ASSESSING EMPLOYEES' ENGAGEMENT IN A HEALTH CARE CONTEXT: THE CASE OF NURSING AND ADMINISTRATIVE DEPARTMENTS AT ALBERT HAYKEL HOSPITAL

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CONTENTS

Chapter 5

LIST OF TABLES

LIST OF FIGURES

ABSTRACT

Purpose – The purpose of this thesis is to assess employees' engagement in the nursing and administrative departments at Albert Haykel Hospital.

Design/methodology/approach – Deductive in nature, this thesis uses a questionnaire survey to examine the extent to which the elements of engagement vary with demographic variables of the respondents as well as the existence of a significant linear relationship between them. The analysis of any variation and relationship is manipulated through the use of descriptive and inferential statistical methods.

Findings – The results of this study show a variation in the demographics of the respondents with respect to the elements of engagement as well as a slight but significant linear relationship between them. On the other hand, the study suggests a negative linear relationship between the element of engagement "I have a best friend at work" and the education level of the respondents as it is noted that as the educational level increases, this element of engagement decreases.

Research limitations/implications – This thesis can be extended for future comparison through assessing engagement in other Lebanese hospitals. Besides, conducting interviews with managers and directors of the hospitals is worth being studied.

Practical implications – Findings can help policy makers in improving engagement in their organization taking into consideration the variables that are crucial for its execution.

Originality/value – This thesis is original in its content since it studies the existence of employees' engagement in a Lebanese hospital which is a new area that is worth considering.

Keywords – Employees' engagement, Health care industry, Demographic variables, Elements of engagement, Gallup Q^{12} Survey.

Chapter 1

Introduction

1.1. Background

Employee engagement is a managerial concept that seeks the achievement of organization's strategic goals through the creation of the best conditions for human resources, staff members, managers, and executives to be fully involved in their jobs and extend their capabilities for the interest of the business (Hellevig, 2012). According to Hellevig (2012), employee engagement is of crucial importance as it focuses on serving external shareholders which is an important organizational principle that all businesses strive for. From this angle, employee engagement has different categories of drivers that highly influences the corporate culture. Hellevig (2012) illustrates these drivers by dividing them into twelve categories such as: trust – fairness – respect, alignment, communication, empowerment, efficient processes, organizational structure, self-discipline, total focus on customer satisfaction and quality, behaviors required from leaders and managers, individual drivers – quality of life, the job itself, and pay and rewards. Similarly, Gallup Institution (2017) considers engagement a significant factor that improves a country's economic health. Gallup Institution (2017) classifies employees into three main groups: engaged, not engaged, and actively disengaged where "engaged employees contribute to the economic health of their companies and the nation in ways that other employees do not" (p. 18). However, disengaged employees have negative effect on the prosperity and growth of their organizations (Gallup Institution, 2017). Thus, increasing the number of engaged

employees creates a strong workforce as well as strong companies that can, in turns, expand and increase the number of workers and provide better salaries. Consequently, employees can spend more which, in turns, help in boosting the economy (Gallup Institution, 2017).

The importance of this study lies in illustrating the significance of employee engagement as a major factor in achieving organizational success. According to Gallup Institution (2017), the ultimate goal of employee engagement is not only to increase workers' happiness and satisfaction levels, but also to improve business outcomes. Employees who are engaged seem to stay with their organization, feel a strong bond to the mission and purpose of their organization, and build strong relationships with their customers. This contributes to the reduction of the overall turnover and the costs associated with it, the enhancement of the effectiveness of employees, and the increase in company's sales and profitability (Gallup Institution, 2017). Nevertheless, employees who are actively disengaged seem to miss workdays, negatively influence their coworkers, steal from their company, and drive customers away (Gallup Institution, 2017).

Several previous studies showed that engagement is an important factor that, if not implemented, leads to vast losses in companies' outcomes. Gallup Institution (2017) argues that "actively disengaged employees cost the U.S. $483 billion to $605 billion each year in lost productivity" (p. 19). Consequently, engagement has to be supported and improved due to the fact that "the job market has become and will continue to be less about employees competing for roles and more about organizations competing for employees" (Gallup Institution, 2017, p. 19). According to Gallup Institution (2017), regardless of the job type or industry, leaders should create a culture that is linked to

the modern workforce's wants and needs; "they must give employees a reason to choose them, stay with them, and perform at their best" (p. 19).

1.2. Research Aim and Questions

As discussed in the background, employee engagement is an essential factor that influences employees to expand their capabilities and improve their performance to achieve organizational goals and success. Accordingly, it should be given utmost importance in order to fulfill the needs of employees, customers, and external stakeholders. This thesis attempts to assess employees' engagement in the nursing and administrative departments at Albert Haykel Hospital. The research deals with the following research questions:

- To which extent the elements of engagement vary with the demographics and characteristics of employees? (gender, age, experience, duty, and education level)
- Is there any significant linear relationship between the elements of engagement and the demographic variables of employees?

1.3. The Case of Albert Haykel Hospital

Albert Haykel Hospital is a hospital operating in North Lebanon employing a multidisciplinary professional team with a broad medical experience. The mission of this hospital gives high importance to the patient "Good health is a matter we are all concerned with… At Haykel hospital S.A.L. we treat you like family". The staff of the hospital consists of "a collaborative group of highly trained medical professionals whose common goal is to provide excellent, comprehensive health care with accessible

and affordable quality to the whole society". Their main goals emphasize on "meeting the expectations of patients and partners, improving the efficiency and quality of care, optimizing the economic efficiency, and ensuring the ongoing adequacy of the activities and resources". They believe in teamwork and patients dignity with no discrimination between people. Quality is upheld at Haykel Hospital as well as employees' equity. The hospital provides its employees with a good environment to express their abilities and they work on their employees' continuous improvement through training sessions and skills development to achieve loyalty and expandability. At Albert Haykel Hospital, they offer excellent patient care through the use of their own ambulances as well as a daycare for their employees. They have opened a nursery "Pieds Nus" for the kids of their employees which allows them to take care of their children during their breaks. This service reflects higher attachment to the work, especially for working mothers, as they will be confident that their kids are in good conditions which improves their performance toward their jobs. Working on daily improvements and providing a non-negotiated quality and services makes Albert Haykel Hospital an important subject to be studied. This may encourage other health care institutions to move a step forward in order to achieve success.

The steps of the hospital's development, starting from its foundation until 2018, are as follows:

- **1968** Hospital Foundation - 1st Hospital equipped with high-tech equipment in the Northern Region.
- **1969** Specialization in both medicine and surgery areas.
- **1975** Destruction due to war.
- **1977** Reconstruction of the hospital with about 56 beds.

- **1995** Opening of the Intensive Care Unit.
- **1999** Opening of the Emergency services and Laboratory department.
- **2000** Opening of the Obstetrics Gynecology department. Development of new premises for the Operating Room.
- **2003** Opening of the Pediatric department.
- **2005** Opening of the Neonatal Intensive Care unit.
- **2007** New first-class beds in Medicine and Surgery departments. Geographical separation of the two services Medicine and Surgery. Total capacity of 128 beds.
- **2008** New premises of the Medical Archive department. High tech theatre room.
- **2009** Renovation of the Radiology and Medical Imaging department. New service of the Intensive Care Unit.
- **2010** Interventional Cardiology department. Renovation of the Private Clinics.
- **2011** 4D Echography. Extend of the Obstetric Gynecology department. Renovation of the Endoscopic room. Renovation of the Sterilization department. Opening of "Citylab", new Laboratory in the city associated to the hospital.
- **2012** Opening of XO center, Socio Psycho Educational intervention center.
- **2013** Opening of new Chemotherapy Department. High end equipment Ambulance. Opening of new Operating Room.
- **2014** Opening of a Day Care for the employees' kids "Pieds Nus".
- **2015** High end EEG video system. Opening of "Eat light", Diet center. Lithotripsy department.
- **2015-2018** New projects under development (MRI, administrative building, new cafeteria, doubling the number of beds…)
- **May 2018** Opening New MRI Department – Brand New Signa Voyager.

- **June 2018** Opening New Emergency Room.
- **July 2018** New Private Clinics.

Source: http://www.hopitalhaykel.com/home/en/about

1.4. Thesis Outline

This thesis is divided into five main chapters. This first chapter, The Introduction, presents a general idea about the topic of the study along with the research aim and questions and an overview about Albert Haykel hospital, the place where this study is conducted. The next chapter, The Literature, focuses on providing a comprehensive review of the literature about employee engagement. It introduces first engagement through different definitions, then talks about previous studies, theories, and models addressed by different researchers in different countries. In chapter three, The Methodology, the steps taken to address the research aim are described. This chapter clarifies the philosophical angle adopted, the reasoning approach, the population and sample, and the research strategy and methodology. It also illustrates the data collection tools and the strategies used to analyze the data. Chapter four, The Analysis, assesses the data collected, explains the results of the analysis from the descriptive and inferential perspectives, and shows the correlations and the relationship between different variables. Finally, Chapter five, The Conclusion, presents a wrap up of the whole thesis and summarizes the main findings of the research. The validity and limitations of the study are also discussed in this chapter along with the possibility of future research on the subject and its final remarks.

Chapter 2

Literature Review

2.1. Introduction

Employee engagement is a competitive advantage and a key factor for the success of organizations (Saks and Gruman, 2014). Several decades ago, researchers introduced the concept of employee engagement for the benefit of organizations to achieve organizational goals and higher success. It is also believed that employee engagement not only affects the internal outcomes of organizations, but also enhances the external ones (Saks and Gruman, 2014). Thus, employee engagement started to be implemented in different industries due to its high importance. However, few studies stressed on its importance in the health care context, as services provided in such an industry can never be negotiated. This study aims to assess the level of employees' engagement at Albert Haykel Hospital to identify the extent to which employees care about their work, are attached to it, and participate in achieving organizational goals.

This chapter covers the literature review of employee engagement. It is believed that writing the literature review is very important in any study, as it enhances the researcher's experience and knowledge about the topic studied and supports his/her idea with other authors' insights (Trochim, 2006). In addition, the major importance of the review of literature is to classify the study and set it within a conceptual and theoretical context (Trochim, 2016). Relating to employee engagement, the literature review is important to acquire great knowledge about the meaning of engagement, and

to recognize previous theories and studies executed in different contexts. Accordingly, in this chapter, a discussion of the meaning of employee engagement will take place to determine how employee engagement is defined from different researchers' perspectives. Then, the major theories behind engagement will be deliberated, as well as the findings of several researches on engagement studied in different contexts.

2.2. Definitions

Employee engagement is of crucial significance in this modern business era. Researchers have identified employee engagement as an important tool for the improvement and success of any organization. Employee engagement is a new concept first introduced in management several decades ago and many researchers define it differently. Khan (1990) in Saks and Gruman (2014) interpret engagement as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances" (p. 157). According to Khan (1990) in Saks and Gruman (2014), engaged employees are those who employ and express their preferred selves in task behaviors that create connections to work and to others. This reflects their physical, cognitive and emotional presence to be active in full role performance. Similarly, Lockwood (2007) in Randall (2017) refer to employee engagement as the psychological contract between employees and their organization that could be reflected cognitively, emotionally, and behaviorally.

Shanmuga and Vijayadurai (2014) in Vorina et al. (2017) describe employee engagement as a "measurable degree of an employee's positive or negative emotional attachment to his/her job, colleagues and organization that profoundly influence his/her

willingness to learn and perform at work" (p.247). Mone and London (2010) in Bhuvanaiah and Raya (2015) also define engagement as the feeling of involvement, commitment, empowerment, and passion that an employee demonstrates in work behavior. Vorina et al. (2017) stressed on the importance of employee engagement approach that is designed to assure the commitment of employees towards the organization's goals and values, their motivation to participate in organizational success, and their willingness to enhance their own sense of well-being. Likewise, Jha and Kumar (2016) define employee engagement as a strategy to improve employees' productivity, performance, and wellbeing as well as a process to ensure their commitment, motivation, and willingness to achieve the goals and values of the organization. Thus, according to researchers, employee engagement is the contract that relates employees to their work behaviorally, emotionally, mentally, and psychologically. Researchers believe that through engagement, individuals explore their minds, hearts, and hands for the benefit of their organizations. They practice their knowledge, emotions, and efforts toward achieving higher personal and organizational improvement. Employee engagement is then considered an important approach that could be followed by owners to know the extent to which their employees are attached to their work and the level to which they are willing to explore themselves to enhance organizations' internal and external outcomes.

In contrast, another definition, which related employee engagement to job burnout, was introduced in the literature. Maslach et al. (2001) in Saks and Gruman (2014) defined engagement as "the opposite of burnout or positive antithesis of burnout" (p. 158). Job burnout involves the excessive work that drain individuals mentally, physically, and emotionally. Saks and Gruman (2014) claimed that burnout has three dimensions:

exhaustion, cynicism, and inefficacy; however, engagement is categorized by energy, involvement, and efficacy. In addition, Maslach and Leither (2008) in Saks and Gruman (2014) argued that engagement is "an energetic state of involvement with personally fulfilling activities that enhance one's sense of professional efficacy" (p. 158). Thus, engagement can never be measured only by completing the required job tasks of an individual, but by the level of involvement and professionalism the individual feels while completing his/her tasks.

Empirical evidence proved that employee engagement not only enhances employees' performance, but also improves organizations' outcomes as it increases job performance, decreases turnover intentions, and improves levels of organizational commitment (Krishnaveni and Monica, 2016). Also, Jha and Kumar (2016) argue that employee engagement enhances the financial performance (profit) and the non-financial performance of an organization such as customer satisfaction, service proficiency, employee absenteeism, retention, etc. Consequently, employee engagement can be defined in several ways. Most definitions characterized engagement by being the best solution that enhances individuals' and organizational performance. However, the definition of Khan (1990) is considered the deepest one as it involves a rational decision in which a person chooses to which extent he/she will bring his/her true self when performing at a workplace.

Furthermore, researchers tried to classify engagement in different categories. Jha and Kumar (2016) argued that employee engagement is concerned with four types of employees: highly engaged, moderately engaged, passive or neutral, and actively disengaged. However, according to Later Gallup institution studies (2013) in Bhuvanaiah and Raya (2015), there are only three types of employees: engaged, not

engaged, and actively disengaged. In addition, Jha and Kumar (2016) stressed that the process of employee engagement includes three dimensions that every employee might follow in order to be fully engaged in his/her work. The first dimension is the social engagement which means to which extent an employee can communicate with his/her colleagues and team members about related improvements and changes in the workplace. The second dimension is the intellectual engagement which requires the use of intellect to enhance the work related skills. Finally, the last dimension is about the emotional engagement, which is the level to which an employee is emotionally attached to his/her work and culture.

2.3. Theoretical Underpinnings

Several theories were introduced to explain the significance of employee engagement. Khan (1990) in Saks and Gruman (2014) related an individual's degree of engagement with three psychological conditions: the psychological meaningfulness, the psychological safety, and the psychological availability. According to Khan (1990) in Saks and Gruman (2014), the degree of engagement is a function of the experience of these three psychological conditions. First, psychological meaningfulness has to do with the degree to which people develop meaning from their work and feel that they are gaining investment while performing in their role. Second, psychological safety reveals having the freedom to express one's true self without considering any negative consequences to one's self-image, status, or career. Finally, psychological availability is related to the workplace that provides physical, emotional, and psychological resources essential for role performances which will increase the engagement of employees in their work (Khan, 1990 in Saks and Gruman, 2014). This theory relates employee engagement to three conditions that are necessary in every individual's work

life. An employee practices meaningfulness when he/she feels trustworthy, useful, and valuable. Psychological safety is related to the consistency and prediction provided by the social systems. Finally, psychological availability is experienced when physical, psychological, and emotional resources essential for higher engagement are provided in the workplace.

Another theory of engagement was introduced based on job burnout literature. Maslach et al. (2001) in Saks and Gruman (2014) believed that engagement is an expansion of the burnout construct. Furthermore, it is the opposite of burnout and they argued that engagement can be assessed through the six critical areas of organizational life: workload, control, rewards and recognition, community and social support, perceived fairness, and values. Therefore, "the greater the gap between the person and these six areas, the greater the likelihood of burnout, and the greater the fit between a person and these six areas, the greater one's engagement" (Maslach et al., 2001 in Saks and Gruman, 2014, p. 161). This theory reveals the meaning of being engaged according to the major drivers of engagement and distinguishes engagement from burnout as burnout is considered the excessive work that drain employees' personality. However, relating engagement only to rewards and recognitions, and community and social support will not reflect the real meaning of engagement. On the contrary, it is more concerned about the involvement in decision making process, the feeling of being valued, and to the non-monetary insights that affect the individual's performance and attachment to his/her job.

Job Demands-Resources (JD-R) model is an additional theory of employee engagement developed by Bakker and Demerouti (2007) in Saks and Gruman (2014) which was also based in the burnout literature. The JD-R concept divides the conditions of the

work into two categories: the job demands and the job resources. The job demands are negatively related to employee engagement as they drain the physical and mental resources of employees which lead to fatigue, stress, and cause disengagement, health problems, and burnout. However, the job resources are positively related to engagement due to the activation of a motivational process which in turn can increase the positive attitudes and well-being of employees and lower the level of burnout (Bakker and Demerouti, 2007, 2008; Crawford et al., 2010, in Saks and Gruman 2014). On the other hand, Crawford et al. (2010) in Saks and Gruman (2014) argue that not all job demands are negatively related to engagement as it depends on their types. Stressful demands that ruin personal growth, learning, and goal achievement are negatively related to engagement and are assessed as hindrances. However, stressful demands that endorse personal development, mastery, and high levels of job responsibilities are positively related to engagement and are appraised as challenges. In addition, the JD-R model has been extended recently to include personal resources. According to Saks and Gruman (2014), personal resources are unique for each individual and are related to work engagement and triggered by job resources such as optimism, self-esteem, self-efficacy, and sense of ability to control and influence the environment effectively. Therefore, personal resources are also positively related to engagement. This model is very effective as it studies engagement through the personal resources of an individual and through the job demands and resources provided on a daily basis in the workplace. However, some researchers believe that it is a limited approach compared to employee engagement. Crawford et al. (2010) in Saks and Gruman (2014) note that the Job Demands-Resources model is very limited as it does not include all appropriate

predictors of employee engagement and can be used to only classify job conditions as either resources or demands.

Hellevig (2012) stresses on the importance of the management theory of employee engagement as it is gaining recognition. According to the management theory of employee engagement, leaders have to make sure that all their employees work at their highest capacity and should be present not only physically but also mentally. Leaders have to also ensure that their people are fully engaged meaning that they are "fully involved with great interest in an activity that really holds one's attention and in which one has an urge to do one's best" (Hellevig, 2012, p. 24). Therefore, the management theory considered engagement as the full involvement and professionalism of employees in completing job tasks. Hellevig (2012) adds that there was a lot of confusion between employee engagement and other management theories such as job satisfaction, employee commitment, and employee empowerment. Comparing satisfaction to engagement, Hellevig (2012) found that satisfaction does not lead to higher job performance, whereas engagement enhances performance because "satisfaction may mean contentment and actually contradicts the need to challenge the status quo and be innovative, which is precisely what is expected from an engaged employee" (p. 27). Concerning the commitment theory, Hellevig (2012) argues that "*commitment* theory is more based on compulsion, on creating such conditions that the employee will feel compelled to work for the organization, whereas *engagement* theory aims to bring about a situation where the employee by free choice has an intrinsic desire to work in the best interests of the organization" (p. 29). Thus, engagement can be understood as the behavior of commitment adding to it the intrinsic motivations of engagement (Hellevig, 2012). Relating engagement to empowerment, Hellevig (2012)

found that “empowerment is an important feature of engagement” as it refers to giving the authority to employees to make business decisions which means involving them in the decision making process which is a major factor in the engagement concept (p. 31). Hellevig theory of engagement (2012) makes sense in explaining engagement as satisfaction, commitment, empowerment, and even motivation is related to engagement but can never have the same meaning of engagement.

Randall (2017) also relates the socio-economic applied management (SEAM) concept to employee engagement. He believes that employee engagement process helps organizations detect the improvement areas based on diagnostics conducted by employee surveys. Similarly, the SEAM process is a concept that helps organizations detect hidden costs caused by the dysfunctions in organizations in order to pinpoint areas of improvement. Thus, according to Randall (2017), employee engagement and SEAM complement one another as they “both link the people, or socio aspect of organizations to economic results of organizations” (p.42). Implementing both, the SEAM concept and employee engagement can help organizations detect areas of improvement faster and highly achieve organization’s strategic goals and success. After analyzing the theories of employee engagement, it is noticeable that all of them are interesting. However, the theory of Khan (1990) seems to be more convincing as it identifies the different psychological conditions that are necessary for engagement, along with the elements that influence each one of these conditions.

2.4. Main Literature

Employee engagement is gaining higher recognition in management. Several studies and meta-analysis were published on employee engagement. They proved that

practicing employee engagement results in improving employees' performance and in achieving organizational strategic goals and success. Researchers tried to first organize a list of elements to be used by organizations to succeed in enhancing their employees' engagement as well as their employees' performance. According to Gupta (2015), there are three principal factors of employee engagement: career development, leadership, and empowerment. Enabling career development will allow employees to develop their skills, acquire new knowledge, and recognize their potential. Then, giving employees the chance to practice leadership will prove the extent to which they are respected and valued regardless of their job level. Finally, empowering employees will make them more involved in the decision making process and will enable them to create a trustful and challenging environment in the workplace. Gupta (2015) also emphasized on the importance of "encouraging the employees' involvement in initiatives, encouraging creativity and innovation, encouraging open communication, providing educational opportunities, and sharing information" as major elements for improving employee engagement (p. 46). Krishnaveni and Monica (2016) also stressed on different key drivers of employee engagement such as implementing job characteristics models or theories, maintaining good relationship between coworker and supervisor, providing opportunities for growth and development, and offering rewards and recognition. Similarly, according to Jha and Kumar (2016) the main elements of engagement are the employees' feeling of being valued, having the chance to be trained and developed, being appraised and rewarded based on their performance (financially or non-financially), having the chance to communicate and express themselves, and being treated fairly and well payed even under bad conditions. Likewise, Mone et al. (2011) stressed on "setting performance and development goals, providing ongoing feedback

and recognition, managing employee development, conducting mid-year and year-end appraisals, and building a climate of trust and empowerment with employees" as significant factors of employee engagement (p. 207).

Researchers claim that employee engagement is a significant element that improves the organizational levels internally and externally. Hellevig (2012) identified through a study conducted in the UK that only 12% of employees in a company on average are actively engaged, while 65% of employees are considered to be moderately engaged. This means that they care about their job, but they are not emotionally attached to it. Lockwood (2007) in Hellevig (2012) found that the frequency of safety incidents or absenteeism were five time lower with a team of engaged employees as opposed to disengaged employees according to a study that involved the company Molson Coors. Macey et al. (2009) in Saks and Gruman (2014) found that "in a sample of 65 firms from different industries, the top 25% on an engagement index had greater return on assets (ROA), profitability, and more than double the shareholder value compared to the bottom 25%" (p.169). Moreover, Hellevig (2012) found that according to a European study, companies that have high level of employee engagement have meaningfully high operating margins compared with industry standards as "88% of highly engaged employees believe they can positively impact the quality of their organization's products, compared with only 38% of the disengaged" (p. 33).

According to a study conducted by Eldor and Harpaz (2015) through Israel's various occupations and organizations, employee engagement strengthens the relationship between the organizations' learning climate and employees' proactivity, knowledge, and creativity. Thus, it is the bridge that links between the objectives of organizations and employees as it reflects the combination of well-being and motivation of

employees. A meta-analysis conducted by Halbesleben (2010) in Saks and Gruman (2014) on engagement proved that engagement is highly related to commitment, health, performance, and leads to low turnover rate.

Another study conducted in large business units by Harter et al. (2002) in Saks and Gruman (2014) proved that engagement is also related to business outcomes such as customer satisfaction, productivity, profitability, and safety. The U.S.-based financial services company, figured a benefit of higher employee engagement. This company has implemented a research on the elements of employee engagement and the perception of its employees - in its major operating groups - towards those elements. After analyzing the results, it found that if it improved the score of the drivers of employee engagement by 5 percent, employee engagement would increase by 6.1 percent, which in turn, would reduce its turnover rate by 3 percent. In other words, if it increased "the chance to do challenging work, the access to needed information, the ability to reach career goals, and the access to needed training" (p. 43) by 5 percent, then it could increase its employees' engagement and reduce its turnover. The company was convinced by the results and had moved forward to implement the practice of engagement among all its operating groups (Sanchez and Mccauley, 2006).

Stoyanova and Iliev (2017) conducted a study to know the effect of employee engagement on Bulgarians organizations and to identify ways to enhance engagement there, they found that satisfaction is directly related to higher employee engagement level. This means that the most satisfied employees are the most engaged in their work environment. Thus, Bulgarian organizations have to provide higher levels of satisfaction to their employees to be able to increase employee engagement and achieve organizational excellence. Similarly, in their study conducted on a sample of 594

respondents employed in the public and non-public sector in Slovenia, Vorina et al. (2017) confirmed that employee engagement is positively related to job satisfaction due to passionate employees focusing on achieving their companies' goals. They are considered as key competitive advantage in the modern world, while there is no significant difference or relationship between employee engagement and gender and between job satisfaction and gender. According to Dutton and Kleiner (2015), employee engagement is also related to organizational culture as it is considered an important element in creating efficient and productive employees. Dutton and Kleiner (2015) argue that organizational culture allows employees to have a deep knowledge on their organization's goals, vision, and structure as it sets the social norms they should follow. Dutton and Kleiner (2015) believed that monetary strategies, performance evaluations, and training play an important role in engaging employees. However, these factors do not reflect engagement correctly because engagement is more related to motivation and involvement than to monetary insights. An employee can feel motivated and engaged easily when he/she participates in decision making, thus receiving monetary rewards is not an essential factor of engagement. Performance evaluations and training can be considered effective in enhancing engagement, because when it comes to being evaluated, employees try to improve themselves to get higher levels that may allow them to be promoted. Similarly, training increases the feeling of professionalism and makes employees more attached to their work as they will feel no one else can fit in their place to complete the job.

A study was conducted by Adarsh and Kumar (2017) on employee engagement, customer engagement, and financial performance in the private banking sector in India, proved that there is a significant relationship between employee engagement and

financial performance, a significant relationship between customer engagement and financial performance, yet no significant relationship between employee engagement and customer engagement. In this study, the level of engagement varies with the demographics of employees. To begin with, Adarsh and Kumar (2017) have identified that female employees are slightly less engaged than male employees. Concerning age, the employees that fit to the age of 31 to 40 years are more engaged than the age group of 21 to 30 and above 40. When it comes to salaries, employees that earn high annual salaries tend to be more engaged than employees that earn low annual salaries. Finally, concerning the marital status of employees, Adarsh and Kumar (2017) have found that unmarried employees seem to be more engaged than married employees. Similarly, the level of engagement also varies with customers' demographics as it was found that the engagement level between male customers and female customers slightly differs. In addition, the age group of customers that fit 21 to 30 seem to be more engaged than any other customer age group. Concerning the marital status, it was found that married customers tend to be less engaged than unmarried customers. And finally, customers whose annual is between 2 to 5 lakhs seem to be more engaged than any other customers of the bank (Adarsh and Kumar 2017).

Gupta and Singh (2017) conducted a new study that examined whether organizational citizenship behavior and employee engagement are influenced by the fairness of performance appraisal and reward and recognition practices in manufacturing and service organizations in India. Gupta and Singh (2017) have found that employee engagement and organizational citizenship behavior are significantly influenced by the fairness of performance appraisal and reward and recognition. In addition, Gupta and Singh (2017) examine that having a trustful environment in organizations significantly

influences the knowledge sharing behavior. However, “for knowledge sharing, PA and R&R do not contribute significantly” (p. 684). Gupta and Singh (2017) also highlighted the importance of employee engagement as it has “a positive influence on customer loyalty, productivity and profitability, sales growth, shareholder return, affective and normative commitment, and organization performance” (p. 678).

Another study on employee engagement conducted by Hurmelinna and Olander (2017) has suggested that employers have to concentrate more on employee engagement to provide individuals with higher improvements because it was found that employee engagement is beneficial for individual-level innovativeness. In their study, Hurmelinna and Olander (2017) have discovered that employee engagement is highly influenced by supportive autonomy as well as by active internal communication, however, no significant correlation has been found between employee engagement and storytelling even when the two authors considered this later as a good form of communication. Therefore, according to Hurmelinna and Olander (2017) autonomy, sharing the decision making with managers, and activating internal communication are essential factors that enhance engagement.

Combining all these studies together, it can be evidenced that employee engagement is meaningfully a significant concept that ensures the improvement and success of any organization. Being implemented in approximately all industries, employee engagement has proved that it can influence employees’ performance, organizations’ performance, and even customers’ performance. It is a significant approach that is recently highly used in organizations aiming to achieve organizational goals faster.

2.5. Detailed Assessment of Literature in Healthcare Context

As discussed in the previous parts, employee engagement has been gaining success and has already been implemented in different industries. Practicing employee engagement in the health care context has also proved the effectiveness of this concept in achieving higher internal and external returns. Granatino et al. (2013) conducted an employee engagement survey on 49 staff members who held positions such as nurses, x-ray technicians, schedulers, and receptionists at a healthcare organization in the Midwest. The study was conducted twice and was based on mystery shop telephone calls that recorded the way employees answer patients when calling for appointments. In the first round, employee engagement survey proved that "66% of employees were either 'extremely satisfied' or 'satisfied' with their management team and the customer service levels were found to be at 62%" (p. 118). However, after conducting a training between customer service and staff members, and between managers throughout the organization, percentages started to increase. Accordingly, the process of employee surveying and customer service mystery shops took place again and during the second round, "77% of employees were either 'extremely satisfied' or 'satisfied' and customer service levels were around 82%" (p. 118). Consequently, Granatino et al. (2013) found that the high level of engagement provided better communication between staff members and managers and had a positive effect on customer satisfaction. Mutsuddi (2016) conducted another interesting study on employee engagement at Medica Super Specialty Hospital, in Kolkata, India aiming to identify whether employees' expectations or satisfaction on welfare met those provided by their organizations. Accordingly, Mutsuddi (2016) has ascertained that employee engagement was highly affected by participation and job attractiveness, followed by fair compensation and

supervision relation. In contrast, engagement was poorly affected by feedback, reflecting the dissatisfaction of employees with this factor. Most importantly, Mutsuddi (2016) has developed “The Job Engagement Model” that is “based on the correlations between job engagement and other factors like job attractiveness, participation, fair compensation and supervisor relations” (p. 76). This model started with job engagement followed by job attractiveness and participation as major factors, then ended by fair compensation and supervisor relations. In other words, this model has a significant importance as it gives priority to participation as one of its major factors which proves the involvement of employees in decision making. In addition, it gives high importance to job attractiveness which reflects the extent to which individuals are physically and mentally present in their work, as well as emotionally attached to it. Consequently, the job engagement model could be beneficial as it could help HR specialists and policy makers implement new concepts in their organizations, taking into consideration engagement improvement, to be able to attain higher achievements, organizational goals, and success.

2.6. Summary and Conclusion

As discussed in this chapter, employees’ engagement is of crucial importance for the success of any organization. Researches tried to define engagement from their different perspectives and came up with several theories and models to prove the significance and effectiveness of this debatable issue in enhancing organizational outcomes. Accordingly, it is believed that engagement not only improves employees’ performance, but also increases the chance of earning higher returns and higher investments outside the organization. This is why employee engagement is implemented in different industries and proves meaningful findings as discussed in the

previous phases of the literature. The literature review is very beneficial in relation to the methodology that will be developed in the following chapter, as the analyzed definitions, theories, and studies will allow the development of robust research questions.

Chapter 3

The Methodology

3.1. Introduction

Research is “a scientific and systematic search for pertinent information on a specific topic” (Kothari, 2004, p. 1). According to Kothari (2004), research involves “defining the problem, formulating a hypothesis, collecting the facts or data, analyzing the facts, and reaching certain conclusions either in the form of solution (s) toward the concerned problem or in certain generalizations for some theoretical formulation” (p. 2). Thus, research is the term used to describe a researcher’s ability to enhance his/her knowledge and literature through testing, analyzing, and exploring new solutions concerning a specified topic. In addition, the main purpose of research is to discover the hidden truth and to find answers for questions by applying scientific processes (Kothari, 2004). Kothari (2004) believes that quantitative and qualitative methods are the basic approaches to research. The quantitative approach includes the collection of data numerically followed by a quantitative analysis in a formal and objective manner. However, the qualitative approach depends on the researcher’s impressions and insights as it involves behavioral, intellectual, and attitude assessment.

Research participants, population and sample have the right to be protected; this is why several principles are established to guarantee that ethical approach is administered. The voluntary participation is the first code of research ethics which gives the participants the freedom of participation (Trochim, 2006). Participants should not be

forced to participate in a study, otherwise they will be answering indecently which will negatively affect the validity of the findings. The second principle of research ethics is the informed consent that consists of notifying the participants about the processes and threats involved in the research and having their consent to participate (Trochim, 2006). Avoiding the risk of harm is an additional belief of research ethics. This principle strictly prohibits researchers from putting participants in embarrassing situations either physical or psychological (Trochim, 2006). Guaranteeing the confidentiality of participants is also an important code of research ethics that prevents the disclosure of private information related to participants such as name, age, gender, position, etc., unless they are accepting (Trochim, 2006). Finally, anonymity of participants is highly required when conducting research as it is the strongest assurance of privacy. Participants should stay anonymous even to the researchers themselves throughout the study and mainly when they are measured in different situations such as in a pre-post study (Trochim, 2006). Following those principles ensures the trustworthiness of the research and enhances the validity of the findings.

Kothari (2004) believes that research methods and methodology are meaningfully different. Research methods are practices and tools used by researchers to complete their study and are considered as part of the research methodology, while research methodology is a wider approach that helps in explaining, analyzing, and solving the research problem (Kothari, 2004). This chapter describes the methodology of this research, thus a detailed philosophical discussion will identify the difference between positivism, interpretivism, and post-positivism. Then, the research orientation part will provide an explanation about the main reasoning approaches: deductive and inductive. In addition, the population and sample of interest will be specified by providing in-

depth information about the studied hospital's departments and employees' breakdown. Finally, a detailed discussion about the case study which is the strategy used in this research will be provided, followed by an explanation of the data collection tools used to conduct this study.

3.2. Philosophical Discussion

There are three main philosophical dimensions: positivism, interpretivism, and post-positivism. Positivism is the philosophical dimension that depends on using the tools of natural science (direct measurement and experience) and adopting objectivity while verifying meaningful interferences (Menassa, 2016a). Trochim (2006) argues that positivism is the position that emphasizes on describing the experienced phenomena as the major goal of knowledge. Hence, according to positivism, the role of science is to uncover the truth by only considering what is observed and measured (Trochim, 2006). Similarly, Henderson (2011) asserts that positivists consider the truth as an independent part of a whole, believe that theory should be deductive and scientific research is objective, and use quantitative data collection methods in their measures.

Phenomenologists or interpretivists believe that social science or issues should be studied in context rather than being the subject of pure mathematical assumptions (Menassa, 2016a). In addition, Durning (1999) argues that an interpretivist is not a scientist searching for the truth. Interpretivism is the philosophy where the researcher takes the position of a collaborator in setting and implementing policies that are crucial for a particular situation (Guba, 1985 in Durning, 1999). Jennings (1987) in Durning (1999) also states that "interpretive analysts strive to fashion an interpretation of what the public interest requires that can survive a collective process of rational assessment

and deliberation" (p. 397). Finally, Henderson (2006) in Henderson (2011) claims that phenomenologists believe that understanding is coming from multiple realities where theory is emerged and inductive, contextual processes are focusing on the meanings, and qualitative data collection methods are required.

Post-positivism is the philosophical dimension that is believed to replace positivism (Durning, 1999). This philosophical dimension depends on increasing objectivity through the use of triangulation method that is based on the mix of quantitative and qualitative methods in data collection (Menassa, 2016a). According to Trochim (2006), post-positivists suppose that "the goal of science is to hold steadfastly to the goal of getting it right about reality, even though this goal can never be achieved" (p. 27). Trochim (2006) adds that post-positivists emphasize on the importance of using multiple measures, each of which may result in different types of errors, and the need of using triangulation across these errors to assure the validity of the findings. Henderson (2011) assumes that post-positivism is usually better to be adopted in research than positivism. This is due to the fact that post-positivist researchers are often interested in revealing meanings from people about their various understandings of reality; however, positivist scientists are not frequently able to present the nature and complexity of the performance regardless of the situation. Consequently, post-positivism is considered a combination of positivism and interpretivism as the purpose of mixed methods is to improve accuracy, to get a better and complete picture of the phenomena, to avoid biases, and to build analyses which are considered assumptions for positivists and interpretivists (Denscombe, 2008 in Henderson, 2011).

The aim of this research is to assess employees' engagement at Albert Haykel Hospital through the use of quantitative data. The role in this research is limited to data

collection, analysis, and interpretation of the findings that are quantifiable and statistically analyzed. The theories are already there and the aim is not to emerge a new theory; however, it is to test some hypotheses and justify them. Thus, adopting positivism assures higher objectivity and translates the truth correctly which will strengthen the position, improve accuracy, and provide valid and reliable results while avoiding biases.

3.3. Research Orientation

According to Trochim (2006), deductive reasoning is the type of reasoning that works from the more general to the more specific. In other words, using a deductive reasoning enables the researcher to formulate his/her own hypothesis after relying on theories related to his/her topic of interest. This type of reasoning is also called a "top-down" approach as the researcher starts his/her study with a general idea to reach a more specific one. The deductive reasoning allows the researcher to test the claimed hypotheses that are based on preceding theories and to either accept the hypotheses or reject them (Trochim, 2006). Though, Thurstone (1938) in Shye (1988) originally defines inductive reasoning as "the finding of a rule or principle" (p. 308). Then, Stemberg and Gardner (1983) in Shye (1988) claim that induction is "a generalization from particulars" (p. 308). Trochim (2006) also defines inductive reasoning to be the type of reasoning that moves from specific observations, to build a pattern, then to formulate a tentative hypothesis, and finally to generalize a theory, also called bottom-up approach. Some researchers argue that deductive and inductive reasoning converge in some points in the measurement of cognitive ability (Shye, 1988). However, Trochim (2006) states that each approach has its own objective as deductive approach is

concerned with testing and confirming hypothesis, while inductive approach is more flexible and deals with observations and experiments.

In this research, research questions have been developed in order to test and assess employees' engagement at Albert Haykel Hospital. There is no reliance on specific observations or the aim of generalizing a theory. Thus, a deductive reasoning approach is adopted as this research relies on previous studies and theories of different researchers related to employee engagement.

3.4. Population and Sample of Interest

The participants of research are defined to be the subjects under study and when studying participants, researchers should consider the population, the sample, the sampling method, and the representativeness of the sample (Menassa, 2016b). The population is the number of people that is considered the target of the study. The sample is the number of people chosen from the population. There are several sampling methods such as the random sampling, the purposive sampling, the stratified sampling, and the census sampling (Menassa, 2016b). Giving an equal chance to all the subjects in the population to be representative in the sample is what the random sampling is about. The purposive sampling is applied when choosing the subjects in the population on purpose in order to get expert opinion. The stratified sampling is usually linked to random sampling but with controls for example the researcher chooses equal number of different genders (10 males and 10 females). The census sampling is used when the researcher wants the sample to be equal to the whole population. This latter is considered to help the researcher get robust finding and valid results (Menassa, 2016b).

This research is conducted at Albert Haykel Hospital, an operating hospital in North Lebanon, and more specifically in the nursing and administrative departments where the use of managerial concepts is highly required. At Albert Haykel Hospital there are nursing teams whose main goal is to provide excellent health care service to the community and managers whose role is to supervise, follow, and improve daily services. Conducting this study at Albert Haykel Hospital is of high relevance as people there believe in dignity, teamwork, no discrimination, and are connected to each other and work together to achieve the goal of the hospital. In addition, managers and directors are highly implementing management styles and managerial processes that seek development and innovation.

Albert Haykel Organizational Chart:

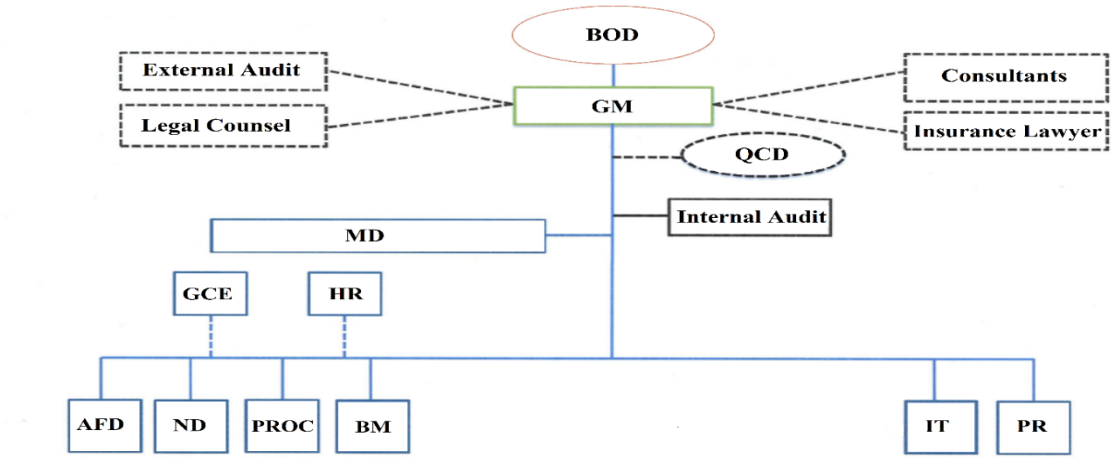

Figure 1: Albert Haykel Organizational Chart

Index:

BOD: Board of Directors
GM: General Manager
QCD: Quality Control Department
MD: Medical Director
GCE: General Continous Education
HR: Human Resources Department
IT: Information Technology Department
PR: Public Relations
BM: Biomedical Engineering and Maintemence Department
PROC: Procurement
ND: Nursing Direction
AFD: Administrative and Financial Department

According to Albert Haykel's Organizational Chart, there are several departments such as Quality Control Department, Human Resources Department, Information Technology Department, Biomedical Engineering and Maintemence Department, Nursing Department, and Administrative and Financial Department. Though, for this study, the chosen departments are the nursing and administrative ones. At Albert Haykel's nursing department, there are 202 nurses supervised by 10 managers and a nursing director. In addition, there are 59 employees and an administrative director in the administrative department. Thus, a population of 261 nurses and employees is the main target of this research. Hence, considering the representativeness of this population, the chosen sample will be equal to the whole population in order to get robust and valid results. Consequently, a census sampling method will be adopted.

3.5. Research Strategy and Methodology

This research is considered a case study since it talks about a particular event within a particular entity – assessing employees' engagement at Albert Haykel Hospital. More specifically it is a snapshot case study as it will be conducted at a specific point in time – in 2018. Adopting a case study is considered a good research strategy as it "provides a better understanding and content theorization" (Simões and Rodrigues, 2011, p. 6). Likewise, Yin (2003) highlights the importance of relying on a case study as a research strategy by identifying two main definitions for it. The first one presents the case study as "an empirical inquiry that investigates a contemporary phenomenon within its real-life context especially when the boundaries between phenomenon and context are not clear" (Yin, 2003, p. 13) and the second describes the case study as "an inquiry that copes with the technically distinctive situation, relies on multiple sources of evidence, and benefits from the prior development of theoretical propositions to guide data

collection and analysis" (Yin, 2003, p.13). Yin (2003) in Simões and Rodrigues (2011) proposes three main procedures to guarantee the quality and credibility of a case study. First, the researcher should use a triangulation method that requires multiple sources of information. Then, the researcher should construct a database that includes all the documents collected and created. And finally, the researcher should establish an evidence chain. Simões and Rodrigues (2011) argue that the first and third procedures are beneficial to build a strong data validity whereas the second and third procedures are useful for reinforcing data collection tools.

In this research a survey is also adopted. A survey is an important method of measurement in research and is divided into two categories: the questionnaire and the interview (Trochim, 2006). Questionnaires are usually completed by respondents and are considered paper and pencil instruments (Trochim, 2006). A major advantage of questionnaires is that they can be collected within a short period of time while maintaining the anonymity of the respondents (Trochim, 2006). Thus, an increase in credibility and transparency is ensured. As for the interviews, they are considered the most interesting forms of measurement as "they require a personal sensitivity and adaptability as well as the ability to stay within the bounds of the designed protocol" (Trochim, 2006, p. 131). Interviews can be conducted either face to face or through the phone. However, face to face interviews are more efficient as the interviewer will be directly working with the interviewee who will directly reflect personal expression and opinion. Although interviews are very time consuming and need intensive resources, they assure higher accuracy, responsiveness, and trustworthiness of the interviewee which will consequently enhance the robustness of the findings (Trochim 2006). In this research, measurable methods are adopted in order to check the findings of quantitative

techniques and get valid results. Consequently, to conduct this study, a questionnaire with closed-ended questions is constructed and distributed to the nurses and employees in the nursing and administrative departments at Albert Haykel Hospital.

Relying on different research strategies such as case study and survey is beneficial for this research as both have several advantages that enable achieving the aim of the research. However, the major disadvantage of a case study is that generalizing the findings will be impossible which will lead to a weak external validity. However, regardless of the external validity, the aim of this study is not to generalize. It is more likely about extracting the best practices of a specific entity – Albert Haykel Hospital – and making them available to the other players in the market which will encourage other hospitals to start implementing employee engagement and other managerial concepts in order to achieve success and sustainability.

3.6. Data Collection Tools

As discussed in the previous section, a questionnaire is distributed to the sample of interest at Albert Haykel Hospital. The questionnaire includes two sections with closed-ended questions. The first section of the questionnaire consists of the demographics of the respondents such as gender, age, position, years of experience, and education. The second section comprises the variables that are essential for assessing employees' engagement. Questions of the second section are inspired by Gallup's Q^{12} Survey, a well-known analytical assessment for employee's engagement. More than eighty years of experience combined with global research enabled Gallup to deliver analytical advices and recommendations that help leaders and organizations solve their most pressing problems (Gallup Institution, 2017). After many years of research on

engagement, Gallup was able to develop the "Employee Engagement Index" which is based on the Q^{12} engagement survey that includes the responses of participants in the workplace on twelve elements to test their level of engagement by being either engaged, not engaged, or actively disengaged (Gallup Institution, 2017). The twelve elements of the survey measure engagement based on four levels of employees' performance development needs: basic needs, individual needs, teamwork needs, and personal growth needs. According to Gallup, the first three levels, the basic, the individual, and the teamwork needs, are crucial for creating a trustful and supportive environment that highly influences the fourth level, the personal growth needs, and allows managers and employees to get the most out of it (Gallup Institution, 2017). Thus, in the Q^{12} survey of engagement, Gallup assigned two questions for each the basic and the growth needs and allocated the individual and teamwork needs with four questions each of which ended by having a total of twelve questions to assess engagement (Gallup Institution, 2017).

Gallup's Q^{12} engagement survey is of high accuracy and reliability as Gallup researchers spent decades writing, analyzing, and testing hundreds of questions on more than 25 million employees worldwide to come up with the most effective measures of employee engagement (Gallup Institution, 2017). The Q^{12} survey of engagement is very beneficial for conducting this study at Albert Haykel Hospital as it provides employees with only few questions to highly measure their level of performance and engagement. This makes the collection of data more effective, not time consuming, and helps in getting precise results.

3.7. Conclusion

As discussed in this chapter, research is a search of knowledge. While conducting a study, a researcher attempts to find the hidden truth either by justifying his/her theories and hypotheses, or by coming up with new solutions or models that fit the subject under study. In research many steps should be followed including ethics in order to enhance validity, reliability and trustworthiness. In this research, a positivist position is adopted alongside with deductive reasoning, quantitative methods for data collection, a specified population, and a census sampling method. Choosing Albert Haykel Hospital the place where this study is conducted is beneficial to prove that applying employees' engagement is of high importance for the improvement of the internal and external outcomes of any organization even in health care industry.

Chapter 4

The Analysis

4.1. Introduction

The data collected through the questionnaires distributed to the employees of the nursing and administrative departments at Albert Haykel Hospital are analyzed in this chapter. A total of one hundred and eighty-six responses were analyzed using SPSS – The Statistical Package for the Social Science program. This chapter is divided into two main parts. The first part describes the analysis framework and the second part reveals a detailed analysis of the findings through the use of descriptive and inferential statistics as well as correlations between different variables.

4.2. The Analysis Framework

In this research, quantitative methods are used for the purpose of quantifying the data and applying statistical analysis in order to reach conclusive evidence. The analysis is manipulated under two main types of statistics: descriptive statistics and inferential statistics. The descriptive statistics method is mainly used to summarize the sample and define its characteristics. As for the inferential statistics approach, it is used to drive conclusions from the data collected by testing the hypotheses and attaining certain decisions. Other approaches such as the correlation and the relationship between the variables are also used. Through the correlation approach, the hypotheses testing the extent of engagement in relation to different demographics variables such as gender, age, experience, type of duties, and education level will be answered. Thus, the

relationship approach will answer the hypothesis testing whether there is a significant linear relationship between the engagement level variables and the demographic variables of the respondents.

Reliability analysis is also tested through the use of Cronbach's Alpha approach. Tavakol and Dennick (2011) define Cronbach's Alpha as an important method for measuring the internal consistency of a test or a scale which in turns ensures validity. "Internal consistency describes the extent to which all the items in a test measure the same concept or construct and hence it is connected to the inter-relatedness of the items within the test" (Tavakol and Dennick, 2011, p. 53). Thus, Cronbach Alpha is necessary for measuring the homogeneity of the sample. Alpha is expressed as a number between 0 and 1 and its acceptable values range from 0.70 to 0.95 (Tavakol and Dennick, 2011). Tavakol and Dennick (2011) states that having a low value of alpha, below 0.70, is mainly caused by a low number of questions, a poor interrelatedness between items, or a heterogeneous construct. Besides, a high value of alpha, above 0.90, demonstrates that some items are redundant and shows that the length of the test should be shortened. Thus, a maximum value of alpha of 0.90 is recommended (Tavakol and Dennick, 2011).

In this research, a total number of one hundred and eighty-six cases are analyzed, no questionnaires were deleted or excluded as shown in the table of the case processing summary below:

Case Processing Summary			
		N	%
Cases	Valid	186	100.0
	Excluded[a]	0	.0
	Total	186	100.0
a. List-wise deletion based on all variables in the procedure.			

Table 1: Case processing summary

The value of alpha is equal to 0.77 or 77% which is higher than the required level 70%. This reflects a good interrelatedness between the elements of engagement and ensures the homogeneity of the chosen sample. The value of alpha is shown in the table below:

Reliability Statistics	
Cronbach's Alpha	N of Items
.768	19

Table 2: Reliability statistics

Another measure of reliability was employed consisting of repeating a question twice (in different wording) to check for the consistency of answers. The table below outlines the results of the relationship between the answers of the two questions:

Correlations			
		I usually receive recognition for doing good work	At work, I usually receive praise for a work well-done
I usually receive recognition for doing good work	Pearson Correlation	1	.667**
	Sig. (2-tailed)		.000
	N	186	186
At work, I usually receive praise for a work well-done	Pearson Correlation	.667**	1
	Sig. (2-tailed)	.000	
	N	186	186
**. Correlation is significant at the 0.01 level (2-tailed).			

Table 3: Reliability analysis

As shown in the table, the correlation is high and significant at the 1% level. Thus, a strong linear relationship between the answers is noted, indicating a reliable and consistent approach to answering the questions.

4.2.1. Descriptive Statistics

In this section, a detailed description of the nominal, ordinal, and metric data collected from the sample is provided. The demographic section was fully answered by the respondents; no missing data was found in the questionnaires. The statistics table below shows the number of the valid answers on each of the demographic questions such as gender, age, experience, type of work, position, and education:

Statistics

		Department in which the respondent works	Gender of the respondent	Age of the respondent (ordinal)	Experience at Albert Haykel Hospital (ordinal)	Type of work of the respondent	Position at Albert Haykel Hospital	Experience in current position (ordinal)	Education level of the respondent
N	Valid	186	186	186	186	186	186	186	186
	Missing	0	0	0	0	0	0	0	0

Table 4: Statistics

All observations were taken from two main departments, the nursing and the administrative departments, that are divided into several divisions such as Emergency Room (ER), Cath Lab (CL), Intensive Care Unit (ICU), Etage 1, Operating Room (OR), Etage 2, Obstetrics (OB), Pediatrics (CC), Chimio (CH), Direction Soin Infirmier (DSI), and others. The table below shows the frequency of the respondents according to the division in which they work:

Department in which the respondent works					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	ER	5	2.7	2.7	2.7
	CL	3	1.6	1.6	4.3
	ICU	10	5.4	5.4	9.7
	E1	23	12.4	12.4	22.0
	OR	24	12.9	12.9	34.9
	E2	24	12.9	12.9	47.8
	OB	11	5.9	5.9	53.8
	CC	13	7.0	7.0	60.8
	NICU	13	7.0	7.0	67.7
	CH	8	4.3	4.3	72.0
	DSI	1	.5	.5	72.6
	Admission	17	9.1	9.1	81.7
	Facturation interne	4	2.2	2.2	83.9
	Facturation externe	1	.5	.5	84.4
	Billing	3	1.6	1.6	86.0
	Collection	1	.5	.5	86.6
	Pharmacy	1	.5	.5	87.1
	Warehouse	7	3.8	3.8	90.9
	Biomedical engineering	1	.5	.5	91.4
	IT	1	.5	.5	91.9
	Accounting	4	2.2	2.2	94.1
	Collectors	2	1.1	1.1	95.2
	Purchasing	3	1.6	1.6	96.8
	Sterilization	5	2.7	2.7	99.5
	Laundry	1	.5	.5	100.0
	Total	186	100.0	100.0	

Table 5: Frequency by department

The way the data is distributed according to demographic variables is shown in the tables below. Gender, is the first of those variables and its frequency is as follows:

Gender of the respondent					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	54	29.0	29.0	29.0
	Female	132	71.0	71.0	100.0
	Total	186	100.0	100.0	

Table 6: Frequency by gender

As shown in the table, the data is not equally divided between the two genders. Females cover 71% of the sample while males present only 29%. Gender is used later in the research to test whether the engagement level of the respondents varies with respect to it. Going back to the literature part (Chapter 2), a study conducted by Vorina et al. (2017) considers that there is no relationship between employees' engagement and gender while another study conducted by Adarsh and Kumar (2017) identifies that females are slightly less engaged than males.

The next variable to address is the age of the respondent. The age was first gathered in a metric form and then transformed into an ordinal variable in which it was distributed into three groups shown in the table below:

Age of the respondent (ordinal)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 30 years	95	51.1	51.1	51.1
	Between 31 and 40 years	72	38.7	38.7	89.8
	Above 40 years	19	10.2	10.2	100.0
	Total	186	100.0	100.0	

Table 7: Frequency by age

The Kurtosis measure of the age of the respondents is equal to 2.16 which is between -3 and +3 (the required levels). Even though this allows the implementation of

parametric tests, the data was subject to non-parametric tests shown later in this chapter. Concerning age, a study conducted by Adarsh and Kumar (2017) identifies that the group of respondents aged between 31 and 40 years is more engaged than the aged groups of 21 to 30 years and above 40 years. In this study, the groups of age are likely the same, yet if there is any variation of opinion between the different groups, it will be shown later in this chapter.

The next table shows the frequency of distribution of the data according to the total experience of the respondents at the hospital. The experience was also gathered in a metric form and then transformed into an ordinal variable in which it was distributed into two groups shown in the table below:

Experience at Albert Haykel Hospital (ordinal)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below or equal to 5 years	80	43.0	43.0	43.0
	Above 5 years	106	57.0	57.0	100.0
	Total	186	100.0	100.0	

Table 8: Frequency by total experience

Experience may be one of the demographic factors that also affects the level of engagement of employees due to the fact that not all employees have the same exposure, training, or contact with managers.

Another demographic factor that could be related to engagement is the type of work of the respondents. Table 9 shows the distribution of the observations according to the type of work of the respondents.

Type of work of the respondent					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Nursing	133	71.5	71.5	71.5

	Administration Assistant	53	28.5	28.5	100.0
	Total	186	100.0	100.0	

Table 9: Frequency by type of work

As shown in the table, an uneven distribution of the respondents is obvious between the nursing and administrative departments which leads to the execution of non-parametric tests shown later in the chapter.

The next variable to be addressed is the position of the respondents at Albert Haykel hospital. The table below shows the frequency of the of distribution of the data according to the position at the hospital.

Position at Albert Haykel Hospital					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Administration Employee	53	28.5	28.5	28.5
	Aide Soignant	12	6.5	6.5	34.9
	Infirmier	64	34.4	34.4	69.4
	Infirmier Diplomé	57	30.6	30.6	100.0
	Total	186	100.0	100.0	

Table 10: Frequency by position

The positions were grouped into four types. Every respondent was asked to fill in his or her position within the two departments. The administrative department including all its employees is considered as one group. The positions at the nursing department are divided into three groups: Aid Soignant, Infirmier, and Infirmier Diplomé.

Experience in current position is also an important factor that may affect engagement. The experience in current position is gathered first in a metric form and then transformed into an ordinal variable in which it was distributed into two groups shown in the table below:

Experience in current position (ordinal)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below or equal to 5 years	82	44.1	44.1	44.1
	Above 5 years	104	55.9	55.9	100.0
	Total	186	100.0	100.0	

Table 11: Frequency by experience in current position

Education is the final factor of the demographic variables that may also affect the level of engagement at the hospital. The respondents were distributed as follows:

Education level of the respondent					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Technical / Secondary	57	30.6	30.6	30.6
	Bachelor	108	58.1	58.1	88.7
	Master	21	11.3	11.3	100.0
	Total	186	100.0	100.0	

Table 12: Frequency by education level

The second part of the questionnaire is made up of sixteen questions designed as statements to be answered by a seven-point scale. Each respondent is expected to choose a number from 1 to 7 that best identifies his or her level of agreement with each statement or question. The closer the answer is to number 7, the higher is the agreement of the respondent with the particular statement. The answers are analyzed through the use of three different approaches. The first approach is to study the frequency of every answer within the sample. The second is to analyze the correlations between different variables. And the third is to check whether demographic variables have any effect on the responses agreed on every particular statement through analyzing the same statement over the whole sample and relate the answers of every statement to the demographic variables. Table 13 below shows the statements included in the questionnaire and for every question or statement, the table will show the mean, the

standard deviation, the skewness, the kurtosis measure, and the minimum and maximum.

Statistics						
		Age of the respondent (metric)	Experience at Albert Haykel Hospital (metric)	Experience in current position (metric)	2.01 I am satisfied with Albert Haykel Hospital as a place to work	2.02 I know what is expected of me at work.
N	Valid	186	186	186	186	186
	Missing	0	0	0	0	0
Mean		31.28	8.05	7.56	6.13	6.30
Std. Deviation		7.510	6.125	5.601	1.257	1.244
Skewness		1.189	1.730	1.831	-1.829	-2.353
Kurtosis		2.164	4.532	5.081	3.515	5.807
Minimum		19	1	1	1	1
Maximum		60	38	36	7	7

Statistics						
		2.03 I have the materials and equipment I need to do my work right	2.04 At work, I have the opportunity to do what I do best	2.05 I usually receive recognition for doing good work	2.06 My supervisor, seems to care about me as a person	2.07 My colleagues seem to care about me as a person
N	Valid	186	186	186	186	186
	Missing	0	0	0	0	0
Mean		6.03	5.56	4.10	4.88	5.40
Std. Deviation		1.269	1.465	2.003	1.757	1.466
Skewness		-1.620	-1.341	-.178	-.582	-.796
Kurtosis		2.803	1.743	-1.093	-.480	.064
Minimum		1	1	1	1	1
Maximum		7	7	7	7	7

Statistics						
		2.08 There is someone at work who encourages my development	2.09 At work, my opinions seem to count	2.10 The mission or purpose of my company makes me feel my job is important	2.11 My associates or fellow employees are committed to doing quality work	2.12 I have a best friend at work
N	Valid	186	186	186	186	186
	Missing	0	0	0	0	0
Mean		4.94	4.58	6.08	5.41	5.22
Std. Deviation		1.869	1.682	1.216	1.371	1.815
Skewness		-.784	-.624	-1.509	-.761	-.880
Kurtosis		-.405	-.156	2.021	.249	-.189
Minimum		1	1	1	1	1
Maximum		7	7	7	7	7

Statistics					
		2.13 In the last year, someone at work has talked to me about my progress	2.14 This last year, I have had opportunities at work to learn and grow	2.15 At work, I can freely raise my opinion	2.16 At work, I usually receive praise for a work well-done
N	Valid	186	186	186	186
	Missing	0	0	0	0
Mean		4.48	4.45	4.69	4.33
Std. Deviation		1.973	2.131	1.769	1.832
Skewness		-.444	-.400	-.538	-.408
Kurtosis		-.952	-1.207	-.511	-.777
Minimum		1	1	1	1
Maximum		7	7	7	7

Table 13: Descriptive statistics per question

As stated before, the age of the respondents, the total experience, and the experience in the current positions are gathered in a metric form and then transformed into an ordinal variable. It is obvious in the metric analysis that the kurtosis measure of the age of the respondents is equal to 2.16 which is between -3 and +3. Thus, the age of the

respondents is normally distributed. Though, the total experience of the respondents is not normally distributed as its kurtosis measure is equal to 4.53 which is above the required level. The same is for the experience in current position; it is not normally distributed as its kurtosis level is also above +3 and equals 5.08. Regarding the statements included in the questionnaire, the kurtosis measure shows that the first two statements, “I am satisfied with Albert Haykel Hospital as a place to work” and “I know what is expected from me at work” are not normally distributed as their measures are 3.51 and 5.80 respectively.

Skewness is another measure for normality that describes the shape of the distribution and its required level should be between -1 and +1. The skewness level in table 13 shows that the total experience at Albert Haykel Hospital is not normally distributed as its level is equal to 1.73. The experience in current position is also not normally distributed as it has a skewness level of 1.83. Concerning the statements of the questionnaire, four of them are not normally distributed according to the skewness level. “I am satisfied with Albert Haykel Hospital as a place to work” has a skewness level of -1.82 which is below the required level. “I know what is expected from me at work” has also a low level of skewness that is equal to -2.35. Likewise, “I have the materials and equipment I need to do my work right” and “At work, I have the opportunity to do what I do best” are not normally distributed as they have a skewness level of -1.62 and -1.34 respectively. Nevertheless, a transformation of the non-normally distributed variables was not deemed necessary due to the fact that only non-parametric tests are used in analyzing them.

4.2.2. Inferential Statistics

In this section, the research question will be answered and the developed hypotheses will be tested according to all the demographic variables. The data is analyzed through the use of the Mann-Whitney U Test and the Kruskal-Wallis Test.

Research Question: The aim of this research is to check whether the elements of engagement vary with the demographics of the respondents.

The following hypothesis are developed to be tested:

Hypothesis 1 The extent of elements of engagement vary with the demographics and characteristics of employees (gender, age, experience, duty, and education level).

Hypothesis 2 There is a significant linear relationship between the elements of engagement and the demographic variables of the respondents.

The tables below show the acceptance or the rejection of the hypotheses in each of the sixteen statements. The hypotheses are retained at the significance level of .05 and above, and rejected at the level below .05.

Hypothesis 1 addresses the elements of engagement to vary with respect to the first demographic variable: the gender. Total engagement, defined as the average of all responses in a questionnaire, was first performed with gender and no variation was noted as shown is the table below:

Hypothesis Test Summary				
	Null Hypothesis	**Test**	**Sig.**	**Decision**
1	The distribution of Total Engagement is the same across categories of Gender of the respondent.	Independent-Samples Mann-Whitney U Test	.055	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Table 14: Total engagement by gender

However, when testing each element of engagement with gender, it is noted that six statements out of sixteen rejected the null hypothesis as their distribution is not the same across the categories of the gender of the respondents. The results are shown in the table below:

Hypothesis Test Summary				
	Null Hypothesis	**Test**	**Sig.**	**Decision**
1	The distribution of I am satisfied with Albert Haykel Hospital as a place to work is the same across categories of Gender of the respondent.	Independent-Samples Mann-Whitney U Test	.690	Retain the null hypothesis.
2	The distribution of I know what is expected of me at work. is the same across categories of Gender of the respondent.	Independent-Samples Mann-Whitney U Test	.076	Retain the null hypothesis.
3	The distribution of I have the materials and equipment I need to do my work right is the same across categories of Gender of the respondent.	Independent-Samples Mann-Whitney U Test	.008	Reject the null hypothesis.
4	The distribution of At work, I have the opportunity to do what I do best is the same across categories of Gender of the respondent.	Independent-Samples Mann-Whitney U Test	.793	Retain the null hypothesis.
5	The distribution of I usually receive recognition for doing good work is the same across categories of Gender of the respondent.	Independent-Samples Mann-Whitney U Test	.016	Reject the null hypothesis.
6	The distribution of My supervisor, seems to care about me as a person is the same across categories of Gender of the respondent.	Independent-Samples Mann-Whitney U Test	.010	Reject the null hypothesis.
7	The distribution of My colleagues seem to care about me as a person is the same across categories of Gender of the respondent.	Independent-Samples Mann-Whitney U Test	.124	Retain the null hypothesis.
8	The distribution of There is someone at work who encourages my development is the same across	Independent-Samples Mann-Whitney U Test	.030	Reject the null hypothesis.

	categories of Gender of the respondent.			
9	The distribution of At work, my opinions seem to count is the same across categories of Gender of the respondent.	Independent-Samples Mann-Whitney U Test	.107	Retain the null hypothesis.
10	The distribution of The mission or purpose of my company makes me feel my job is important is the same across categories of Gender of the respondent.	Independent-Samples Mann-Whitney U Test	.121	Retain the null hypothesis.
11	The distribution of My associates or fellow employees are committed to doing quality work is the same across categories of Gender of the respondent.	Independent-Samples Mann-Whitney U Test	.701	Retain the null hypothesis.
12	The distribution of I have a best friend at work is the same across categories of Gender of the respondent.	Independent-Samples Mann-Whitney U Test	.186	Retain the null hypothesis.
13	The distribution of In the last year, someone at work has talked to me about my progress is the same across categories of Gender of the respondent.	Independent-Samples Mann-Whitney U Test	.022	Reject the null hypothesis.
14	The distribution of This last year, I have had opportunities at work to learn and grow is the same across categories of Gender of the respondent.	Independent-Samples Mann-Whitney U Test	.113	Retain the null hypothesis.
15	The distribution of At work, I can freely raise my opinion is the same across categories of Gender of the respondent.	Independent-Samples Mann-Whitney U Test	.030	Reject the null hypothesis.
16	The distribution of At work, I usually receive praise for a work well-done is the same across categories of Gender of the respondent.	Independent-Samples Mann-Whitney U Test	.017	Reject the null hypothesis.
Asymptotic significances are displayed. The significance level is .05.				

Table 15: Elements of engagement by gender

Despite the fact that total engagement did not vary with respect to gender, elements of engagement such as 3, 5, 6, 8, 13, 15, and 16 did show variation of opinion with respect to gender.

First, genders' opinion varied with statement #3 "I have the materials and equipment I need to do my work right". Table 16 shows that males and females at Albert Haykel Hospital had different perceptions toward the materials and equipment they have to complete their job.

3	The distribution of I have the materials and equipment I need to do my work right is the same across categories of Gender of the respondent.	Independent-Samples Mann-Whitney U Test	.008	Reject the null hypothesis.

Table 16: Statement #3 with respect to gender

Descriptive statistics in table 17 below show, as well, a variation of opinion between males and females. The results are as follows:

Group Statistics				
	Gender of the respondent	N	Mean	Std. Deviation
I have the materials and equipment I need to do my work right	Male	54	5.61	1.523
	Female	132	6.21	1.110

Table 17: Descriptive statistics by gender with respect to statement #3

As shown in the table, the mean of the question is compared to the gender of the respondents and females seem to accept more this statement than males. According to Gallup Institution (2017), "a person having the materials and equipment to do their work well is the strongest indicator of job stress" (p. 102). Gallup Institution (2017) states that this element of engagement is mainly used to measure the physical resource needs and the potential barriers between employer and employee. Thus, the variation of opinion between males and females concerning this question could be due to the difference in attitude between males and females in dealing with job resources and employers.

Genders' opinion also varied with question #5 "I usually receive recognition for doing good work" as shown in the table below:

5	The distribution of I usually receive recognition for doing good work is the same across categories of Gender of the respondent.	Independent-Samples Mann-Whitney U Test	.016	Reject the null hypothesis.

Table 18: Statement #5 with respect to gender

Descriptive statistics performed, also prove a variation of opinion between males and females. The results are as follows:

Group Statistics				
	Gender of the respondent	N	Mean	Std. Deviation
I usually receive recognition for doing good work	Male	54	4.63	1.944
	Female	132	3.88	1.993

Table 19: Descriptive statistics by gender with respect to statement #5

Comparing the mean of the statement #5 between males and females provides higher acceptance of receiving recognition in males' opinion than in females' opinion. This difference could be due to cultural aspects where males' performance is usually more valued in eastern countries.

Question #6, "My supervisor seems to care about me as a person", was also affected by the genders' answers as shown in table 20 below:

6	The distribution of My supervisor, seems to care about me as a person is the same across categories of Gender of the respondent.	Independent-Samples Mann-Whitney U Test	.010	Reject the null hypothesis.

Table 20: Statement #6 with respect to gender

Descriptive statistics of question #6 provide a variation of opinion between genders as shown in the table below:

Group Statistics				
	Gender of the respondent	N	Mean	Std. Deviation
My supervisor, seems to care about me as a person	Male	54	5.37	1.606
	Female	132	4.68	1.782

Table 21: Descriptive statistics by gender with respect to statement #6

As shown in the table, the mean of the question is compared between genders and it is noted that males are more likely to accept statement #6 than females. When performing in their workplace, "employees need to know that someone is concerned about them as people first and as employees second" (Gallup institution, 2017, p. 108). Thus, this variation could be due to the difference in males' and females' attitude or behavior toward their managers.

The next element of engagement that was affected by the answers of males and females is the element #8, "There is someone at work who encourages my development", as shown below:

8	The distribution of There is someone at work who encourages my development is the same across categories of Gender of the respondent.	Independent-Samples Mann-Whitney U Test	.030	Reject the null hypothesis.

Table 22: Statement #8 with respect to gender

Descriptive statistics identify a variation of opinion between males and females with respect to element #8 as shown below:

Group Statistics				
	Gender of the respondent	N	Mean	Std. Deviation
There is someone at work who encourages my development	Male	54	5.39	1.676
	Female	132	4.76	1.918

Table 23: Descriptive statistics by gender with respect to statement #8

As the table shows, males are more likely to accept this statement than females because the mean of males is higher than the mean of females. The difference here could be also due to cultural aspects as in eastern countries males are more encouraged for continuous improvement and development than females. According to Gallup Institution (2017), "employees need help navigating their career, whether that is through coaching, exposure and visibility, or challenging work assignments" which is hard to be applied on females in eastern countries (p. 110).

Genders' opinion also varied with statement #13 "In the last year someone at work talked to me about my progress". Table 24 shows the variation of opinion of genders with respect to statement #13:

13	The distribution of In the last year, someone at work has talked to me about my progress is the same across categories of Gender of the respondent.	Independent-Samples Mann-Whitney U Test	.022	Reject the null hypothesis.

Table 24: Statement #13 with respect to gender

Descriptive statistics show a variation of opinion between males and females with respect to statement #13. The results are outlined in the table below:

Group Statistics				
	Gender of the respondent	N	Mean	Std. Deviation
In the last year, someone at work has talked to me about my progress	Male	54	4.97	1.966
	Female	132	4.28	1.948

Table 25: Descriptive statistics by gender with respect to statement #13

Comparing the means of males and females, it is noted that males are more likely to accept statement #13 than females. Statement 13 "shows the best connection between perceptions of evaluations and actual employee performance" (Gallup Institution, 2017, p. 120). Males and females have different perceptions toward evaluations and job

performance. Thus, the variation of opinion here could be related to the difference in males' and females' perception in relating job evaluations with job performance.

Males' and females' opinion varied with statement #15 "At work, I can freely raise my opinion" as shown in the table below:

15	The distribution of At work, I can freely raise my opinion is the same across categories of Gender of the respondent.	Independent-Samples Mann-Whitney U Test	.030	Reject the null hypothesis.

Table 26: Statement #15 with respect to gender

Descriptive statistics illustrate a variation of opinion between males and females with respect to statement #15. The results are shown below:

Group Statistics				
	Gender of the respondent	N	Mean	Std. Deviation
At work, I can freely raise my opinion	Male	54	5.12	1.783
	Female	132	4.51	1.740

Table 27: Descriptive statistics by gender with respect to statement #15

Table 27 shows that the mean of males is higher than the mean of females with respect to statement #15. Feeling free to raise opinion is another measure of promotion, appreciation, and value in the workplace. Thus, having the freedom of raising opinion is mainly allied with masculinity in eastern countries. Males have more courage to raise their opinion than females.

Statement #16, "At work, I usually receive praise for a work well-done", was also affected by the answers of males and females as shown in the table below:

16	The distribution of At work, I usually receive praise for a work well-done is the same across categories of Gender of the respondent.	Independent-Samples Mann-Whitney U Test	.017	Reject the null hypothesis.

Table 28: Statement #16 with respect to gender

Descriptive statistics show a variation of opinion between males and females with respect to statement #16. The results are shown below:

Group Statistics				
	Gender of the respondent	N	Mean	Std. Deviation
At work, I usually receive praise for a work well-done	Male	54	4.90	1.595
	Female	132	4.10	1.878

Table 29: Descriptive statistics by gender with respect to statement #16

Statement #16 is the same as statement #5 but in different wording. As stated before, to test the reliability and consistency of the answers this approach, repeating a question twice, was employed. Thus, the variation of opinion could be due to cultural aspect where males have higher chances to be promoted and valued in eastern countries than females.

Due to the fact that six statements out of sixteen rejected the null hypothesis, hypothesis 1 is considered to be accepted for the gender of the respondents.

Hypothesis 1 states that the elements of engagement vary with respect to the age of the respondents. Total engagement was performed with age of the respondents and no variation was noted as shown in the table below:

Hypothesis Test Summary				
	Null Hypothesis	Test	Sig.	Decision
1	The distribution of Total Engagement is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.547	Retain the null hypothesis.
Asymptotic significances are displayed. The significance level is .05.				

Table 30: Total engagement by age

However, when testing each element of engagement with age, it is noted that three statements out of sixteen rejected the null hypothesis as their distribution is not the same across the categories of the age of the respondents. The results are outlined in the table below:

Hypothesis Test Summary				
	Null Hypothesis	**Test**	**Sig.**	**Decision**
1	The distribution of I am satisfied with Albert Haykel Hospital as a place to work is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.007	Reject the null hypothesis.
2	The distribution of I know what is expected of me at work. is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.195	Retain the null hypothesis.
3	The distribution of I have the materials and equipment I need to do my work right is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.669	Retain the null hypothesis.
4	The distribution of At work, I have the opportunity to do what I do best is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.360	Retain the null hypothesis.
5	The distribution of I usually receive recognition for doing good work is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.047	Reject the null hypothesis.
6	The distribution of My supervisor, seems to care about me as a person is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.049	Reject the null hypothesis.
7	The distribution of My colleagues seem to care about me as a person is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.310	Retain the null hypothesis.
8	The distribution of There is someone at work who encourages my development is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.979	Retain the null hypothesis.
9	The distribution of At work, my opinions seem to count is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.397	Retain the null hypothesis.

10	The distribution of The mission or purpose of my company makes me feel my job is important is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.051	Retain the null hypothesis.
11	The distribution of My associates or fellow employees are committed to doing quality work is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.526	Retain the null hypothesis.
12	The distribution of I have a best friend at work is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.822	Retain the null hypothesis.
13	The distribution of In the last year, someone at work has talked to me about my progress is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.286	Retain the null hypothesis.
14	The distribution of This last year, I have had opportunities at work to learn and grow is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.654	Retain the null hypothesis.
15	The distribution of At work, I can freely raise my opinion is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.983	Retain the null hypothesis.
16	The distribution of At work, I usually receive praise for a work well-done is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.799	Retain the null hypothesis.
Asymptotic significances are displayed. The significance level is .05.				

Table 31: Elements of engagement by age

As the table illustrates, elements of engagement such as 1, 5, and 6 did show variation of opinion with respect to age. As stated at the beginning of the chapter, age of the respondents was first gathered in a metric form and then transformed into an ordinal variable in which it was distributed into three groups: below 30 years, between 31 and 40 years, and above 40 years.

The first element of engagement, “I am satisfied with Albert Haykel Hospital as a place to work” was affected by the age of the respondents as shown in the table below:

1	The distribution of I am satisfied with Albert Haykel Hospital as a place to work is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.007	Reject the null hypothesis.

Table 32: Statement #1 with respect to age

Descriptive statistics performed on statement #1 outline a variation of opinion between respondents that are aged below 30 years, between 31 and 40 years, and above 40 years as shown below:

Group Statistics				
	Age of the respondent (ordinal)	N	Mean	Std. Deviation
I am satisfied with Albert Haykel Hospital as a place to work	Below 30 years	95	5.91	1.306
	Between 31 and 40 years	72	6.32	1.160

Group Statistics				
	Age of the respondent (ordinal)	N	Mean	Std. Deviation
I am satisfied with Albert Haykel Hospital as a place to work	Between 31 and 40 years	72	6.32	1.160
	Above 40 years	19	6.47	1.219

Table 33: Descriptive statistics by age with respect to statement #1

As the table shows, the mean of the age group of above 40 years is higher than the mean of the age groups of below 30 years and between 31 and 40 years. Thus, respondents aged above 40 years are the more satisfied with Albert Haykel as a place to work and this could be due to having higher experience, better job benefits, or better positions.

The next element of engagement that was affected by the age of the respondents is the element #5 “I usually receive recognition for doing good work” as shown below:

5	The distribution of I usually receive recognition for doing good work is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.047	Reject the null hypothesis.

Table 34: Statement #5 with respect to age

Descriptive statistics also prove a variation of opinion of the age of respondent with respect to question #5. The results are illustrated in the table below:

Group Statistics				
	Age of the respondent (ordinal)	N	Mean	Std. Deviation
I usually receive recognition for doing good work	Below 30 years	95	3.85	1.910
	Between 31 and 40 years	72	4.53	1.949

Group Statistics				
	Age of the respondent (ordinal)	N	Mean	Std. Deviation
I usually receive recognition for doing good work	Between 31 and 40 years	72	4.53	1.949
	Above 40 years	19	3.74	2.447

Table 35: Descriptive statistics by age with respect to statement #5

As shown in the table, it is noted that the age group of between 31 and 40 years has higher mean than the age groups of below 30 years and above 40 years. Normally speaking, at this age, between 31 and 40 years, the chances of receiving recognition and being promoted are higher as at this stage people start gaining good experience that allows them to prove their capabilities and competencies while performing in their jobs. It looks like respondents aged above 40 years are satisfied with their work, as seen in the previous statement, but do not have higher chances in receiving good recognitions. This could be related to motivation purposes.

The final element of engagement that was affected by the age of the respondents is element #6 “My supervisor seems to care about me as a person” as shown in Table 36 below:

6	The distribution of My supervisor, seems to care about me as a person is the same across categories of Age of the respondent (ordinal).	Independent-Samples Kruskal-Wallis Test	.049	Reject the null hypothesis.

Table 36: Statement #6 with respect to age

Descriptive statistics performed on statement #6 outline a variation of opinion between the three different groups of age of the respondents as shown in the table below:

Group Statistics				
	Age of the respondent (ordinal)	N	Mean	Std. Deviation
My supervisor, seems to care about me as a person	Below 30 years	95	4.69	1.650
	Between 31 and 40 years	72	5.25	1.694

Group Statistics				
	Age of the respondent (ordinal)	N	Mean	Std. Deviation
My supervisor, seems to care about me as a person	Between 31 and 40 years	72	5.25	1.694
	Above 40 years	19	4.41	2.290

Table 37: Descriptive statistics by age with respect to statement #6

As the table shows, the group of respondents aged between 31 and 40 years seems more likely to accept statement #6 as its mean is higher than the groups aged below 30 years and above 40 years. As stated before, individuals in this category of age, between 31 and 40 years, prove themselves in their workplace and feel like they are close to their managers which justifies their agreement on this statement more than other groups. Respondents aged above 40 years may have some conflicts with their managers due to the difference in their age. The aged group below 30 years, as well, may not have the courage to talk, or to be close to managers.

Due to the fact that three statements out of sixteen rejected the null hypothesis, hypothesis 1 is considered to be accepted for the age of the respondents.

Hypothesis 1 also addresses the elements of engagement to vary with respect to the total experience of employees at Albert Haykel Hospital. Total engagement was initially executed on total experience of respondents and no variation was noted as shown in the table below:

Hypothesis Test Summary				
	Null Hypothesis	**Test**	**Sig.**	**Decision**
1	The distribution of Total Engagement is the same across categories of Experience at Albert Haykel Hospital (ordinal).	Independent-Samples Mann-Whitney U Test	.069	Retain the null hypothesis.
Asymptotic significances are displayed. The significance level is .05.				

Table 38: Total engagement by experience

Nevertheless, testing each element of engagement with total experience proves that five statements out of sixteen rejected the null hypothesis as their distribution is not the same across the categories of the total experience of the respondents. The results are illustrated in the table below:

Hypothesis Test Summary				
	Null Hypothesis	**Test**	**Sig.**	**Decision**
1	The distribution of I am satisfied with Albert Haykel Hospital as a place to work is the same across categories of Experience at Albert Haykel Hospital (ordinal).	Independent-Samples Mann-Whitney U Test	.098	Retain the null hypothesis.
2	The distribution of I know what is expected of me at work. is the same across categories of Experience at Albert Haykel Hospital (ordinal).	Independent-Samples Mann-Whitney U Test	.022	Reject the null hypothesis.
3	The distribution of I have the materials and equipment I need to do my work right is the same across categories of Experience at Albert Haykel Hospital (ordinal).	Independent-Samples Mann-Whitney U Test	.027	Reject the null hypothesis.
4	The distribution of At work, I have the opportunity to do what I do best is the same across categories of Experience at Albert Haykel Hospital (ordinal).	Independent-Samples Mann-Whitney U Test	.025	Reject the null hypothesis.

5	The distribution of I usually receive recognition for doing good work is the same across categories of Experience at Albert Haykel Hospital (ordinal).	Independent-Samples Mann-Whitney U Test	.005	Reject the null hypothesis.
6	The distribution of My supervisor, seems to care about me as a person is the same across categories of Experience at Albert Haykel Hospital (ordinal).	Independent-Samples Mann-Whitney U Test	.153	Retain the null hypothesis.
7	The distribution of My colleagues seem to care about me as a person is the same across categories of Experience at Albert Haykel Hospital (ordinal).	Independent-Samples Mann-Whitney U Test	.630	Retain the null hypothesis.
8	The distribution of There is someone at work who encourages my development is the same across categories of Experience at Albert Haykel Hospital (ordinal).	Independent-Samples Mann-Whitney U Test	.738	Retain the null hypothesis.
9	The distribution of At work, my opinions seem to count is the same across categories of Experience at Albert Haykel Hospital (ordinal).	Independent-Samples Mann-Whitney U Test	.154	Retain the null hypothesis.
10	The distribution of The mission or purpose of my company makes me feel my job is important is the same across categories of Experience at Albert Haykel Hospital (ordinal).	Independent-Samples Mann-Whitney U Test	.123	Retain the null hypothesis.
11	The distribution of My associates or fellow employees are committed to doing quality work is the same across categories of Experience at Albert Haykel Hospital (ordinal).	Independent-Samples Mann-Whitney U Test	.024	Reject the null hypothesis.
12	The distribution of I have a best friend at work is the same across categories of Experience at Albert Haykel Hospital (ordinal).	Independent-Samples Mann-Whitney U Test	.384	Retain the null hypothesis.
13	The distribution of In the last year, someone at work has talked to me about my progress is the same across categories of Experience at Albert Haykel Hospital (ordinal).	Independent-Samples Mann-Whitney U Test	.556	Retain the null hypothesis.
14	The distribution of This last year, I have had opportunities at work to learn and grow is the same across categories of Experience at Albert Haykel Hospital (ordinal).	Independent-Samples Mann-Whitney U Test	.460	Retain the null hypothesis.

15	The distribution of At work, I can freely raise my opinion is the same across categories of Experience at Albert Haykel Hospital (ordinal).	Independent-Samples Mann-Whitney U Test	.900	Retain the null hypothesis.
16	The distribution of At work, I usually receive praise for a work well-done is the same across categories of Experience at Albert Haykel Hospital (ordinal).	Independent-Samples Mann-Whitney U Test	.543	Retain the null hypothesis.
Asymptotic significances are displayed. The significance level is .05.				

Table 39: Elements of engagement by experience

Despite the fact that total engagement did not vary with respect to total experience, elements of engagement such as 2, 3, 4, 5, and 11 did show variation of opinion with respect to total experience. Total experience of the respondents was transformed into an ordinal variable in which it was distributed into two main groups: below or equal to 5 years and above 5 years.

Statement #2 “I know what is expected of me at work” was the first statement to be affected by total experience as shown below:

2	The distribution of I know what is expected of me at work. is the same across categories of Experience at Albert Haykel Hospital (ordinal).	Independent-Samples Mann-Whitney U Test	.022	Reject the null hypothesis.

Table 40: Statement #2 with respect to experience

Descriptive statistics performed on statement #2 demonstrate a variation of opinion with respect to total experience. The results are as follows:

Group Statistics				
	Experience at Albert Haykel Hospital (ordinal)	N	Mean	Std. Deviation
I know what is expected of me at work.	Below or equal to 5 years	80	6.09	1.380
	Above 5 years	106	6.45	1.113

Table 41: Descriptive statistics by experience with respect to statement #2

As shown in Table 41, the group of respondents that have total experience above 5 years accepts more statement #2 as its mean is higher than that of the group of respondents that have a total experience of below or equal to 5 years. Gallup institution (2017) states that "employees who strongly agree that their job description aligns with the work they are asked to do are 2.5 times more likely than other employees to be engaged" (p.100). It is known that individuals who have more experience in their work are more familiar with their job description which justifies the variation of opinion with respect to statement #2.

The next element of engagement that was affected by total experience is the element #3 "I have the materials and equipment I need to do my work right" as shown below:

3	The distribution of I have the materials and equipment I need to do my work right is the same across categories of Experience at Albert Haykel Hospital (ordinal).	Independent-Samples Mann-Whitney U Test	.027	Reject the null hypothesis.

Table 42: Statement #3 with respect to experience

Descriptive statistics of statement #3 show a variation of opinion between the group of respondents that have total experience below or equal to 5 years and the group of respondents that have total experience above 5 years. The results are outlined in the table below:

Group Statistics				
	Experience at Albert Haykel Hospital (ordinal)	N	Mean	Std. Deviation
I have the materials and equipment I need to do my work right	Below or equal to 5 years	80	5.73	1.543
	Above 5 years	106	6.26	.959

Tale 43: Descriptive statistics by experience with respect to statement #3

As shown in Table 43, the group of respondents that have total experience above 5 years is more likely to accept statement #3 than the group of respondents that have total

experience below or equal to 5 years. Believing in having the right materials and equipment to complete the job is a good indicator of job knowledge and attachment which cannot be achieved in few years. Respondents having total experience below or equal to 5 years need more time to be familiar with their jobs.

Statement #4 “At work, I have the opportunity to do what I do best” was also affected by total experience as shown in Table 44 below:

4	The distribution of At work, I have the opportunity to do what I do best is the same across categories of Experience at Albert Haykel Hospital (ordinal).	Independent-Samples Mann-Whitney U Test	.025	Reject the null hypothesis.

Table 44: Statement #4 with respect to experience

Descriptive statistics executed on statement #4 identify a variation of opinion between the two groups of respondents that have different years of experience as shown in the table below:

Group Statistics				
	Experience at Albert Haykel Hospital (ordinal)	N	Mean	Std. Deviation
At work, I have the opportunity to do what I do best	Below or equal to 5 years	80	5.35	1.456
	Above 5 years	106	5.72	1.457

Table 45: Descriptive statistics by experience with respect to statement #4

As the table shows, respondents who have total experience above 5 years agreed more with statement #4 than respondents who have total experience below or equal to 5 years. The variation of opinion here is also due to having higher experience which enables employees to be more aware of grabbing opportunities to better perform in their work. Also having more experience gives employees the courage to act and perform the way they like.

The next element of engagement that was affected by total experience is statement #5 "I usually receive recognition for doing good work" as shown below:

5	The distribution of I usually receive recognition for doing good work is the same across categories of Experience at Albert Haykel Hospital (ordinal).	Independent-Samples Mann-Whitney U Test	.005	Reject the null hypothesis.

Table 46: Statement #5 with respect to experience

Table 47 below shows the descriptive statistics of statement #5 and a variation of opinion is noted as well:

Group Statistics				
	Experience at Albert Haykel Hospital (ordinal)	N	Mean	Std. Deviation
I usually receive recognition for doing good work	Below or equal to 5 years	80	3.63	1.953
	Above 5 years	106	4.46	1.976

Table 47: Descriptive statistics by experience with respect to statement #5

As the table shows, the group of respondents that have total experience above 5 years is more likely to accept statement #5 than the group of respondents that have total experience below or equal to 5 years. The higher the experience of an individual is, the more is his/her chance in receiving recognition and being promoted.

The final element of engagement that was affected by total experience is statement #11 "My associates or fellow employees are committed to doing quality work" as shown below:

11	The distribution of My associates or fellow employees are committed to doing quality work is the same across categories of Experience at Albert Haykel Hospital (ordinal).	Independent-Samples Mann-Whitney U Test	.024	Reject the null hypothesis.

Table 48: Statement #11 with respect to experience

Descriptive statistics performed on statement #11 identify a variation of opinion between the two groups that have different years of experience. The results are as follows:

Group Statistics				
	Experience at Albert Haykel Hospital (ordinal)	N	Mean	Std. Deviation
My associates or fellow employees are committed to doing quality work	Below or equal to 5 years	80	5.15	1.448
	Above 5 years	106	5.61	1.282

Table 49: Descriptive statistics by experience with respect to statement #11

Similarly, the group of respondents that have total experience above 5 years agreed more with statement #11 than the group of respondents that have total experience below or equal to 5 years. The difference here also justifies itself as individuals whose experience is higher than 5 years know more about their jobs, are more familiar with quality work they offer, and are more familiar with different coworkers' behavior and attitude. Gallup Institution (2017) emphasizes on the importance of this element of engagement as "employees need to be in an environment where there are mutual trust and respect for one another's efforts and results" which could not be applied within few years of experience.

Consequently, hypothesis 1 is accepted for the total experience of the respondents due to the fact that five statements out of sixteen rejected the null hypothesis.

Hypothesis 1 addresses the elements of engagement to vary with the experience in current position of employees. Total engagement was performed on experience in current position of the respondents and no variation was noted as shown in the table below:

Hypothesis Test Summary				
	Null Hypothesis	Test	Sig.	Decision
1	The distribution of Total Engagement is the same across categories of Experience in current position (ordinal).	Independent-Samples Mann-Whitney U Test	.627	Retain the null hypothesis.
Asymptotic significances are displayed. The significance level is .05.				

Table 50: Total engagement by experience in current position

Testing each element of engagement with experience in current position proves that three statements out of sixteen rejected the null hypothesis as their distribution is not the same across the categories of the experience in current position of the respondents. The results are as follows:

Hypothesis Test Summary				
	Null Hypothesis	Test	Sig.	Decision
1	The distribution of I am satisfied with Albert Haykel Hospital as a place to work is the same across categories of Experience in current position (ordinal).	Independent-Samples Mann-Whitney U Test	.916	Retain the null hypothesis.
2	The distribution of I know what is expected of me at work. is the same across categories of Experience in current position (ordinal).	Independent-Samples Mann-Whitney U Test	.162	Retain the null hypothesis.
3	The distribution of I have the materials and equipment I need to do my work right is the same across categories of Experience in current position (ordinal).	Independent-Samples Mann-Whitney U Test	.099	Retain the null hypothesis.
4	The distribution of At work, I have the opportunity to do what I do best is the same across categories of Experience in current position (ordinal).	Independent-Samples Mann-Whitney U Test	.160	Retain the null hypothesis.
5	The distribution of I usually receive recognition for doing good work is the same across categories of Experience in current position (ordinal).	Independent-Samples Mann-Whitney U Test	.051	Retain the null hypothesis.
6	The distribution of My supervisor, seems to care about me as a person is the same across categories of	Independent-Samples Mann-Whitney U Test	.613	Retain the null hypothesis.

	Experience in current position (ordinal).			
7	The distribution of My colleagues seem to care about me as a person is the same across categories of Experience in current position (ordinal).	Independent-Samples Mann-Whitney U Test	.953	Retain the null hypothesis.
8	The distribution of There is someone at work who encourages my development is the same across categories of Experience in current position (ordinal).	Independent-Samples Mann-Whitney U Test	.732	Retain the null hypothesis.
9	The distribution of At work, my opinions seem to count is the same across categories of Experience in current position (ordinal).	Independent-Samples Mann-Whitney U Test	.904	Retain the null hypothesis.
10	The distribution of The mission or purpose of my company makes me feel my job is important is the same across categories of Experience in current position (ordinal).	Independent-Samples Mann-Whitney U Test	.039	Reject the null hypothesis.
11	The distribution of My associates or fellow employees are committed to doing quality work is the same across categories of Experience in current position (ordinal).	Independent-Samples Mann-Whitney U Test	.042	Reject the null hypothesis.
12	The distribution of I have a best friend at work is the same across categories of Experience in current position (ordinal).	Independent-Samples Mann-Whitney U Test	.011	Reject the null hypothesis.
13	The distribution of In the last year, someone at work has talked to me about my progress is the same across categories of Experience in current position (ordinal).	Independent-Samples Mann-Whitney U Test	.917	Retain the null hypothesis.
14	The distribution of This last year, I have had opportunities at work to learn and grow is the same across categories of Experience in current position (ordinal).	Independent-Samples Mann-Whitney U Test	.941	Retain the null hypothesis.
15	The distribution of At work, I can freely raise my opinion is the same across categories of Experience in current position (ordinal).	Independent-Samples Mann-Whitney U Test	.717	Retain the null hypothesis.
16	The distribution of At work, I usually receive praise for a work well-done is the same across categories of Experience in current position (ordinal).	Independent-Samples Mann-Whitney U Test	.831	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Table 51: Elements of engagement by experience in current position

As the table shows, elements of engagement such as 10, 11, and 12 did show variation of opinion with respect to experience in current position. Experience in current position was transformed into an ordinal variable in which it was distributed into two main groups: below or equal to 5 years and above 5 years.

Statement #10 “The mission or purpose of my company makes me feel my job is important” is the first element of engagement that varies with respect to experience in current position as shown below:

10	The distribution of The mission or purpose of my company makes me feel my job is important is the same across categories of Experience in current position (ordinal).	Independent-Samples Mann-Whitney U Test	.039	Reject the null hypothesis.

Table 52: Statement #10 with respect to experience in current position

Descriptive statistics of statement #10 illustrate a variation of opinion between the group of respondents that have experience in current position below or equal to 5 years and the group of respondents that have experience in current position above 5 years. The results are outlined in the table below:

Group Statistics				
	Experience in current position (ordinal)	N	Mean	Std. Deviation
The mission or purpose of my company makes me feel my job is important	Below or equal to 5 years	82	5.89	1.306
	Above 5 years	104	6.23	1.125

Table 53: Descriptive statistics by experience in current position with respect to statement #10

As the table shows, respondents who have experience in current position above 5 years seem to accept more statement #10 than respondents who have experience in current position below or equal to 5 years. The difference here is due to the absence of many

elements, when having few years of experience in current position, such as job clarity, the proper equipment and resources, and a match with one's talents (Gallup Institution, 2017). According to Gallup Institution (2017), "Employees cannot energize themselves to do all they could do without knowing how their job helps to fulfill a higher purpose" (p. 114).

The next element of engagement that was affected by the experience in current position is statement #11 "My associates or fellow employees are committed to doing quality work". The results are as follows:

11	The distribution of My associates or fellow employees are committed to doing quality work is the same across categories of Experience in current position (ordinal).	Independent-Samples Mann-Whitney U Test	.042	Reject the null hypothesis.

Table 54: Statement #11 with respect to experience in current position

Descriptive statistics was performed on statement #11 and a variation of opinion was noted as shown in the table below:

Group Statistics				
	Experience in current position (ordinal)	N	Mean	Std. Deviation
My associates or fellow employees are committed to doing quality work	Below or equal to 5 years	82	5.18	1.439
	Above 5 years	104	5.59	1.294

Table 55: Descriptive statistics by experience in current position with respect to statement #11

As shown in Table 55, the mean of the group of respondents whose experience in current position is above 5 years is higher than the mean of the group of respondents whose experience in current position is below or equal to 5 years. To be achieved, this element of engagement needs a deep awareness of job standards and team expectations. Gallup Institution (2017) states that "Employees need to be in an environment where

there are mutual trust and respect for one another's effort and results" which needs at least three to four years of experience to be built (p. 116).

Statement #12 "I have a best friend at work" was also affected by the experience in current position as shown in the table below:

12	The distribution of I have a best friend at work is the same across categories of Experience in current position (ordinal).	Independent-Samples Mann-Whitney U Test	.011	Reject the null hypothesis.

Table 56: Statement #12 with respect to experience in current position

Descriptive statistics prove a variation of opinion with respect to statement #12. The results are illustrated in the table below:

Group Statistics				
	Experience in current position (ordinal)	N	Mean	Std. Deviation
I have a best friend at work	Below or equal to 5 years	82	5.59	1.653
	Above 5 years	104	4.93	1.889

Table 57: Descriptive statistics by experience in current position with respect to statement #12

As the table shows, the mean of the group of respondents whose experience in current position is below or equal to 5 years is higher than the mean of the group of respondents whose experience in current position is above 5 years. This element of engagement is considered the most controversial of the 12 elements. According to Gallup Institution (2017), "when employees possess a deep sense of affiliation with their team members, they are driven to take positive actions that benefit the business – actions they may not otherwise even consider" (p. 118). However, this element of engagement may reflect selfishness as the results show that individuals having experience in current position above 5 years did not accept having a best friend at work and this could be mainly due to competition and self-interest.

Thus hypothesis 1 is accepted for experience in current position as three elements of engagement out of sixteen varied with respect to it.

Hypothesis 1 addresses the elements of engagement to vary with respect to the education level of the respondents. Total engagement was performed on the education level of the respondents and no variation was noted as shown in the table below:

Hypothesis Test Summary				
	Null Hypothesis	**Test**	**Sig.**	**Decision**
1	The distribution of Total Engagement is the same across categories of Education level of the respondent.	Independent-Samples Kruskal-Wallis Test	.097	Retain the null hypothesis.
Asymptotic significances are displayed. The significance level is .05.				

Table 58: Total engagement by education

Testing each element of engagement with education level identifies that only one statement out of sixteen rejected the null hypothesis as its distribution is not the same across the categories of the education level of the respondents. The results are outlined below:

Hypothesis Test Summary				
	Null Hypothesis	**Test**	**Sig.**	**Decision**
1	The distribution of I am satisfied with Albert Haykel Hospital as a place to work is the same across categories of Education level of the respondent.	Independent-Samples Kruskal-Wallis Test	.138	Retain the null hypothesis.
2	The distribution of I know what is expected of me at work. is the same across categories of Education level of the respondent.	Independent-Samples Kruskal-Wallis Test	.671	Retain the null hypothesis.
3	The distribution of I have the materials and equipment I need to do my work right is the same across categories of Education level of the respondent.	Independent-Samples Kruskal-Wallis Test	.491	Retain the null hypothesis.

4	The distribution of At work, I have the opportunity to do what I do best is the same across categories of Education level of the respondent.	Independent-Samples Kruskal-Wallis Test	.064	Retain the null hypothesis.
5	The distribution of I usually receive recognition for doing good work is the same across categories of Education level of the respondent.	Independent-Samples Kruskal-Wallis Test	.169	Retain the null hypothesis.
6	The distribution of My supervisor, seems to care about me as a person is the same across categories of Education level of the respondent.	Independent-Samples Kruskal-Wallis Test	.070	Retain the null hypothesis.
7	The distribution of My colleagues seem to care about me as a person is the same across categories of Education level of the respondent.	Independent-Samples Kruskal-Wallis Test	.042	Reject the null hypothesis.
8	The distribution of There is someone at work who encourages my development is the same across categories of Education level of the respondent.	Independent-Samples Kruskal-Wallis Test	.173	Retain the null hypothesis.
9	The distribution of At work, my opinions seem to count is the same across categories of Education level of the respondent.	Independent-Samples Kruskal-Wallis Test	.070	Retain the null hypothesis.
10	The distribution of The mission or purpose of my company makes me feel my job is important is the same across categories of Education level of the respondent.	Independent-Samples Kruskal-Wallis Test	.670	Retain the null hypothesis.
11	The distribution of My associates or fellow employees are committed to doing quality work is the same across categories of Education level of the respondent.	Independent-Samples Kruskal-Wallis Test	.443	Retain the null hypothesis.
12	The distribution of I have a best friend at work is the same across categories of Education level of the respondent.	Independent-Samples Kruskal-Wallis Test	.628	Retain the null hypothesis.
13	The distribution of In the last year, someone at work has talked to me about my progress is the same across categories of Education level of the respondent.	Independent-Samples Kruskal-Wallis Test	.094	Retain the null hypothesis.
14	The distribution of This last year, I have had opportunities at work to learn and grow is the same across categories of Education level of the respondent.	Independent-Samples Kruskal-Wallis Test	.091	Retain the null hypothesis.

15	The distribution of At work, I can freely raise my opinion is the same across categories of Education level of the respondent.	Independent-Samples Kruskal-Wallis Test	.702	Retain the null hypothesis.
16	The distribution of At work, I usually receive praise for a work well-done is the same across categories of Education level of the respondent.	Independent-Samples Kruskal-Wallis Test	.645	Retain the null hypothesis.
Asymptotic significances are displayed. The significance level is .05.				

Table 59: Elements of engagement by education

As shown in the table, element of engagement #7 varies with respect to education as its distribution is not the same across the categories of education level of the respondents.

The results of statement #7 are shown in the table below:

7	The distribution of My colleagues seem to care about me as a person is the same across categories of Education level of the respondent.	Independent-Samples Kruskal-Wallis Test	.042	Reject the null hypothesis.

Table 60: Statement #7 with respect to education

Descriptive statistics of question #7 prove a variation of opinion with respect to education level of respondents. The results are as follows:

Group Statistics				
	Education level of the respondent	N	Mean	Std. Deviation
My colleagues seem to care about me as a person	Technical / Secondary	57	5.60	1.202
	Bachelor	108	5.18	1.570

Group Statistics				
	Education level of the respondent	N	Mean	Std. Deviation
My colleagues seem to care about me as a person	Bachelor	108	5.18	1.570
	Master	21	5.95	1.396

Table 61: Descriptive statistics by education with respect to statement #7

As the table shows, a variation in opinion between respondents who hold Technical/Secondary degree, Bachelor degree, and Master degree is noted. The group

of respondents holding Master degree seem to agree more with statement #7 as its mean is higher than that of the group of respondents holding Technical/Secondary and Bachelor degrees. Having higher levels of education might lead to getting higher attention on the personal level which justifies the higher acceptance of individuals holding Master degree on this statement than others.

Hypothesis 1 is partially accepted for the education level of the respondents due to the fact that only one element of engagement varies with respect to it.

Hypothesis 2 states that there is a significant linear relationship between the elements of engagement and the demographic variables of the respondents. To know whether there is a significant linear relationship between the elements of engagement and the demographic variables of the respondents, the Spearman's rank correlation coefficient – a nonparametric measure of the statistical dependence between the two variables – is performed. Table 62 below shows the correlation coefficient studied between the questions asked to respondents and all the metric demographic variables in this study:

Correlations

		Age of the respondent (metric)	Experience at Albert Haykel Hospital (metric)	Experience in current position (metric)
Spearman's rho	Age of the respondent (metric)	1.000	.619**	.552**
	Experience at Albert Haykel Hospital (metric)	.619**	1.000	.693**
	Experience in current position (metric)	.552**	.693**	1.000

Correlations					
		I am satisfied with Albert Haykel Hospital as a place to work	I know what is expected of me at work.	I have the materials and equipment I need to do my work right	At work, I have the opportunity to do what I do best
Spearman's rho	Age of the respondent (metric)	.227**	.166*	.086	.093
	Experience at Albert Haykel Hospital (metric)	.178*	.252**	.207**	.140
	Experience in current position (metric)	.051	.158*	.099	.096

Correlations					
		I usually receive recognition for doing good work	My supervisor, seems to care about me as a person	My colleagues seem to care about me as a person	There is someone at work who encourages my development
Spearman's rho	Age of the respondent (metric)	.125	.074	.093	-.037
	Experience at Albert Haykel Hospital (metric)	.172*	.116	.053	-.017
	Experience in current position (metric)	.116	.000	-.040	-.066

Correlations					
		At work, my opinions seem to count	The mission or purpose of my company makes me feel my job is important	My associates or fellow employees are committed to doing quality work	I have a best friend at work
Spearman's rho	Age of the respondent (metric)	.123	.193**	.073	-.066
	Experience at Albert Haykel Hospital (metric)	.103	.123	.162*	-.051
	Experience in current position (metric)	-.014	.111	.085	-.167*

Correlations					
		In the last year, someone at work has talked to me about my progress	This last year, I have had opportunities at work to learn and grow	At work, I can freely raise my opinion	At work, I usually receive praise for a work well-done
Spearman's rho	Age of the respondent (metric)	.055	-.097	-.033	-.003
	Experience at Albert Haykel Hospital (metric)	.058	-.009	-.017	.063
	Experience in current position (metric)	.014	-.068	-.052	-.012

** Correlation is significant at the 0.01 level (2-tailed).
* Correlation is significant at the 0.05 level (2-tailed).
Table 62: Correlations

The required values of the coefficient of correlation are between -1 and +1. Thus, to have a perfect positive correlation, a value of +1 must be shown meaning that when the independent variable increases by a value of X, the dependent variable will also

increase by the same value X. However, having a value of -1 means that a perfect negative correlation is noted which evidences that when the independent variable increases by a value of X, the dependent variable will decrease by the same value X. Table 62 shows a significant correlation between some elements of engagement and the demographic variables of the respondents. The age of the respondents has a significant correlation with three questions out of the sixteen questions asked. The highest significance is with the question stating "I am satisfied with Albert Haykel Hospital as a place to work" and the correlation is positive with a coefficient of 0.227. The next demographic variable tested is the total years of experience at Albert Haykel Hospital, the results show a significant correlation with five of the sixteen questions. The correlation ranges between 0.162 and 0.252 for those five questions. The highest significance is with the question "I know what is expected of me at work" and the correlation is positive with a coefficient of 0.252. As for the final metric demographic variable, the years of experience in current position, the test shows significance at the 5% level for the correlation with two of the sixteen questions. The correlation equals 0.158 for the question "I know what is expected of me at work" suggesting a positive relationship between this element of engagement and the years of experience in current position. However, for the question stating "I have a best friend at work", the correlation equals -0.167, thus suggesting a negative relationship between this element of engagement and the years of experience in current position. Therefore, when experience in current position increases, friendship decreases reflecting higher competition between coworkers at the hospital.

It is now possible, after this analysis, to answer the research question regarding whether there is any significant linear relationship between the elements of engagement and the

demographic variables of the respondents. Thus, it can be said that there seems to be a slight but significant relationship between the elements of engagement and three main demographic variables: the age of the respondent, his or her total years of experience at Albert Haykel Hospital, and his or her years of experience in current position.

4.3. Conclusion

The results of this study reveal a variation between the elements of engagement and the demographic variables of the respondents. First, when testing engagement with respect to gender, a variation of opinion was noted with six out of sixteen statements. Males in the nursing and administrative departments of Albert Haykel Hospital seemed to accept more the elements of engagement than females. Then, concerning age, the group of respondents aged above forty years seemed to be more satisfied with the work at Albert Haykel Hospital, however, the group of respondent aged between 31 and 40 years seemed to get higher recognitions and attention on the personal level. The elements of engagement also varied with the total experience of the respondents; five elements out of sixteen showed variation of opinion. Respondents whose total experience is more than five years seemed to accept more the elements of engagement than those whose total experience is below five years. Testing the elements of engagement with respect to experience in current position also proved a variation of opinion as three statements out of sixteen had different distributions. Finally, one element of engagement out of the sixteenth varied with the education level of the respondents. People holding master degree seemed to accept more the personal care at the workplace than others holding technical and bachelor degrees. The correlation between the elements of engagement and the metric demographic variables such as age, total experience, and experience in current position was also tested and a slight but significant linear relationship was

noted. However, a negative linear relationship was shown between the element of engagement that states “I have a best friend at work” and the experience in current position. Respondents whose experience in current position is higher than five years rejected this statement suggesting that when experience in current position increases friendship decreases.

Chapter 5

Conclusion

5.1. Introduction

This thesis attempts to assess employees' engagement in the nursing and administrative departments at Albert Haykel Hospital. This thesis defines employees' engagement as employee's participation in the life of the organization that could be reflected cognitively, emotionally, and behaviorally. The research questions used in this study helped in achieving higher and accurate understanding of the elements of engagement with respect to the demographic variables of employees. This study tests any variation of the elements of engagement when compared to different demographic variables and tests any significant linear relationship between the elements of engagement and the demographic variables of employees. To complete this study, the positivist philosophical position was adopted along with the deductive reasoning approach. The targeted population was chosen to be the nurses and employees of the nursing and administrative departments of Albert Haykel Hospital with a census sampling method to ensure the representativeness of the population. Regarding the research strategy and methodology, a survey was implemented and the data was collected through a questionnaire. The data was analyzed using the SPSS statistical tool, then the correlations between different variables were evaluated from the descriptive and inferential perspectives. In this chapter, a summary of the main findings will be provided along with the discussion of the validity and the reliability. Then, the

limitations of this study and the research implications will be discussed, to finally illustrate some future research possibilities and final remarks.

5.2. Summary of The Findings

The data collected was manipulated using correlations, descriptive and inferential statistics. The findings reveal a variation between the elements of engagement and the demographic variables of the respondents as well as a significant linear relationship between them.

Table 63 below, summarizes the findings of this study as they are related to the research questions this thesis attempted to answer.

Research Question 1	To which extent the elements of engagement vary with the demographics and characteristics of employees? (gender, age, experience, duty, and education level)
Research Question 2	Is there any significant linear relationship between the elements of engagement and the demographic variables of employees?
Hypothesis 1	The extent of the elements of engagement vary with the demographics and characteristics of employees (gender, age, experience, duty, and education level)
Hypothesis 2	There is a significant linear relationship between the elements of engagement and the demographic variables of the respondents.
Test for Hypothesis 1	Kruskal-Wallis test / Mann-Whitney U test / Descriptive Statistics
Test for Hypothesis 2	Spearman's rank correlation coefficient
Results for Hypothesis 1	There seem to be a variation in genders' opinion with respect to the elements of engagement. The perceptions of males and females varied with six out of sixteen elements of engagement. Males seemed to accept more the elements of engagement than females. Concerning age, a variation was noted between the three different aged groups and the elements of engagement. Their opinion varied with

	three elements of engagement out of sixteen. Respondents aged above 40 years seemed to be more satisfied with their work at the hospital, however, respondents aged between 31 and 40 years seemed to have higher recognitions and care at the workplace. A variation was also noted between the total experience of the respondents and the elements of engagement. Five elements were affected by the answers of the two groups of respondents that have different years of total experience. Respondents having total experience above five years seemed to highly accept the elements of engagement. Similarly, a variation between the elements of engagement and the experience in current position of the respondents was noted. Three elements out of sixteen changed with respect to the years of experience of the respondents in current position. Respondents having experience in current position above five years seemed to highly accept the elements of engagement. Finally, a mild variation was noted between the education level of the respondents and the elements of engagement. Respondents had same perceptions toward the elements of engagement except for the element #7. Individuals holding a Master degree seemed to accept more statement #7 than others.
Results for Hypothesis 2	There seem to be a slight but significant linear relationship between the elements of engagement and the three main metric demographic variables of the respondents, the age, the total experience, and the experience in current position.

Table 63: Results of the research questions

5.3. Validity Issues

In scientific researches, validity is mainly allied to the extent to which a study is able to answer scientifically the questions that are intended to be answered. In this part, the three main types of validity, Internal, External, and Construct Validity are discussed. Internal validity appears when non-parametric tests gave similar results throughout the testing process which suggests, in this research, that the tests used are internally valid. The second major type of validity is the external validity. The importance of the external validity lies in generalizing the results of the study to other cases which is the major factor affecting the external validity of this study. However, the aim of this study is not to generalize, it is more about extracting the best practices of a specific entity and make them available to other players in the market. External validity is not only concerned with the generalization of the results but also with the representativeness of the population which is highly achieved in this study. Moving to the third type of validity, the construct validity, it highly relates between the variables and the theories behind them. As stated before, in chapter 3, the variables used in the data collection tool are used by Gallup Q^{12} Survey, the most important analytical assessment for employees' engagement with proven reliability. This shows that the data collection tool and procedure are of high validity.

The internal reliability of this research is also tested through the use of Cronbach's Alpha approach that gave a result of 0.77 (higher than the required level 0.70) which reflects a good interrelatedness between the elements of engagement and ensures the homogeneity of the sample. Repeating a question twice, in different wording, in the questionnaire is another measure of reliability employed in this research to check for the consistency of answers. A strong linear relationship was noted between the answers

of the two questions as the correlation was high and significant at the 1% level. This indicates a reliable and consistent approach to answering the questions.

5.4. Limitations

This study has its limitations like every other research. Adopting a case study as a research strategy prevents from generalizing the results. However, as stated in the previous part, the aim of this study is not to generalize; it is more about studying the practices of a specific entity. The other limitation in this study is the access to data. This study was conducted in a health care institution in the nursing and administrative departments. Consequently, the access to data was somehow difficult and more time consuming.

5.5. Research Implications

This study aims to assess employees' engagement in a health care institution. Research is scarce in such an industry. Thus, theoretically, this study attempts to spread awareness about employees' engagement and increases the chance of implementing engagement in other hospitals. On the other hand, this study, might strengthen the literature of employees' engagement. Moreover, the data collection tool of this study is inspired by Gallup's Q^{12} Survey. At the practical level, this study will be also helpful for policy makers as they attempt to implement engagement strategies in their organizations taking into consideration the demographic variables of their employees as significant factors in the process. In addition, this study will positively influence the health care industry and other industries. Spreading the importance of employees' engagement and applying it, enhances employees' performance, reduces their absenteeism, and focuses on achieving higher organizational success.

5.6. Possible Future Research

This research can be extended first to study employees' engagement in the remaining departments of Albert Haykel Hospital. Then, it can be extended to study engagement in other hospitals in Lebanon which can help in identifying the level of engagement in the Lebanese health care industry. This can be used for future comparison between Lebanon and other countries which can help in exploring new hidden concepts to develop the industry. In addition, this study can be the base of other future studies that use interviews with hospitals' managers, directors, and even chiefs to know their opinion regarding the engagement issue.

5.7. Final Remarks

Employee engagement is a concept that is worth considering nowadays. We hope that this research will help business owners to know how to deal with their employees, how to increase their motivation toward their jobs, and how to work on enhancing their performance while taking into consideration the effect of their characteristics and demographics dimensions. Thus, improving performance and satisfaction levels in the workplace, in particular, hospitals.

Appendix A – The Questionnaire

QUESTIONNAIRE
Assessing Employees' Engagement in A Health Care Context: The Case of Nursing and Administrative Departments at Albert Haykel Hospital

Thank you for taking time to complete this questionnaire which aims at identifying the perceived merits of management by walking around at Albert Haykel Hospital. Your opinion is vital for the success of this research and will be treated in the strictest confidence within the ethical code of practice for field research at the Faculty of Business Administration and Economics at Notre Dame University - Louaize; thus the information gathered will solely be used to compile statistics. No data about you as an individual will be disclosed in any published results.

Definition of Employee Engagement

Employee Engagement is defined as employee's participation in the life of the organization that could be reflected cognitively, emotionally, and behaviorally.

SECTION 1 – BACKGROUND INFORMATION
Please tick next to the case that best describes you or fill-in the space provided

1.01. Gender ◯ Male ◯ Female

1.02. Age (please provide your age in years) _____

1.03. Years of experience at Albert Haykel Hospital (Please provide the number of years) _____

1.04. Current position _____

1.05. Years of experience in the current position (Please provide the number of years) _____

1.06. Education ◯ Technical degree ◯ Bachelor ◯ Master's ◯ Doctorate ◯ Other (Please specify)

SECTION 2 – Employee Engagement

Please circle the number that corresponds to your degree of agreement with the below statements (from 1 to 7, where 1 is Strongly disagree and 7 is Strongly agree)
Please consider administrative rounds as the regular visits by managers to your department.

2.01. I am satisfied with Albert Haykel Hospital as a place to work.	Strongly disagree	1	2	3	4	5	6	7 Strongly agree
2.02. I know what is expected of me at work.	Strongly disagree	1	2	3	4	5	6	7 Strongly agree
2.03. I have the materials and equipment I need to do my work right.	Strongly disagree	1	2	3	4	5	6	7 Strongly agree
2.04. At work, I have the opportunity to do what I do best.	Strongly disagree	1	2	3	4	5	6	7 Strongly agree
2.05. I usually receive recognition for doing good work.	Strongly disagree	1	2	3	4	5	6	7 Strongly agree
2.06. My supervisor, seems to care about me as a person.	Strongly disagree	1	2	3	4	5	6	7 Strongly agree

SECTION 2 – Employee Engagement (Cont.) **Please circle the number that corresponds to your degree of agreement with the below statements (from 1 to 7, where 1 is Strongly disagree and 7 is Strongly agree)**	
2.07. My colleagues seem to care about me as a person.	Strongly disagree 1 2 3 4 5 6 7 Strongly agree
2.08. There is someone at work who encourages my development.	Strongly disagree 1 2 3 4 5 6 7 Strongly agree
2.09 At work, my opinions seem to count.	Strongly disagree 1 2 3 4 5 6 7 Strongly agree
2.10. The mission or purpose of my company makes me feel my job is important.	Strongly disagree 1 2 3 4 5 6 7 Strongly agree
2.11. My associates or fellow employees are committed to doing quality work.	Strongly disagree 1 2 3 4 5 6 7 Strongly agree
2.12. I have a best friend at work.	Strongly disagree 1 2 3 4 5 6 7 Strongly agree
2.13. In the last year, someone at work has talked to me about my progress.	Strongly disagree 1 2 3 4 5 6 7 Strongly agree
2.14. This last year, I have had opportunities at work to learn and grow.	Strongly disagree 1 2 3 4 5 6 7 Strongly agree
2.15. At work, I can freely raise my opinion.	Strongly disagree 1 2 3 4 5 6 7 Strongly agree
2.16. At work, I usually receive praise for a work well-done.	Strongly disagree 1 2 3 4 5 6 7 Strongly agree

If you have any comments or concerns about this questionnaire, please contact Dr. Elie Menassa, supervisor of this research – Email: elie.menassa@alumni.dmu.ac.uk - Thank you for your cooperation!

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