

A Study on Employee Engagement And Organizational Performance In Schiller Healthcare India Pvt. Ltd

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Abstract- *Employee engagement has emerged as a critical factor influencing organizational performance, particularly in the healthcare sector where service quality and efficiency depend heavily on human contribution. The present study examines the relationship between employee engagement and organizational performance at Schiller Healthcare India Pvt. Ltd., a leading player in the medical technology industry. The problem observed is that while organizations recognize the importance of employee engagement, many lack clarities on how engagement levels directly influence productivity, retention, and overall performance outcomes. The study adopts a descriptive research design and uses primary data collected from 120 employees through a structured questionnaire based on a five-point Likert scale. Statistical tools such as correlation and regression analysis were used to measure the strength of the relationship between engagement factors and performance indicators. The findings reveal that managerial support, recognition, career development opportunities, and work environment significantly enhance employee engagement, which in turn leads to improved job performance, organizational commitment, and reduced turnover intention. The study provides practical implications for HR managers, suggesting that strengthening communication systems, performance feedback, and employee development initiatives are essential for fostering a high-engagement culture.*

Keywords- Employee Engagement, Organizational Performance, Healthcare Sector, Career Development, Work Environment, Employee Commitment

I. INTRODUCTION

Employee engagement has become an important area of focus for organizations aiming to improve performance, productivity, and workforce stability. Engagement refers to the psychological and emotional connection employees develop towards their job and organization, influencing how actively they contribute to work and organizational goals. In contemporary work environments, organizations increasingly

recognize that engaged employees display higher levels of commitment, creativity, and willingness to take initiative, which directly contributes to improved operational efficiency and overall growth.

The healthcare sector presents a unique context for studying employee engagement due to its service-intensive nature, where organizational outcomes depend significantly on the motivation and performance of employees. Healthcare professionals frequently operate in high-pressure environments, requiring emotional resilience, teamwork, and consistent interaction with patients. When employees in the healthcare sector feel valued, supported, and involved in organizational decisions, their levels of engagement increase, leading to better patient care, reduced errors, and enhanced workplace satisfaction. Therefore, employee engagement is closely linked to service quality, patient satisfaction, and organizational achievement in healthcare institutions.

Organizational performance is influenced by how effectively an organization utilizes its workforce. Engaged employees tend to demonstrate stronger alignment with organizational values, show greater responsibility in achieving goals, and contribute to a positive work culture. In contrast, disengagement often results in absenteeism, low morale, reduced efficiency, and higher turnover, which can negatively impact productivity and financial performance. Thus, exploring the link between engagement and organizational performance is essential for developing effective management strategies in healthcare organizations.

Despite the growing recognition of employee engagement, many Indian healthcare organizations lack structured engagement practices or do not fully understand the extent to which engagement influences organizational outcomes. Existing research has largely focused on general corporate sectors, while limited studies have specifically examined private healthcare institutions. This creates a research gap, particularly with respect to understanding how engagement determinants such as leadership support,

communication, recognition, and work environment influence performance outcomes in healthcare settings.

The scope of this study is limited to employees of Schiller Healthcare India Pvt. Ltd., and it focuses on assessing the relationship between employee engagement and organizational performance within this context. The study aims to identify key factors that drive engagement and evaluate how these factors affect performance indicators such as job satisfaction, productivity, and commitment.

The paper is structured into different sections. Following the introduction, the review of literature presents theoretical and empirical foundations of the study. The research methodology section explains the design, sampling method, and tools used for analysis. Data analysis and results present the statistical findings. The discussion section interprets the results in relation to previous studies. The final sections include findings, recommendations, conclusion, limitations, and directions for future research.

1.1 Objectives of the Study

1. To assess the level of employee engagement among employees working in Schiller Healthcare India Pvt. Ltd.
2. To examine the relationship between employee engagement and key organizational performance indicators such as productivity, job satisfaction, and commitment.
3. To identify the major factors influencing employee engagement and suggest measures to enhance engagement for improved organizational performance.

1.2 Hypotheses of the Study

H1: There is a significant relationship between employee engagement and organizational performance in Schiller Healthcare India Pvt. Ltd.

H2: Higher levels of employee engagement lead to higher job satisfaction among employees in Schiller Healthcare India Pvt. Ltd.

H3: Employee engagement has a positive and significant impact on productivity and job performance in Schiller Healthcare India Pvt. Ltd.

II. REVIEW OF LITERATURE

Recent research highlights that employee engagement is closely linked to improved job performance, higher satisfaction, and stronger teamwork among healthcare professionals. Wei et al. (2023) found that nurses who report higher engagement also experience greater job satisfaction and provide better quality of care. Similarly, Opoku, Aboagye, and Asante (2024) reported that perceived organizational support enhances engagement, which in turn positively influences job performance. Additional multi-hospital studies suggest that employee engagement is a significant predictor of retention and continuity of care, particularly in demanding clinical environments (Poku et al., 2025). At a broader organizational level, Bragge et al. (2025) emphasized that positive staff engagement is associated with improved patient outcomes, indicating the importance of engagement in healthcare service delivery.

Factors influencing engagement have also been well documented. Aunguroch et al. (2024) noted that work environment, leadership support, and recognition practices play a crucial role in fostering engagement among nursing staff. Midje et al. (2024) further observed that engaged employees demonstrate stronger professional commitment and reduced turnover intentions. Studies focusing on healthcare organizational culture show that supportive professional practice environments significantly enhance engagement (Xin et al., 2023). Work engagement is also shaped by psychological empowerment and leader-driven motivation, especially in clinical teams requiring high collaboration (Ghasemi et al., 2025). Research in developing healthcare systems suggests that structural empowerment and proactive work behaviors can improve both engagement and patient service outcomes (Diriba et al., 2025; Lai et al., 2024). Overall, the literature consistently indicates that employee engagement is not only a driver of individual performance but also a key determinant of organizational quality and effectiveness in healthcare settings.

III. RESEARCH METHODOLOGY

3.1 Research Design

The study adopted a descriptive and analytical research design. The descriptive aspect was used to understand the existing levels of employee engagement at Schiller Healthcare India Pvt. Ltd., while the analytical aspect aimed to examine the relationship between employee engagement and organizational performance. This design allowed the study to measure perceptions, compare variable influences, and interpret their impact on performance outcomes.

3.2 Population and Sample

The population for the study consisted of employees working in Schiller Healthcare India Pvt. Ltd., across various departments including production, quality, sales, service, administration, and support. The total population size was 120 employees. Since the number of employees was manageable, the entire population was taken as the sample to ensure complete representation.

3.3 Sampling Technique

A census sampling technique was adopted for this study. This approach ensured that every employee from the population was included in the study, eliminating sampling error and increasing the reliability of findings. Census sampling was chosen due to the moderate size of the workforce and the requirement for inclusive participation.

3.4 Data Collection Tool

Primary data was collected using a structured questionnaire. The questionnaire was based on a five-point Likert scale ranging from strongly agree to strongly disagree. The items included in the questionnaire measured engagement factors such as motivation, recognition, managerial support, work environment, commitment, and perceived performance outcomes. The questionnaire was distributed and collected manually from the participants.

3.5 Statistical Tools

The collected data was coded and analyzed using statistical software. Descriptive statistics such as frequency and percentage distribution were used to summarize demographic characteristics. Correlation analysis was employed to analyze the relationship between employee engagement and organizational performance. Multiple regression analysis was applied to identify the strength and direction of influence among variables. ANOVA was used where necessary to analyze variance between employee groups.

IV. DATA ANALYSIS AND RESULTS

4.1 Demographic Profile of Respondents

Demographic Variable	Category	Frequency (n=120)	Percentage (%)
Age	20–30 Years	42	35.0
	31–40 Years	48	40.0
	Above 40 Years	30	25.0

Gender	Male	78	65.0
	Female	42	35.0
Department	Production/Technical	46	38.3
	Sales & Service	34	28.3
	Administration/Support	40	33.4
Experience	Less than 2 years	28	23.3
	2–5 years	54	45.0
	Above 5 years	38	31.7

Interpretation:

The majority of respondents fall in the 31–40 age group and possess 2–5 years of work experience. This indicates a relatively young and stable workforce with moderate organizational familiarity.

4.2 Employee Engagement Factor Analysis (Mean and Standard Deviation)

Engagement Factor	Mean Score	Standard Deviation
Managerial Support	4.12	0.65
Recognition and Appreciation	3.94	0.71
Work Environment	4.08	0.68
Career Growth Opportunities	3.89	0.75
Organizational Commitment	4.15	0.62

Interpretation:

All engagement factors show mean values above 3.8, indicating that employees generally perceive engagement practices positively, especially regarding managerial support and organizational commitment.

4.3 Correlation Between Employee Engagement and Organizational Performance

Variables	Correlation Coefficient (r)	Significance (p-value)
Employee Engagement ↔ Job Performance	0.71	p < 0.01
Employee Engagement ↔ Productivity	0.68	p < 0.01

Employee Engagement ↔ Job Satisfaction	0.74	p < 0.01
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Interpretation:

There is a strong positive correlation between employee engagement and all measured performance indicators. Higher engagement leads to higher satisfaction, productivity, and job performance.

4.4 Regression Analysis

4.4.1 Regression Analysis (Model 1): Impact of Motivational Factors on Employee Engagement

Predictor Variable	Regression Coefficient (β)	t-value	p-value
Motivation Beyond Expectations	0.41	6.12	p < 0.01
Managerial Support	0.36	5.74	p < 0.01
Recognition for Contributions	0.28	4.89	p < 0.01

Model Summary:

R = 0.79, R² = 0.63, Adjusted R² = 0.61

Interpretation:

Motivation, managerial support, and recognition together explain **63%** of the variation in employee engagement. This shows that when employees feel supported and recognized, their engagement levels increase significantly.

4.4.2 Regression Analysis (Model 2): Impact of Employee Engagement on Organizational Performance

Predictor Variable	Regression Coefficient (β)	t-value	p-value
Employee Engagement	0.63	9.24	p < 0.01

Model Summary:

R = 0.71, R² = 0.50, Adjusted R² = 0.48

Interpretation:

Employee engagement explains **50%** of the variation in organizational performance. Higher engagement improves

productivity, teamwork, and job satisfaction, which results in better overall performance.

4.5 Overall Interpretation of Findings

The results indicate that Schiller Healthcare India Pvt. Ltd. maintains favorable levels of employee engagement. Managerial support, organizational commitment, and work environment are identified as strong contributors to engagement. The statistical analyses clearly demonstrate that increased engagement is strongly associated with higher job performance, productivity, and satisfaction. Thus, fostering engagement can significantly improve organizational outcomes.

V. DISCUSSION

The findings of this study provide strong evidence that engagement has a direct and positive influence on organizational performance at Schiller Healthcare India Pvt. Ltd. The correlation and regression results demonstrated that engagement significantly contributes to increased job satisfaction, productivity, and commitment. These outcomes are consistent with previous research, which states that engaged employees are more motivated, more willing to invest emotional effort in their work, and more aligned with organizational goals [Saks, 2019; Chaudhary & Bhaskar, 2022]. The results are also similar to the observations of Wei et al. (2023), who found that higher engagement among healthcare staff leads to better teamwork, reduced burnout, and improved service quality.

The study further supports the theoretical view that engagement strengthens organizational performance because it enhances psychological ownership, belongingness, and intrinsic motivation among employees. When employees feel valued, recognized, and supported by their supervisors, they are more likely to develop a positive emotional connection to their work. This emotional connection encourages them to go beyond routine responsibilities, contributing to improved operational outcomes such as efficiency, reliability, and collaborative work culture. The presence of timely feedback, fair treatment, and growth opportunities additionally reinforces commitment, which reduces turnover intention and enhances continuity of expertise within the organization. In the context of Schiller Healthcare, certain cultural and behavioral influences also play a significant role in shaping engagement. The organization demonstrates a structured work environment with clear role expectations and supportive managerial interaction. Employees reported feeling comfortable approaching supervisors for guidance, which reflects an open and inclusive communication culture.

Moreover, the organization places emphasis on teamwork and shared responsibility, promoting a cooperative environment rather than a competitive one. Such a culture encourages active participation and strengthens interpersonal trust, both of which contribute to sustained engagement.

Overall, the alignment between organizational culture, employee needs, and managerial practices has contributed to favorable engagement outcomes at Schiller Healthcare. However, the study also indicates that continued attention to recognition, career development pathways, and participatory decision-making will be essential to maintaining and further improving engagement and performance.

VI. FINDINGS

The study revealed that employees at Schiller Healthcare India Pvt. Ltd. show generally favorable levels of engagement, particularly in areas such as managerial support, organizational commitment, and work environment. Employee engagement was found to have a strong positive correlation with key organizational performance indicators including job satisfaction, productivity, and overall job performance. The regression analysis further confirmed that engagement acts as a significant predictor of performance outcomes. Employees who felt recognized, supported, and provided with growth opportunities demonstrated stronger commitment and motivation. It was also observed that a collaborative work culture and effective communication practices contribute to enhanced engagement. However, some employees indicated a need for clearer career development paths and more frequent recognition initiatives.

VII. SUGGESTIONS

To further strengthen employee engagement and improve organizational performance, the following suggestions are proposed. The organization may consider enhancing recognition programs that acknowledge employee contributions more consistently. Providing structured career development opportunities, including skill development workshops and internal promotions, can improve long-term commitment. Strengthening communication channels between management and staff through regular feedback discussions and team meetings can help employees feel more involved in decision-making processes. Additionally, implementing wellness and work-life balance initiatives can reduce stress and enhance overall satisfaction. Establishing mentorship or coaching systems may also help employees build confidence, clarity, and motivation in their roles.

VIII. CONCLUSION

The study concludes that employee engagement plays a crucial role in influencing organizational performance at Schiller Healthcare India Pvt. Ltd. Higher engagement leads to improved job satisfaction, productivity, and commitment, which collectively contribute to better organizational outcomes. The findings align with existing research emphasizing that engaged employees are more motivated, dedicated, and emotionally connected to their work. The organizational culture at Schiller Healthcare supports positive engagement; however, continued emphasis on recognition, communication, and career growth will be necessary to sustain and enhance these outcomes. By adopting employee-centered practices and strengthening engagement strategies, the organization can continue to build a motivated workforce that supports its long-term performance and growth objectives.

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