

**Staff Engagement Impact on Employee Performance in the HealthCare Sector in Saudi Arabia****Etlal Al-Harthi**

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ABSTRACT

Employee Engagement has a positive impact not only on individuals but also on healthcare organizational outcomes' efficiency and effectiveness, hence increase overall performance and ensures long-term survival in a competitive environment. The study is conducted with the aim of investigating the Staff Engagement Impact on Employee Performance in HealthCare Sector in Saudi Arabia. Variables are employee engagement, performance (productivity, Retention Commitment, intent to leave), and job satisfaction. Participants in this research were 186 employees working in Saudi Arabia. The data were collected by using an online questionnaire consisting of three sections and analyzed by SPSS. The key findings are employee engagement is positively associated with employee performance, which was measured through three key items: self-reported productivity, retention commitment, and intent to leave. Specifically, employee engagement showed a strong positive relationship with productivity and retention commitment, while an inverse relationship was observed with intent to leave, highlighting its role in improving retention within the Saudi Arabian healthcare sector. Furthermore, employee engagement was found to have a positive effect on job satisfaction. However, when job satisfaction was examined as a mediating variable, employee engagement had no significant effect on employee performance, further results are detailed in the main text.

3 Hypothesis and 3 sub-hypotheses were developed to test the variables relation. Moreover, the recommendations may assist managers and HR professionals in understanding and adopting employee engagement strategies among healthcare providers, both now and in the future.

Keywords: employee engagement, performance, productivity, retention commitment, intent to leave, Job Satisfaction

1. Introduction:

Employee engagement has emerged as a strategic approach employed by top-down management to enhance employee performance and optimize processes within the healthcare sector. Given the critical role of human resources in healthcare organizations, understanding the impact of staff engagement is essential for employee retention, operational efficiency and organizational sustainability. In recent years, employee engagement has gained significant attention as a key factor influencing both individual and organizational outcomes. Effective engagement strategies not only improve job satisfaction and organizational commitment but also enhance emotional investment in job roles, thereby encouraging employees to actively contribute to innovation and mitigate workplace monotony.

In the healthcare sector, staff engagement is demonstrably vital for navigating the complex challenges of employee retention, productivity, and job satisfaction. Engaged employees exhibit heightened commitment, job satisfaction, and

proactive problem-solving capabilities, leading to improved organizational performance and profitability. Conversely, disengagement correlates with diminished productivity, increased turnover, and reduced financial returns. Crown Prince Mohammed bin Salman's interview with AlArabiya outlined Vision 2030, encompassing the important of human capital development and its role in reducing unemployment. The Crown Prince emphasized the importance of strategies to achieve a normal unemployment rate of 7% by 2030. Research indicates that staff engagement is a key strategy for enhancing employee retention, which is crucial for realizing the Vision 2030 goal of reducing unemployment and improving workforce stability (Al Arabiya, 2016). Aligned with Vision 2030, healthcare transformation is a central theme within the National Transformation Program initiated as one of the eight themes of NTP in June 2016. (Chowdhury, Mok, & Leenen, 2021) The Ministry of Health's (MOH) healthcare reform strategy aims to elevate the quality of life for Saudi citizens. Within this context, staff engagement becomes particularly relevant in achieving the



ambitious goals of healthcare reform, as a motivated and committed workforce is essential for successful implementation and sustained improvement in the sector.

Despite the growing recognition of employee engagement in various industries, the engaging healthcare professionals was a critical factor in the success of the transformation. empirical evidence demonstrating its specific influence on healthcare outcomes is limited, hindering the development of informed strategies for future transformation efforts (Riley et al., 2023). This study aims to: (1) measure the level of employee engagement in the healthcare sector in the Kingdom of Saudi Arabia, (2) the degree of effectiveness of employee performance (3) the level of job satisfaction among healthcare employees, (4) examine the impact of employee engagement on employee performance; (5) investigate the mediating role of job satisfaction in the relationship between employee engagement and performance; and (6) explore the effect of employee engagement on job satisfaction within the Saudi Arabia healthcare sector.

2. Theoretical Background and Hypothesis Development:

Employee Engagement:

Employee engagement plays a crucial role in enhancing organizational performance, as it optimizes higher levels of productivity, innovation, retention rate, job satisfaction and overall effectiveness. It reflects an individual's emotional commitment to their work, colleagues, and the organization, ultimately contributing to sustained success (Chakraborty et al., 2024). Employee engagement is used by top-down management as strategy to elevate the employee and organizational processes and performance (Guo, Zhao, & Tang, 2013). Notably, disengaged employees are unhappy with their job and an employee who is not satisfied with his job are liabilities for the organization and they will never be productive for organization. As a result, businesses attempt to engage employees from intellectual, affective and on social aspects (Chakraborty et al., 2024).

The first scholar defined the personal engagement was (Kahn, 1990), as the “harnessing of organization member’s selves to their work roles: in engagement, people employ and express themselves physically, cognitively, emotionally and mentally during role performances.”. He demonstrates how a lack of emotional presence and unfinished work are signs of disengagement (Kahn, 1990). Three conditions are described by (Kahn, 1990), psychological safety, psychological availability, and psychological meaningfulness, when employees feel safe at work, find their work meaningful and valuable, and have enough energy and resources to perform, they achieve a high level of engagement. Therefore, employees that are fully engaged are totally present and use their whole selves in an integrated and focused manner to enhance their role performance (Shuck et al., 2011). Another scholar defined personal engagement as as the ability and willingness of staff to contribute to organizational success, specifically their readiness to contribute supererogatory effort exceeding normative expectations (Penger & Cerne, 2017).

Another definition by Shanmuga: “Employee Engagement is a measurable degree of an employee's positive or negative emotional attachment to their job, colleagues and organization that profoundly influence their willingness to learn and perform is at work” (Shanmuga & Vijayadurai, 2014).

Employee engagement can be analyzed based on three factors: vigor, dedication, and absorption. These three characteristics define work engagement, as described by Schaufeli, who emphasized that work engagement involves a positive and fulfilling state of mind regarding one's job (Schaufeli & Bakker, 2004). Vigor is a veritable definition of an employee who is proactively engaged in work and is willing to put extra efforts for completing the work. Dedication reflects commitment towards the work engagement, employees want to work because they are enthused about the organization’s goals and mission. Absorption reflects a complete engrossment in the work, where the goal is not to complete the work as soon as possible, but to do it in the best possible way (Schaufeli & Bakker, 2004). Active disengagement or a lack of involvement among healthcare professionals can jeopardise patient safety and the standard of treatment. Healthcare professionals must maintain high levels of engagement because they work in difficult and high-pressure circumstances (Motte, 2017). Based on (Sirisetti, 2012), employee engagement, a concept has evolved from studies on high involvement, empowerment, job motivation, organizational commitment, and trust. Employees feel engaged when they finding meaning in their work, receiving support, and contributing to organizational success. Engaged employees are essentially motivated and inspired, but developing such a workforce can be challenging, requiring effective leadership and strategic resource allocation.

Employee engagement, also referred to as worker engagement, personal engagement at work, are synonymy and interchangeable terms, are a business management construct that describes the degree to which healthcare professionals are energetic and enthusiastic in their work activities and the care they provide to sick patients (Vidal, 2019), The outcome will be more effective ways of doing things that put innovation and creativity into great perspective. (Gichohi, 2014). Recognizing the influence of management on profitability and the imperative to retain human resources in the healthcare sector, understanding and utilizing the impact of employee engagement is essential for organizational survival and success, acknowledging that employee productivity, satisfaction, and retention are critical concerns.

The relationship between staff engagement and Performance:

1.1 The relationship between staff engagement and productivity and efficiency:

Enhancing staff productivity and efficiency has become a key objective for organizations seeking to optimize profitability, elevated employee productivity yields multifaceted advantages for both company and their employees (Abdulrahman et al., 2022). Increasing in productivity has a positive effect on



economic growth, enhancing profitability, and contributing to societal advancement. (Men et al., 2020).

A dedicated employee is one who is enthusiastic about using their expertise and they are contentment in their jobs to and doing their best for advance the company success which in addition contribute to the growth of morale in the workplace. (Ajitha & Ramya, 2023). According to (Ragu-Nathan et al., 2004) The effectiveness of employee engagement is influenced by the support of management. Sustainable productivity enhancement necessitates the engagement of all organizational members, including both top management and employees (Zondo, 2020). Human resources professionals and management are tasked with increased employee happiness and enthusiasm for their jobs.

Many studies revealed that employee engagement has a significant impact on employee performance, which is a predictor of productivity. (Vorina, Simonič, & Vlasova, 2017) explain that employee engagement can be seen in three ways: how employees feel such as feel pride and loyalty (attitude), what they do like exceed job expectations by completing tasks beyond the requirements and actively promote the company to clients (behavior), and what results from their work including the impact of engagement through improved safety, productivity, innovation, and reduced turnover and sick leave (outcomes). According to (Chakraborty et al., 2024), there is a strong positive relationship between employee engagement and employees' productivity. Chakraborty also showed there is a positive correlation between employee engagement and several extrinsic factors: career development, leadership, pay, and benefits. This finding supports the importance for organizations to prioritize strategic investments in their employees to cultivate engagement and optimize productivity, while ensuring the provide sufficient financial and non-financial rewards. (Ajitha & Ramya, 2023). The study's findings indicate that enhancing employee engagement, by cultivating employees' active participation and interest in their work, can lead to increase organizational productivity and efficiency. According to Lowe (2012) "highly engaged employees not only trust their employer, they also are able to improve how they work, feel valued and have clear job goals and a sense of team membership. They can perform effectively in their job because they have a supportive supervisor and adequate resources and equipment. Their quality of work life is enhanced because the organization takes steps to promote staff wellness and work-life balance. And the understand that senior management is committed to high-quality care".

(Abdelwahed & Dohan, 2023) he found that improving employee performance can effectively increase overall productivity, and the work engagement is a key factor in improving employee productivity by using the Work Engagement Theory (vigour, dedication, absorption) and he emphasizes that the organizational factors play a crucial role in enhancing employee performance (management support, learning culture, work environment, and organizational commitment) as predictors for productivity and performance.

(Sudibjo & Sutarji, 2020) discovered one of the most well-known definitions of engagement as the alignment of organizational members' selves with their work roles. This perspective emphasizes encouraging employees to invest and express themselves physically, cognitively, and emotionally their role performance in order to improve their work performance and overall effectiveness. Based on (Abdulrahman et al., 2022), The most two factors of work engagement that effect productivity are inspiration and flexibility in additional to the impact of leadership, and compensation to enhance productivity, he identifies 9 factors that influence work engagement, which in turn significant influence productivity (Equity, Culture, Work Environment, Career Development, Management and Leadership, Compensation, Flexibility, Inspiration, Integrity). As highlighted by Abdulrahman, Work engagement is widely conceptualized as an affective-cognitive state characterized by vigor, dedication, and absorption, (Vigor involves high levels of energy and mental resilience at work, while dedication Includes enthusiasm, pride, and a sense of challenge in one's work, and absorption refers to a state of complete focus and immersion in the task at hand, leading scholars to suggest further investigation into the close relationship between the concept of flow and absorption).

H 1: Employee engagement has positive impact on their performance in the healthcare sector in Saudi Arabia

H1.1: Employee engagement has positive impact on productivity in the healthcare sector in Saudi Arabia

1.2 The relationship between staff engagement and Retention Rate:

Talent retention and engagement are crucial for enhancing organizational performance by reducing costs associated with employee turnover, such as recruitment, training, and the loss of valuable expertise. Employee engagement with high self-worth can contribute to a reduction in organizational turnover and associated recruitment expenditures (Warner, 2019). Employee turnover is costly for organization due to ongoing financial Investment and detrimental influence on patient outcomes (Brewer et al., 2015). According to (Ngozi & Edwinah, 2022), a positive relationship exists between employee engagement and talent retention, indicating that engaged employees experience improved well-being and actively develop their own job and personal resources, and consequently demonstrate a higher propensity to remain with the organization. The leadership must learn to respond to the fast-changing pace by fostering an organizational culture that promotes employee engagement and job satisfaction as a strategy, as advocated by Burns (2018), to effectively retain skilled personnel. Conversely, employee disengagement, defined as a psychological distancing from the work environment, occurs when employees decide (Kahn, 1990), represents a significant risk factor for turnover. Employee turnover, the rate of employee departures, both voluntary and involuntary (Storey, 2020). The researcher (Ngozi & Edwinah, 2022) focuses on measuring employee exit intentions. Specifically, they primarily assess employee exit through two



key metrics: intent to leave for another position within the same sector and intent to leave for a position in an external sector. A third, less defined category, "intent to leave for other reasons," encompasses a range of personal and familial factors, also play a role in employee turnover.

Research consistently demonstrates that employee commitment, organizational loyalty, and workflow satisfaction are key factors in retention rates. Kahn (1990) conceptualized employee engagement as a multidimensional construct encompassing cognitive, emotional (affective), and behavioural aspects. (Behera, 2024) observed that cognitively, aligning employees with organizational objectives is critical, as this enhances a sense of purpose and understanding, directly impacting performance and retention. Emotionally, strong engagement and a deep connection to the organization, combined with active participation, significantly increases long-term employee retention. Behaviourally, when employees perceive that their contributions are valued and their well-being is prioritized, they reciprocate positively with pro-social attitudes and extra-role behaviours, and heightened commitment and loyalty, ultimately reducing turnover.

"The increase rate of employees' turnover becomes the thread for all organizations" (Htun & Bhaumik, 2022), (Ngozi & Edwinah, 2022) revealed that engaged workers improve organisational performance and encourage commitment and ambition, while disengaged employees lead to poor performance and lower talent retention. Conversely, the key finding of (Daley, 2017) was the job engagement is important to enhance productivity while satisfaction is key for high retention. (Vidal, 2019), Finding burnout significantly impacts healthcare support staff engagement and strongly predicts turnover, and burnout affect the stress-engagement relationship and impeding focus and effort. Workplace inactivity, similar to burnout, is marked by low inspiration and discontent (Tsareva & Boldyhanova, 2019). While (Storey, 2020). Finding that leaders encourage work engagement and improve retention by create a positive work environment, provide training and development, and demonstrating authentic leadership. Managerial leadership traits are pivotal in inspiring, attracting, and retaining talent. Higher levels of distributed leadership predicted increased employee engagement and job satisfaction improve, and employees are less likely to leave, staff felt more empowered and committed to the organization. (Quek et al. ,2021). Thus, Healthcare organizations must prioritize identifying its causes to enhance engagement and improve retention. (Vorina, Simonič, & Vlasova, 2017) illustrate how employee engagement directly impacts retention and loyalty. Behaviourally, engaged employees actively promote the company, demonstrating loyalty which reflects a strong retention rate. Additionally, engaged organisations prioritize authentic values, building a foundation of trust and fairness based on mutual respect, this environment ensures that promises and commitments between employers and employees. Building upon these (Tsareva & Boldyhanova, 2019) findings, further demonstrate that employee engagement, characterized by

satisfaction with job responsibilities, a dedication to professional development, and alignment with the organization's culture, directly indicates a higher retention rate. Thus, both studies converge on the understanding that engagement, driven by both behavioural and cultural factors, is a crucial driver of employee retention and loyalty.

Workforce retention hinges on creating an environment that values and supports its employees. (Htun & Bhaumik, 2022) found that there is direct link between the employees' satisfaction and retention. Organizational mission success, dependent on a fully effective workforce, is enhance individual performance by strategically utilizing the workforce as a valuable resource through engagement and aligning mission and incentives for high retention rate (Wai et al, 2014). Wai revealed that workforce satisfaction plays a crucial role in retention and stability within medical institutions. (Htun & Bhaumik, 2022) identified the components of employee satisfaction are compensation, job content, supervision, job promotion and development, and supportive environment. Another researcher (Yeager et al, 2019) analysed the workforce retention by examining individuals' intentions to leave within the next year, specifically differentiating between intentions driven by general reasons (excluding retirement) and those intend to leave because of burnout or lack of job satisfaction, providing insights into factors impacting employee retention.

H1.2: Employee engagement has positive impact on retention commitment in the healthcare sector in Saudi Arabia

H1.3: Employee engagement has inverse relationship with their intent to leave in the healthcare sector in Saudi Arabia

The relationship between staff engagement and Job satisfaction:

Employee satisfaction is essential for organizations seeking for high performance and successful goal attainment (Bin & Shmailan, 2015). Job satisfaction is used to describe the cognitive, affective, and belief components about their work. (Weiss & Cropanzano, 1996) Job satisfaction is an indicator as to how much someone intellectual and emotional commitment to an organization and its goals, motivating them to exceed expectations and contribute to organizational success. (Sirisetti, 2012), Job satisfaction is a combination of an individual's attitudes and emotions towards their work, shaped by both personal and environmental factors, reflecting their overall assessment of their work experience (Guan et al., 2014). According to (Copeland, 2020), Employees who are committed to the organization's vision and their personal development tend to have higher levels of engagement. Copeland revealed that employees' engagement influences job satisfaction and diminished employee engagement and job satisfaction can have significant consequences for individuals and society.

(Daley, 2017) the researcher proposes that employee engagement, as outlined in Kahn's model, is promoted through three key dimensions: meaningfulness, safety, and availability. Meaningfulness is derived from managerial trust and organizational commitment; safety encompasses job security and



personal safety; and availability is influenced by intrinsic motivation and work experience these psychologically shifts from focusing on the job content of a position to a stronger sense of commitment to the organization's overall mission or purpose. In contrast to what (Warner, 2019), sociological and psychological self-worth does not directly affect job satisfaction, it does influence employee engagement, which subsequently affects job satisfaction. Warner explains that employee engagement is significantly influenced by both sociological self-worth, derived from feeling valued and supported by the organization, and psychological self-worth, which occurs when employees' personal values align with company values, play a significant role in employee engagement by influencing strong emotional connection to the workplace. (Daley, 2017) observed that both job satisfaction and employee engagement share certain contributing factors, such as leadership (managerial trust, organizational commitment) and intrinsic motivation. this overlap suggests they share some common ground. For instance, feeling trusted by your manager can contribute to both overall job satisfaction and a sense of "safety" within Kahn's model of engagement. Job satisfaction encompasses a broader range of influences, including performance rewards, representing a more holistic assessment of the work experience. Conversely, engagement delves into specific psychological states, such as meaningfulness, safety, and availability, which contribute to, but do not wholly encompass, job satisfaction. Thus, engagement can be viewed as a significant antecedent to job satisfaction, but not the sole determinant.

(Copeland, 2020), employee engagement and job satisfaction might meaningfully impact overall operations and they are nearly mirrored each other. (Warr & Inceoglu, 2012) discovered a moderate correlation between job satisfaction and engagement, explaining when engaged employees may be satisfied in some aspects, not all satisfied employees are engaged. Employee engagement contributes to enhanced well-being, notably by mitigating risks of depression and burnout, thus positively impacting mental health (Hakanen, Schaufeli, & Ahola, 2008). As result, job conditions should be evaluated not only based on satisfaction and the absence of stress but also by considering energized factors like engagement and involvement (Warr & Inceoglu, 2012).

(Riyanto et al., 2021) Identified that the idenialistic culture, stress can will affect individual efforts and outcomes, necessitating the establishment of objective and measurable criteria for evaluating results. The determinants of job satisfaction can be categorized as intrinsic and extrinsic factors, both of which play a crucial role in shaping an individual's overall satisfaction with their work (Buitendach & Rothmann, 2009; Lee, 2017). Herzberg's Motivation-Hygiene Theory (also known as Herzberg's two-factor theory) posits that workplace motivation and satisfaction are influenced by two distinct sets of factors: motivators (intrinsic factors) and hygiene factors (extrinsic factors). Motivators, such as achievement, recognition, responsibility, advancement, growth, and the work itself,

contribute to job satisfaction. On the other hand, hygiene factors, which include supervision, pay, work conditions, policies, job security, and the worker's personal life, can lead to dissatisfaction if inadequate. Essentially, the theory differentiates between factors stimulates employees to become satisfied or dissatisfied with their jobs (Herzberg, 1987). Thus, "executives should work to develop strategies to enhance the level of both the intrinsic and extrinsic job satisfaction of employees" (Tepayakul & Rinthaisong, 2018).

In healthcare settings, low employee engagement can lead to negative outcomes such as diminished job satisfaction, and inadequate execution of job tasks and duties. (Gabel-Shemueli et al., 2014). While another researcher found the job satisfaction and job engagement are strongly correlated, when job satisfaction increases, job engagement tends to increase as well, employees who are satisfied with their jobs are more likely to be engaged, but engagement involves an additional level of commitment and motivation beyond satisfaction. (Daley, 2017). Building on this understanding of engagement as a distinct but related concept, (Tampubolon, 2017) revealed that employee engagement, job motivation, and job satisfaction each individually and significantly influence employee performance. However, this study did not delve into the specific interplay between these three variables, leaving open the question of how their relationships might further impact performance outcomes.

H2: The job satisfaction is a mediator between the employee and performance.

H3: Employee engagement play a significant impact on job satisfaction among Saudi Arabia healthcare sector

3. Scope of the study:

3.1 Topical Scope: This study was limited to examining the consequences of employee engagement specifically its impact on employee performance and job satisfaction within the healthcare sector in Saudi Arabia.

3.2 Time Scope: This study was conducted during the second semester of the academic year 2025, as the time period was deemed sufficient to carry out the research effectively.

3.3 Geographical Scope: This study was limited to healthcare employees working in hospitals located in Riyadh City, in the Kingdom of Saudi Arabia.

4. Methodology

4.1 Sample and Data Collection:

This study aims to examine the impact of employee engagement on employee performance outcomes within the healthcare sector in Saudi Arabia, using both primary and secondary data. Data was collected through an online questionnaire distributed across 632 employees working in the healthcare sector both public and private institutions in Saudi Arabia such as Dr. Suliman AlFakeeh, Saudi German Hospital, Alhammadi, Dallah Hospital and other private and public healthcare organization. This includes doctors, nurses, administrative staff, and support personnel who are employed in the healthcare sector; whereby the questions will be structured on the base of Likert-scale and Closed- ended. The survey included



four demographic questions, **Table 19**, and 25 items related to the study variables: 8 items measuring employee engagement, as presented in **Table 20**. 11 items measuring employee performance (divided into 5 for productivity, 3 for intent to leave, and 3 for retention commitment) as presented in **Table 21**, and 6 items measuring job satisfaction as presented in **Table 22**. The final sample consisted of 186 186 valid responses were received and included in the final analysis. This represents a response rate of approximately 29.4%, which is considered acceptable for online surveys in organizational research contexts.

4.2 Measures:

A Five-point Likert scale was used for the sample's responses in all items, the scale ranking from 1-Strongly Disagree to 5-Strongly Agree to measures the study's variable as follows:

1-Employee Engagement: Employee Engagmnet Scale Items ((UWES) assessing levels of engagement at work was measured by using of 8 items from Utrecht work engagement scale Preliminary Manual Version 1.1. Schaufeli, W., & Bakker, A. (2004). An example is "I At my job, I feel strong and vigorous"

2- Performance:

2.1. Productivity: Productivity Self-Report Scale measured by using 5 Items from Collectivist values for productive teamwork between Korean and Chinese employees. Chen, Y., & Tjosvold, D. (2008). An example is "I accomplish tasks quickly and efficiently".

2.2. Retention Commitment: Retention Commitment measured by using 3 Items from Organizational Commitment, Job Satisfaction and Turnover among Psychiatric Technicians Porter et al. (1974). An example is "I frequently care about the future development of the hospital that I work for."

2.3. Intent to leave: Intent to Leave measured by using 3-Items from Causes of Employee Turnover: A Test of the Mobley, Griffeth, Hand and Meglino Model. Michaels, C.E. and

P.E. Spector (1982). An example is "I often seriously consider leaving my current job."

3- Job satisfaction: Job Satisfaction Scale Items, (JSS) measured by using 6 Items from measurement of human service staff satisfaction: Development of the Job Satisfaction Survey. Spector, P. E. (1985). An example is "I am satisfied with my chances for promotion".

4.3 Statistical Techniques for Data Analysis

There is a report on descriptive and inferential statistics for the different variables analyzed in this study. The descriptive and inferential statistics will include the measures of central tendency such as the mean, mode and median.

In order to analyze the data collected through the survey lists, the process of unpacking the data is carried out in Excel and using the Statistical Package for the Social Sciences (SPSS) program, whereby a set of statistical methods are relied upon as follows:

- Use frequencies and percentages to describe the demographics of the study sample.
- Use of arithmetic means.
- Use standard deviations.
- Cronbach's test reliability: this test will be used to measure the internal consistency and reliability of the study sample
- Correlation coefficient for Validity.
- linear regression.

4.4 Validity and Reliability Tests

4.4.1 Instrument Validity

The validity of the questionnaires has been checked by:

A. The validity of Internal Consistency

The internal validity of the questionnaire is the first statistical test that used to test the validity of the questionnaire. Internal validity measured through the correlation coefficients between each item in the construct and its total.

Table 1: Correlation coefficient of each paragraph of each construct and its total

Construct									
Employee Engagement		Employee Performance						Job Satisfaction	
		Productivity Report	Self-Report	Retention Commitment		Intent to Leave			
0.774**	0.000	0.843**	0.000	0.766**	0.000	0.860**	0.000	0.597**	0.000
0.806**	0.000	0.854**	0.000	0.678**	0.000	0.923**	0.000	0.754**	0.000
0.702**	0.000	0.835**	0.000	0.747**	0.000	0.872**	0.000	0.845**	0.000
0.709**	0.000	0.892**	0.000					0.858**	0.000
0.779**	0.000	0.746**	0.000					0.796**	0.000
0.626**	0.000							0.875**	0.000
0.601**	0.000								
0.609**	0.000								

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

The previous table clarifies the correlation coefficient for each paragraph in each construct and its total. The p-values (Sig.) are less than 0.05, so the correlation coefficients of all paragraphs are significant at ($\alpha \leq 0.05$), so it can be said that the constructs are valid to be measured what they were set for to achieve the aim of the study.

B. Construct validity

Table 2: Correlation coefficient of each construct and the total of the questionnaire

Construct	Correlation Coefficient	Sig.
Employee Engagement	0.842**	0.000
Employee Performance	0.615**	0.000
Job Satisfaction	0.770**	0.000

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

The previous table clarifies the correlation coefficient for constructs and the total of the questionnaire. The p-values (Sig.) are less than 0.05, so the correlation coefficients of all constructs are significant at ($\alpha \leq 0.05$).

4.4.2 Instrument Reliability:

To insure the reliability of the questionnaires, Cronbach's Coefficient Alpha was applied.

Table 3: Cronbach's Alpha for study instruments

Construct	No. of Paragraphs	Cronbach's Alpha
Employee Engagement	8	0.842
Employee Performance	11	0.755
Job Satisfaction	6	0.881
Total	25	0.863

The previous table shows the value of Cronbach's Alpha equals (0.863) for the entire questionnaire. The previous results indicate an excellent reliability of the questionnaires, thereby, it can be said that the researcher proved that the questionnaire was valid, reliable, and ready for distribution for the population sample

5. Data Analysis and Results

The following sections provide a detailed presentation of the data, along with the corresponding analysis, key findings, and related discussions.

5.1 Descriptive Statistics

In this section, the personal characteristics of the research sample will be discussed. Classification regarding the individuals' age, sex, length of time working in health care, highest education level

- Age:

Table 4: Distribution of study sample by their age

Age	Frequency	Percent
20–29 years	54	29.0%
30–39 years	76	40.9%
40–49 years	44	23.7%
50–59 years	9	4.8%
60–69 years	3	1.6%
Total	186	100.0%

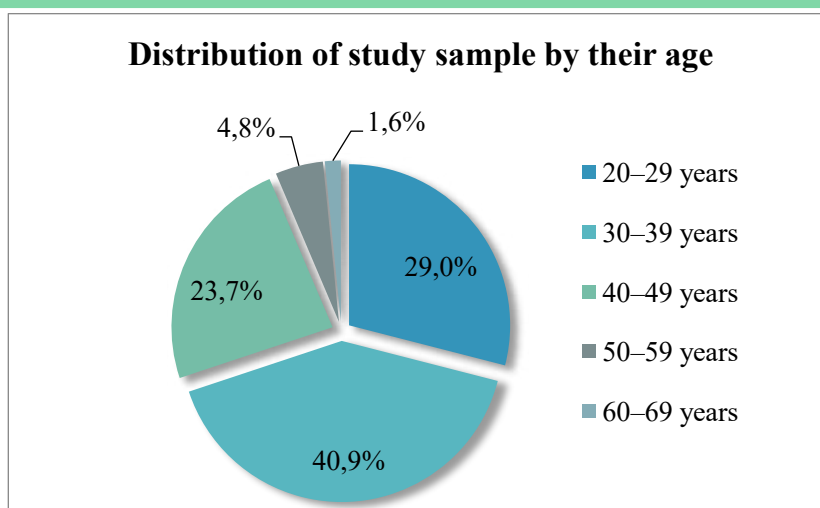


Figure 1: Distribution of study sample by their age

The previous results show that (40.9%) of the sample are - Sex:
aged between 30 and 39 years, while only (1.6%) of the sample
are aged between 60 and 69 years.

Table 5: Distribution of study sample by their sex

Sex	Frequency	Percent
Male	89	47.8%
Female	97	52.2%
Total	186	100.0

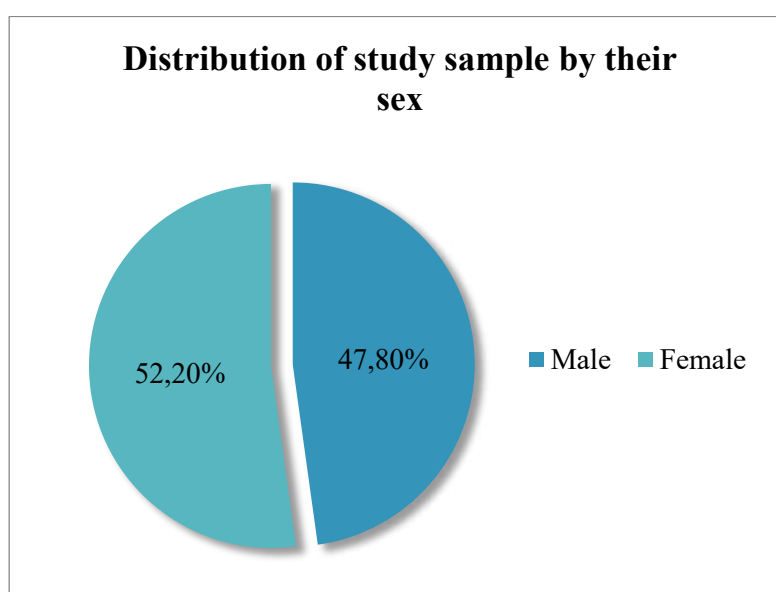


Figure 2: Distribution of study sample by their sex

The previous results show that (52.2%) of the sample are
females, while (47.8%) of them are males.

- Length of time working in health care:



Table 6: Distribution of study sample by length of time working in health care

Length of time working in health care	Frequency	Percent
1–5 years	67	36.0%
6–10 years	43	23.1%
11–15 years	38	20.4%
16–20 years	18	9.7%
21–25 years	9	4.8%
26–30 years	8	4.3%
36–40 years	2	1.1%
41–45 years	1	0.5%
Total	186	100.0

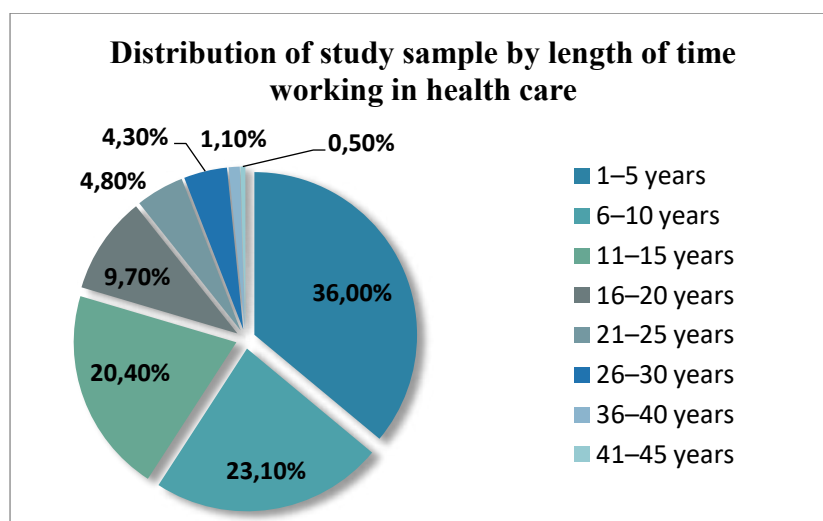


Figure 3: Distribution of study sample by Length of time working in health care

The previous results show that (36.0%) of the sample have worked in health care sector for 1-5 years, while only (0.5%) of them have worked in health care sector for 41-45 years

- Highest Education Level:

Table 7: Distribution of study sample according to Highest Education Level

Highest Education Level	Frequency	Percent
High School	6	3.2%
Diploma	24	12.9%
Bachelor's Degree	88	47.3%
Postgraduate degree and above	68	36.6%
Total	186	100.0%

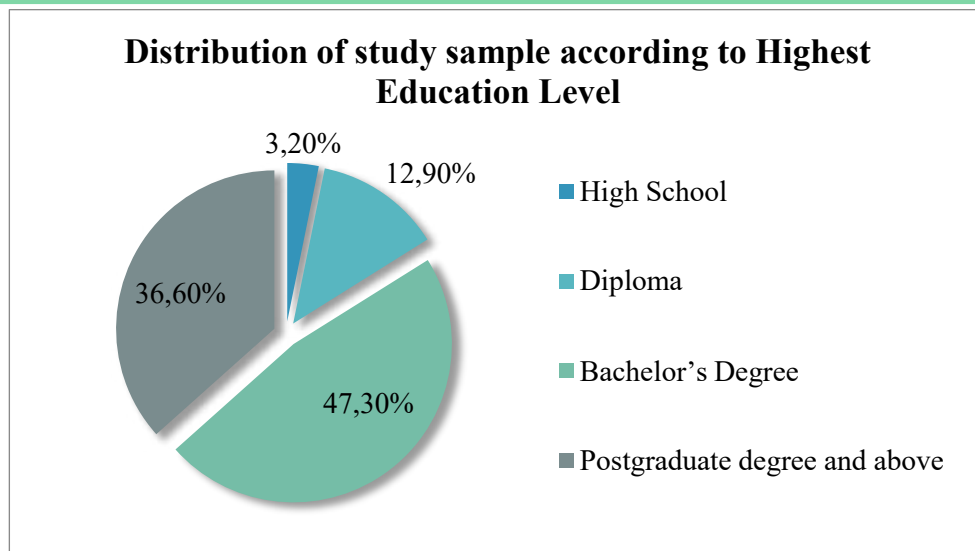


Figure 4: Distribution of study sample according to Highest Education Level

The previous results show that (47.3%) of the sample have Bachelor's Degree, while only (3.2%) of them have high school.

5.2 Data Analysis Discussing Research Question:

1. What is the degree of employee engagement in the health sector in the Kingdom of Saudi Arabia?

The researcher calculated the arithmetic averages and the standard deviation of responses on (Employee Engagement) in order to find out whether the average degree of approval of the study sample on the paragraphs reached a higher degree than Neutrality.

Table 8: Arithmetic averages, the standard deviation of the responses of the study sample individuals on the paragraphs related to employee engagement

n	Paragraph	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean ±SD	Rank
1.	At my work, I feel bursting with energy	7 3.8%	15 8.1%	25 13.4%	86 46.2%	53 28.5%	186 100%	3.88±1.035	5
2.	At my job, I feel strong and vigorous	6 3.2%	13 7.0%	26 14.0%	79 42.5%	52 33.3%	186 100%	3.96±1.023	4
3.	I can continue working for very long periods at a time	12 6.5%	34 18.3%	23 12.4%	68 36.6%	49 26.3%	186 100%	3.58±1.237	8
4.	I find the work that I do full of meaning and purpose	1 0.5%	4 2.2%	9 4.8%	45 24.2%	127 68.3%	186 100%	4.58±0.733	1
5.	I am enthusiastic about my job	2 1.1%	8 4.3%	16 8.6%	58 31.2%	102 54.8%	186 100%	4.34±0.888	2
6.	To me, my job is challenging	5 2.7%	11 5.9%	22 11.8	57 30.6%	91 48.9%	186 100%	4.17±1.031	3
7.	When I am working, I forget everything else around me	7 3.8%	21 11.3%	40 21.5	67 36.0%	51 27.4%	186 100%	3.72±1.099	6



n	Paragraph	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean ±SD	Rank
8.	It is difficult to detach myself from my job	13	16	47	55	55	186	3.66±1.189	7
		7.0%	8.6%	25.3%	29.6%	29.6%	100%		
Total								3.99±0.717	

Previous table shows the level of response on (employee engagement), where the means of the items ranged between (4.58) out of (5.00) to (3.58) out of (5.00).

According to the results, the highest paragraph was paragraph number (4) which states that "I find the work that I do full of meaning and purpose." with an arithmetic average (4.58) and weighted mean equal to (91.6%) with agreement level "Strongly agree", followed by paragraph number (5) which states that "I am enthusiastic about my job" with an arithmetic average (4.34) and weighted mean equal to (86.8%) with agreement level "Strongly agree".

While the lowest paragraph was paragraph number (3) which state that "I can continue working for very long periods at a time" with an arithmetic average (3.58) and weighted mean equal to (71.6%) with agreement level "agree", preceded by paragraph number (8) which state that "It is difficult to detach

myself from my job." with an arithmetic average (3.66) and weighted mean equal to (73.2%) with agreement level "agree"

In general, it was found that the average of all paragraphs was (3.99), with weighted mean equals to (79.8%), which indicate that there is high level of employee engagement in the health sector in the Kingdom of Saudi Arabia from the respondents' point of view.

2. What is the degree of effectiveness of employee performance in the health sector in the Kingdom of Saudi Arabia?

The researcher calculated the arithmetic averages and the standard deviation of responses on (Employee Performance) in order to find out whether the average degree of approval of the study sample on the paragraphs reached a higher degree than Neutrality.

- Productivity Self-Report

Table 9: Arithmetic averages, the standard deviation of the responses of the study sample individuals on the paragraphs related to Productivity Self-Report

n	Paragraph	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean ±SD	Rank
1.	I have a high work performance	2	0	25	53	106	186	4.40±0.801	4
		1.1%	0.0%	13.4%	28.5%	57.0%	100%		
2.	I accomplish tasks quickly and efficiently	1	2	12	61	110	186	4.49±0.714	1
		0.5%	1.1%	6.5%	32.8%	59.1%	100%		
3.	I set a high standard of task accomplishment.	1	1	22	56	106	186	4.43±0.762	3
		0.5%	0.5%	11.8%	30.1%	57.0%	100%		
4.	I achieve a high standard of task accomplishment.	1	1	17	60	107	186	4.46±0.728	2
		0.5%	0.5%	9.1%	32.3%	57.5%	100%		
5.	I always beat our team targets.	2	6	40	69	69	186	4.06±0.902	5
		1.1%	3.2%	21.5%	37.1%	37.1%	100%		
Total								4.37±0.649	





Table 11: Arithmetic averages, the standard deviation of the responses of the study sample individuals on the paragraphs related to intent to leave

n	Paragraph	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean ±SD	Rank
1.	I often seriously consider leaving my current job.	40	35	57	27	27	186	2.82±1.323	1
		21.5%	18.8%	30.6%	14.5%	14.5%	100%		
2.	I intend to quit my current job.	72	29	46	23	16	186	2.37±1.334	3
		38.7%	15.6%	24.7%	12.4%	8.6%	100%		
3.	I have started to look for other jobs.	60	35	41	29	21	186	2.55±1.376	2
		32.3%	18.8%	22.0%	15.6%	11.3%	100%		
Total								2.58±1.189	

Previous table shows the level of response on (Intent to Leave), where the means of the items ranged between (2.82) out of (5.00) to (2.37) out of (5.00).

According to the results, the highest paragraph was paragraph number (1) which states that " I often seriously consider leaving my current job." with an arithmetic average (2.82) and weighted mean equal to (56.4%) with agreement level " Neither agree nor disagree", followed by paragraph number (3) which states that " I have started to look for other jobs " with an arithmetic average (2.55) and weighted mean equal to (51.0%) with agreement level "disagree".

While the lowest paragraph was paragraph number (2) which state that " I intend to quit my current job." with an arithmetic average (2.37) and weighted mean equal to (47.4%) with agreement level "disagree"

In general, it was found that the average of all paragraphs was (2.58), with weighted mean equals to (51.6%), which indicate that there is low level of intent to leave in the health sector in the Kingdom of Saudi Arabia from the respondents' point of view.

The following table summarizes responses in employee performance construct:

Table 4.11: Arithmetic averages, the standard deviation of the responses of the study sample individuals on study instrument

n	Construct	Mean	Arithmetic weight	SD	Agreement level	Rank
1.	Productivity Self-Report	4.37	87.4%	0.649	Strongly agree	1
2.	Retention Commitment	4.26	85.2%	0.701	Strongly agree	2
3.	Intent to leave	2.58	51.6%	1.189	Disagree	3
Total		3.85	77.0%	0.550	Agree	

Previous table shows responses of the study sample individuals on (Employee Performance). The highest response was on (Productivity Self-Report), with arithmetic average (4.37) and weighted mean equal to (87.4%) with agreement level "strongly agree", followed (Retention Commitment) with arithmetic average (4.26) and weighted mean equal to (85.2%) with agreement level "strongly agree"

While the lowest responses was on (Intent to leave) with arithmetic average (2.58) and weighted mean equal to (51.6%) with agreement level "disagree".

In general, it was found that the average of all paragraphs was (3.85), with weighted mean equals to (77.0%), which indicate that there is high level of effectiveness of employee performance in the health sector in the Kingdom of Saudi Arabia from the respondents' point of view.



- 3. What is the level of job satisfaction of employee in the health sector in the Kingdom of Saudi Arabia?**
- The researcher calculated the arithmetic averages and the standard deviation of responses on (Job Satisfaction) in order to find out whether the average degree of approval of the study sample on the paragraphs reached a higher degree than Neutrality.

Table 12: Arithmetic averages, the standard deviation of the responses of the study sample individuals on the paragraphs related to job satisfaction

n	Paragraph	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean ±SD	Rank
1.	I feel a sense of pride in doing my job	2	3	20	46	115	186	4.44±0.832	1
		1.1%	1.6%	10.8%	24.7%	61.8%	100%		
2.	My job is enjoyable	7	5	36	70	68	186	4.01±1.005	2
		3.8%	2.7%	19.4%	37.6%	36.6%	100%		
3.	When I do a good job, I receive the recognition for it that I should receive	24	19	37	59	47	186	3.46±1.320	5
		12.9%	10.2%	19.9%	31.7%	25.3%	100%		
4.	I am satisfied with my chances for promotion	24	21	32	47	62	186	3.55±1.387	4
		12.9%	11.3%	17.2%	25.3%	33.3%	100%		
5.	People get ahead as fast here as they do in other places	24	19	62	47	34	186	3.26±1.243	6
		12.9%	10.2%	33.3%	25.3%	18.3%	100%		
6.	Those who do well on the job stand a fair chance of being promoted	23	15	38	54	56	186	3.57±1.327	3
		12.4%	8.1%	20.4%	29.0%	30.1%	100%		
Total								3.71±0.952	

Previous table shows the level of response on (job satisfaction), where the means of the items ranged between (4.44) out of (5.00) to (3.26) out of (5.00).

According to the results, the highest paragraph was paragraph number (1) which states that "I feel a sense of pride in doing my job." with an arithmetic average (4.44) and weighted mean equal to (88.8%) with agreement level "Strongly agree", followed by paragraph number (2) which states that "My job is enjoyable" with an arithmetic average (4.01) and weighted mean equal to (80.2%) with agreement level "agree".

While the lowest paragraph was paragraph number (5) which state that "People get ahead as fast here as they do in other places." with an arithmetic average (3.26) and weighted mean equal to (65.2%) with agreement level "disagree",

preceded by paragraph number (3) which state that "When I do a good job, I receive the recognition for it that I should receive." with an arithmetic average (3.46) and weighted mean equal to (69.2%) with agreement level "agree"

In general, it was found that the average of all paragraphs was (3.71), with weighted mean equals to (74.2%), which indicate that there is high level of job satisfaction of employee in the health sector in the Kingdom of Saudi Arabia from the respondents' point of view

5.3 Research Hypotheses

H1: Employee engagement has positive impact on their performance in the healthcare sector in Saudi Arabia

To test the previous hypothesis, a simple linear regression test was applied and the results indicate as follows

Table 13: impact of employee engagement on employee performance

R	R Square	Adjusted R Square	F	Sig.	B	T	Sig.
0.244	0.059	0.054	11.620	0.001	0.187	3.409	0.001

Dependent Variable: employee performance

The previous table shows a positive significant impact of employee engagement on employee performance with correlation coefficient R value equals (0.244), so we accept first hypothesis and we can say that employee engagement has a positive impact on employee performance in the healthcare sector in Saudi Arabia, with a p. value of 0.001 (less than 0.05).

From the previous hypothesis we can derive the following sub-hypotheses:

H1.1: Employee engagement has positive impact on productivity in the healthcare sector in Saudi Arabia

To test the previous hypothesis, a simple linear regression test was applied and the results indicate as follows

Table 14: impact of employee engagement on productivity self-report

R	R Square	Adjusted R Square	F	Sig.	B	T	Sig.
0.600	0.360	0.357	103.693	0.000	0.543	10.183	0.000

Dependent Variable: productivity self-report

The previous table shows a positive significant impact of employee engagement on productivity with correlation coefficient R value equals (0.600), so we accept previous hypothesis and we can say that employee engagement has a

positive impact on with productivity in the healthcare sector in Saudi Arabia, with a p. value of 0.000 (less than 0.05).

H1.2: Employee engagement has positive impact on retention commitment in the healthcare sector in Saudi Arabia

To test the previous hypothesis, a simple linear regression test was applied and the results indicate as follows

Table 15: impact of employee engagement on retention commitment

R	R Square	Adjusted R Square	F	Sig.	B	T	Sig.
0.284	0.081	0.076	16.126	0.000	0.277	4.016	0.000

Dependent Variable: retention commitment

The previous table shows a positive significant impact of employee engagement on retention commitment with correlation coefficient R value equals (0.284), so we accept previous hypothesis and we can say that employee engagement has a

positive impact on retention commitment in the healthcare sector in Saudi Arabia, with a p. value of 0.000 (less than 0.05).

H1.3: Employee engagement has inverse relationship with their intent to leave in the healthcare sector in Saudi Arabia

To test the previous hypothesis, a simple linear regression test was applied and the results indicate as follows

Table 16: impact of employee engagement on intent to leave

R	R Square	Adjusted R Square	F	Sig.	B	T	Sig.
0.300	0.090	0.85	18.224	0.000	-0.498	-4.269	0.000

Dependent Variable: productivity self-report

The previous table shows inverse relationship between employee engagement and their intent to leave with correlation coefficient R value equals (0.300), so we accept previous hypothesis and we can say that employee engagement has

inverse relationship with their intent to leave in the healthcare sector in Saudi Arabia, with a p. value of 0.000 (less than 0.05).

H2: The job satisfaction is a mediator between the employee and performance.

To test the previous hypothesis, a linear regression test was applied between employee engagement and employee



performance mediated by job satisfaction, and the results indicate as follows

Table 17: impact of employee engagement and employee performance mediated by job satisfaction

R	R Square	Adjusted R Square	F	Sig.	B	T	Sig.	
0.258	0.067	0.057	6.550	0.002	0.243	3.384	0.001	Employee engagement
					-0.065	-1.205	0.230	Job satisfaction

Dependent Variable: employee performance

The previous table shows that job satisfaction, as a mediator, does not significantly link employee engagement to employee performance, where the p-value associated with job satisfaction reached 0.230, which is greater than (0.05)

H3: Employee engagement play a significant impact on job satisfaction among Saudi Arabia healthcare sector

To test the previous hypothesis, a linear regression test was applied and the results indicate as follows

Table 18: impact of employee aengagement on job Satisfaction

R	R Square	Adjusted R Square	F	Sig.	B	T	Sig.
0.646	0.417	0.414	131.486	0.000	0.857	11.467	0.000

Dependent Variable: job satisfaction

The previous table shows a positive significant impact of employee engagement on job satisfaction with correlation coefficient R value equals (0.646), so we accept third hypothesis and we can say that employee engagement has a positive impact on job satisfaction among Saudi Arabia healthcare sector, with a p. value of 0.000 (less than 0.05).

5.5 Discussion:

Discussion

Findings provide strong theoretical implications for the impact of employee engagement on employee performance the healthcare sector in Saudi Arabia, highlighting the significant relationships and impact between variables. First, the results indicated that employee engagement has a significant positive impact on employee performance, consistent with prior research that highlights engagement as a driver of productivity and retention. Chakraborty et al., (2024), Abdelwahed & Doghan, (2023), and [Abdulrahman et al., \(2022\)](#) studies support the findings of the first sup-hypothesis that confirms the work engagement is a key factor in improving employee productivity. Disengaged employees are liabilities for the organization; because they are unhappy and not satisfied with their job will never be productive for his organization. Consequently, organizations need to focus on employee engagement by investing in their workforce and implementing strategies aimed at enhancing engagement, satisfaction, and overall performance with high rate of productivity and commitment. Ngozi & Edwinah, 2022 & [Storey, F. \(2020\)](#), [Daley, D. M. \(2017\)](#). Employees with higher engagement feel more accountable for results and dissatisfied employees are more likely to quit from their jobs, these studies support the findings of the second and

third sup-hypothesis. Therefore, participants who reported higher levels of engagement also demonstrated higher levels of self-reported productivity and retention commitment, and lower intent to leave. This supports the idea that engaged employees are more motivated and aligned with organizational goals. As mentioned before, Employee engagement is explained by using the Work Engagement Theory of employee engagement (vigour, dedication, absorption) and it plays a crucial role in enhancing employee and organizational performance. It refers to the emotional commitment employees have toward their work, colleagues, and the organization, resulting in higher levels of productivity, retention commitment, and overall effectiveness, along with a lower intent to leave. Understanding staff engagement can significantly impact healthcare organization success.

The study initially projected that job satisfaction would mediate the relationship between employee engagement and employee performance, as outlined in Hypothesis 2. This projection was based on the assumption that employee satisfaction is influenced by engagement, and that satisfaction, in turn, enhances performance outcomes. According to Copeland (2020), employee engagement influences job satisfaction, which subsequently predicts turnover intentions. Similarly, Daley (2017) emphasized that engagement is essential for improving productivity, while satisfaction plays a key role in retention. Although the current study found a positive and significant correlation between employee engagement and job satisfaction, the results did not support the mediating role of job satisfaction between engagement and performance. Therefore, Hypothesis 2 was not supported by the empirical data, despite its theoretical grounding. On the other hand, the findings confirmed Hypothesis



3, which proposed that employee engagement has a positive impact on job satisfaction among employees in the Saudi Arabian healthcare sector. This result reinforces the idea that when employees are emotionally invested in their roles and the organization, they tend to report higher levels of satisfaction. This aligns with existing, Warner, K. B. (2019) that employees with better self-worth (both sociological and psychological) are more engaged at work, leading to higher job satisfaction.

Overall, these findings suggest that while engagement directly influences both job satisfaction and performance, job satisfaction may not always function as a mediator, especially in complex and high-pressure environments such as healthcare.

5.6 Summary of Descriptive Analysis

The majority of participants who took part in this research were females (52.2%) while the rest (47.8%) were males. (40.9%) of the research participants were aged between 30 and 39 years, while about (1.6%) of them were aged between 60 and 69 years. In terms of length of time working in health care, more than (36.0%) of the research participants have worked in health care sector for 1-5 years, while only (0.5%) of them have worked in health care sector for 41 to 45 years. Furthermore, (47.3%) of participants had Bachelor's degree, while only (3.2%) of them have high school degree.

5.7 Results and Recommendations of the study

5.7.1 The Results of the Study

Through the previous presentation of the theoretical framework of the study and the results of statistical analysis of study instruments, we can summarize the most important results as follows:

1. There is high level of employee engagement in the health sector in the Kingdom of Saudi Arabia from the respondents' point of view with weighted mean equals to (79.8%)
2. There is a very high level of productivity in the health sector in the Kingdom of Saudi Arabia from the respondents' point of view with weighted mean equals to (87.4%)
3. There is a very high level of retention commitment in the health sector in the Kingdom of Saudi Arabia from the respondents' point of view with weighted mean equals to (85.2%)
4. There is low level of intent to leave in the health sector in the Kingdom of Saudi Arabia from the respondents' point of view with weighted mean equals to (51.6%)
5. There is high level of effectiveness of employee performance in the health sector in the Kingdom of Saudi Arabia from the respondents' point of view with weighted mean equals to (77.0%)
6. There is high level of job satisfaction of employee in the health sector in the Kingdom of Saudi Arabia from the respondents' point of view with weighted mean equals to (74.2%)

7. Employee engagement has a stronger positive impact on employee performance in the healthcare sector in Saudi Arabia
8. Employee engagement has a stronger positive impact on productivity in the healthcare sector in Saudi Arabia
9. Employee engagement has a stronger positive impact on retention commitment in the healthcare sector in Saudi Arabia
10. Employee engagement has inverse relationship with their intent to leave in the healthcare sector in Saudi Arabia
11. Job satisfaction, as a mediator, does not significantly link employee engagement to employee performance.
12. Employee engagement has a positive impact on job satisfaction among Saudi Arabia healthcare sector

5.7.2 Recommendations of the study:

- 1- Increasing the scale of financial and moral incentives offered to employees who continue working for extended periods without any decline in their job performance.
- 2- Implementing immediate and on-the-ground solutions to address any signs of negligence in patient care, with the aim of ensuring the highest quality of medical services.
- 3- Providing employees with opportunities to discuss their thoughts and concerns regarding the factors that might lead them to consider leaving their current jobs.
- 4- Publicly and transparently announcing the promotion scale followed in the healthcare sector, which increases employees' satisfaction with the available advancement opportunities.
- 5- Encouraging employees in the healthcare sector to develop their professional skills, thereby helping them progress in their careers and gain greater promotion opportunities

5.7.3 Conclusion:

This study contributes to the growing body of research on employee engagement by examining its impact on performance within the Saudi Arabian healthcare sector a critical area aligned with Vision 2030 and the Ministry of Health's transformation goals. The findings confirmed that employee engagement significantly enhances both job satisfaction and overall performance, including productivity, retention commitment, and reduced intent to leave. These insights provide evidence-based recommendations for healthcare leaders and policymakers to invest in engagement strategies, in support of Vision 2030's goals for improved service delivery, workforce stability, and reduced turnover in critical national sectors.

5.7.4 Limitations and Future Directions:

This study focused only on consequences of employee engagement, without addressing its antecedents. Future research is encouraged to explore both the antecedents and consequences of employee engagement within the healthcare sector for a more comprehensive understanding. Another limitation lies in the measurement of job satisfaction, which was restricted to three components: Enjoyment of Work, Recognition & Appreciation, and Career Growth Opportunities. Other important dimensions such as pay, fringe benefits, and communication were not considered, potentially limiting the depth of the findings.



Additionally, the use of self-reported data to assess productivity may have introduced subjectivity into the results. Future studies should consider incorporating more objective performance measures alongside surveys to strengthen the validity of the outcomes.

Finally, this research targeted all categories of staff within the healthcare sector. For more targeted insights, future studies should consider focusing on a specific employee group such as medical, nurses, clinical or administrative staff to better

understand the unique barriers and challenges they face in terms of engagement. A further limitation of this study is that it did not focus on specific factors that may hinder employee engagement, such as challenges at managerial level (e.g., trust, leadership style), organizational level (e.g., resource availability, compensation), or individual level (e.g., time pressure, workload). which could provide deeper insight if explored in future research.

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Appendix

Table 19: General information about the participants of the study

Information	Coding	Measurements
Age	age	20–29 years 30–39 years 40–49 years 50–59 years 60–69 years
Sex	sex	Male Female
Length of time working in health care	time_working	1–5 years 6–10 years 11–15 years 16–20 years 21–25 years 26–30 years 31–35 years 36–40 years 41–45 years
Highest Education Level	Education_Level	High School Diploma Bachelor's Degree Postgraduate degree and above

Table 20: Items measuring ' Employee Engagement ' construct

Construct	Measurements
Employee Engagement	At my work, I feel bursting with energy
	At my job, I feel strong and vigorous
	I can continue working for very long periods at a time
	I find the work that I do full of meaning and purpose
	I am enthusiastic about my job
	To me, my job is challenging
	When I am working, I forget everything else around me
	It is difficult to detach myself from my job



Table 21: Items measuring 'Employee Performance' construct

Construct	Measurements
Productivity Self-Report	I have a high work performance
	I accomplish tasks quickly and efficiently
	I set a high standard of task accomplishment.
	I achieve a high standard of task accomplishment.
	I always beat our team targets.
Retention Commitment	I am concerned about the negligence in serving the patients of the hospital that I work for.
	I am willing to help the development of this hospital and gain success.
	I frequently care about the future development of the hospital that I work for.
Intent to Leave	I often seriously consider leaving my current job.
	I intend to quit my current job.
	I have started to look for other jobs.

Table 22: Items measuring Job Satisfaction construct

Construct	Measurements
Job Satisfaction	I feel a sense of pride in doing my job
	My job is enjoyable
	When I do a good job, I receive the recognition for it that I should receive
	I am satisfied with my chances for promotion
	People get ahead as fast here as they do in other places
	Those who do well on the job stand a fair chance of being promoted

Table 23: The scale of measurement

Scale	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
Measurement	1	2	3	4	5
Arithmetic averages	1.00 – 1.80	1.81 – 2.60	2.61 – 3.40	3.41 – 4.20	4.21 – 5.00