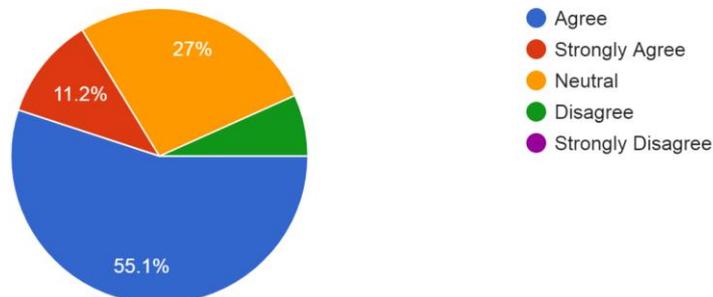
89 responses



Interpretation: - 55.1 % of the samples has agreed that they like the organization surrounding whereas 11.2 % were neutral. And 33.7 % of the population strongly agreed that the love the workplace.

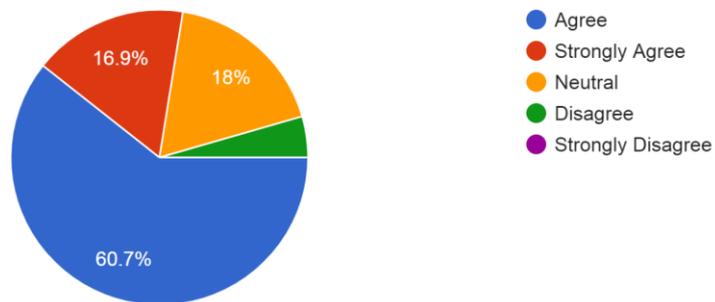
Do you feel the employee evaluation process is fair?

89 responses



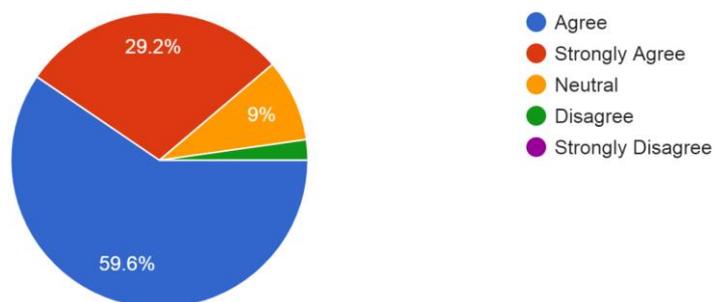
Interpretation: - 55.1 % of the samples has agreed that employee evaluation process is fair whereas 11.2 % strongly agreed. And 27 % % of the population were neutral. Rest 6.9% disagreed with employee evaluation process.

The company provides the tools for me to grow professionally and personally
89 responses



Interpretation: - 60.1% % of the samples has agreed that company provides tools for growth whereas 16.9 % strongly agreed. And 18 % % of the population were neutral. Rest 4.4 % disagreed.

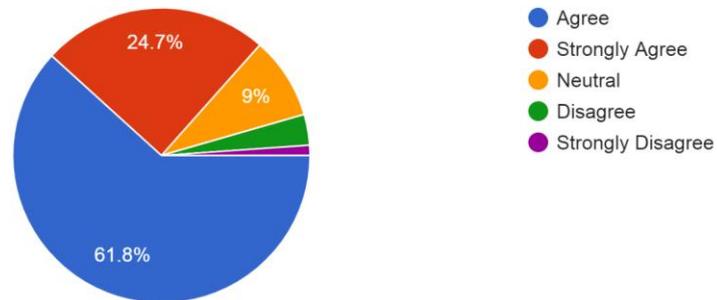
Does your team participate and encourage you to complete your tasks?
89 responses



Interpretation: - 59.6 % of the samples has agreed that team participate and encourage to complete the work whereas 29.2 % strongly agreed. And 9 % of the population were neutral. Rest 1.2 % disagreed

Is there a strong feeling of teamwork and participation in the organization?

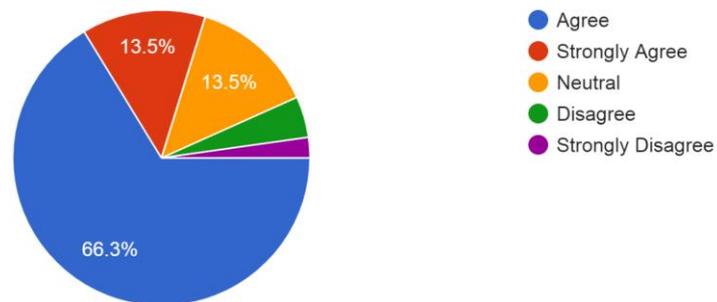
89 responses



Interpretation: - 61.8 % of the samples has agreed that there is a strong feeling of teamwork whereas 24.7 % strongly agreed. And 9 % of the population were neutral. Rest 3 % disagreed & only 1 % of the population disagreed.

Are you provided with proper training when introduced to new systems/tools/software?

89 responses



Interpretation: - 66.3 % of the samples has agreed that they provided with proper training and introduced to new softwares whereas 13.5 % strongly agreed. And 13.5 % of the population were neutral. Rest 4 % disagreed & only 3 % of the population disagreed.

CHAPTER 5

FINDINGS, CONCLUSION AND

SUGGESTIONS

FINDINGS:

The findings from the study are the following

- Employee Engagement is positively related to organizational commitment.
- Employee Empowerment is positively related to organizational commitment.
- There is a positive relationship between Employee Engagement, Employee empowerment and organizational commitment.

CONCLUSION:

It can be concluded that the research has been able to establish a relationship between Employee Engagement, Employee empowerment and organizational commitment. Providing more freedom, power, authority, information knowledge and engaging employees at work place can impart better employee Satisfaction and in turn result in less absenteeism and turnover. Thus when the

Employees in a firm are provided with more power to make decisions the way they work, and also engaging in multiple activities tends to be more productive. Also the autonomy at work create an inclusive feeling among employees and this make them more engaged, which in turn insist them to work in high commitment

SUGGESTIONS:

- **Organization should improve employee evaluation process.**
- **Organization should treat equally all the employees so that their productivity increases by giving them proper tool and training.**
- **Timely guidance should be provided.**
- **Feedback should be taken and conducted.**
- **Engagement activities should be increased.**

ANNEXURE

Consent

I, understand that I am being asked to participate in a survey/questionnaire activity, The purpose of the survey is only for the research purpose by using below parameters. All the data collected will be used only for educational purpose and will kept secret. If you agree to the terms and participate in the study you will be asked to complete a questionnaire. By clicking "I Agree" below you are indicating that you have read and understand this consent form and agree to participate in the survey.

*Required

1. Email *

2. *Consent

Mark only one oval.

Agree

Dear Sir/Madam,
As part of my MBA program curriculum I am doing Dissertation on the topic "Association between employee engagement and empowerment on organizational commitment at Thumbay University Hospital Ajman". A brief questionnaire regarding your personal experience encountered while working in the hospital. This will take maximum 2-3 minutes of your valuable time. The information provided by you will be kept confidential. It will be used only for study and research purpose.
Your participation in the survey is voluntary.

Thank you
Hrushikesh Eknath Nikam

3. Designation *

4. Home country *

5. Category *

Mark only one oval.

Doctors

Nurses

Paramedical

Admin staff

6. Department *

7. Gender *

Mark only one oval.

Male

Female

8. Age *

Mark only one oval.

- 18 - 25
- 25 - 35
- 35 - 45
- 45 & above

Employee Engagement

9. How many years have you been working for this company? *

Mark only one oval.

- 0 - 1
- 1 - 5
- 5 - 10
- 10 - 15
- more than

15

10. The Organization is like Family to me I am proud to tell others that i am a part * of this organization.

Mark only one oval.

- Agree
- Strongly Agree
- Neutral
- Disagree
- Strongly Disagree

11. Has your organization maintained adequate communication with all of it's * employees?

Mark only one oval.

- Agree
- Strongly Agree
- Neutral
- Disagree
- Strongly Disagree

12. Are you satisfied with the way your organization has managed both its * business and people during this Pandemic time?

Mark only one oval.

-
- Agree
- Strongly Agree
- Neutral
- Disagree

Strongly Disagree

13. Do you like your workplace and surroundings? *

Mark only one oval.

- Agree
- Strongly Agree
- Neutral
- Disagree
- Strongly Disagree

14. Do you feel the employee evaluation process is fair? *

Mark only one oval.

- Agree
- Strongly Agree
- Neutral
- Disagree
- Strongly Disagree

15. The company provides the tools for me to grow professionally and personally *

Mark only one oval.

- Agree
- Strongly Agree
- Neutral
- Disagree
- Strongly Disagree

16. Does your team participate and encourage you to complete your tasks? *

Mark only one oval.

- Agree
- Strongly Agree
- Neutral
- Disagree
- Strongly Disagree

17. Is there a strong feeling of teamwork and participation in the organization? *

Mark only one oval.

- Agree
- Strongly Agree
- Neutral
- Disagree
- Strongly Disagree

18. Are you provided with proper training when introduced to new systems/tools/software? *

Mark only one oval.

Agree

Strongly Agree

- Neutral
- Disagree
- Strongly Disagree
-
-

19. What is the one thing or process you would like to be implemented here? *

20. What else employee engagement activities should be included at workplace * do you feel?

21. How has your workplace environment changed since the pandemic? *

22. What new challenges have you faced since the pandemic? *

23. Is there something else you think we should have asked you in this survey & we didn't ask you? *

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Google Forms

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