

Effect of Employee Engagement on Job Performance Case of Tibebe Ghion Specialized Hospital

Elsabet Eseye

Tibebe Ghion Specialized Hospital, Bahir Dar, Ethiopia
metageszemene@gmail.com

Endalkachew Debebe

Dire Dawa University, Institute of Technology, Dire Dawa, Ethiopia

Corresponding: endalk7upplus5@yahoo.com

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ABSTRACT

The objective of this study is to examine the effect of employee engagement dimensions on job performance at Tibebe Ghion Specialized Hospital. For this purpose, a quantitative approach was used to perform an in-depth investigation of the case. Employee engagement dimensions vigour, dedication, and absorption are the independent variables that were used as the basis for data collection and analysis. From 252 respondents, the data were collected, coded, and analyzed using the Statistical Package for Social Sciences (SPSS) version 29 tools. Each component has a considerable impact on job performance, according to regression analysis; vigor had the greatest beta value (0.538), followed by dedication (0.352) and absorption (0.44). These findings imply that job performance and all three engagement measures are positively correlated. A regression analysis showed that 85.5 percent of job performance variations are explained by vigour, dedication, and absorption. This phenomenon is most common among people who experience great excitement about their work. And the descriptive statistics of vigor dimension shows an employee's energy and resilience in general positively. Mean score range from 3.62 to 3.83. The highest score means employees can keep working for an extended time. The absorption dimension signifies deep engagement in work. Mean scores range from 3.63 to 3.82, where the highest score reflects employees being inclined to be swept away when at work. And also, the dedication dimension shows employees' commitment to work and pride in their work. Most scores were actually high; the highest one was for finding a job meaningful and purposeful (mean= 4.07) and the lowest mean score to job challenges (mean=2.58). The results emphasize that the dimensions of vigor, absorption, and dedication had stronger employee engagement, which should affect job performance positively. In this regard, the perception of job challenge, as well as morning motivation enhancement, will further optimize engagement and performance.

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INTRODUCTION

Today, in the sphere of organizational psychology and management, as well as management in general, there is an increasing focus on employee engagement as a central determinant of an organization's success (Jovanovic & Lugonjic, 2022). Globally, businesses are realizing more and more how important engaged workers are to boosting output, creativity, and general performance (Postrado & Matildo, 2023). Key to the paradigm shift is the realization that an engaged workforce does not only indicate high level of commitment and job satisfaction but also significantly improves job performance (Yandi & Bimaruci Hazrati Havidz, 2022). In today's fast-paced healthcare environment, the

competence of staff in hospitals is vital for their successful operation and the provision of high-quality care to patients. Work performance is directly associated with job engagement, which is a major differentiator among other factors (McHugh et al., 2021).

The Tibebe Ghion Specialized Hospital is an extremely important healthcare provider for a growing and diverse population of Bahir Dar, Ethiopia. The study of employee engagement and job performance in healthcare, particularly Tibebe Ghion Specialized Hospital, is necessary for various reasons. This role of that center creates unique demands on the staff: long hours, high patient loads, and emotional strain. Such conditions may lead to a weakened level of engagement, which may lead to diminished job performance and hostile patient outcomes (Cancino et al., 2024). Research has linked a highly engaged workforce in healthcare to better performance, especially in domains such as patient care, safety, and organizational commitment (Alexias et al., 2024). A recently published report shows that engaged employees create a better patient experience since they are likely to go the extra mile, providing compassionate and empathetic care (Giallourous et al., 2024). Additionally, employee engagement improves the safety culture in healthcare organizations; engaged employees are more observant and more likely to raise safety concerns, thereby reducing other possible risks (Ashley & Parumasur, 2024). Despite these insights, healthcare facilities like Tibebe Ghion are struggling to maintain elevated level of engagement, which can lead burnout and turnover rates.

Performance assessment systems have a direct impact on the total performance and activities of healthcare workers, resulting in a significant and noticeable improvement in their behavior, attitude, and compliance with patients (Asdullah et al., 2023). This research examined the relationship between employee involvement and work execution in hospital situations. It focuses on vigour, dedication, and absorption as its core characteristics. Vigour refers to the liveliness as well as intensity present amongst employees while working on their tasks; commitment represents attachment to one's profession together with enthusiasm or satisfaction (Danish et al., 2017); whereas absorption denotes total concentration on a given duty or job (Sutapa et al., 2022). In accordance with this study, its objective was to relate the theoretical constructs of the employee engagement dimension to practical applications in the health sector, emphasizing evidence-based recommendations for the promotion of employee performance through strategic engagement initiatives. The management at Tibebe Ghion Specialized Hospital would benefit immensely from understanding these engagement components' effects on job performance, leading to more productive and motivated staff as well as improved patient outcomes and institutional success. Hospitals experience obstacles in terms of staff retention and performance, yet they play a significant role in providing primary health services. Work disengagement, burnout, lack of commitment, and high stress levels serve as key issues that can adversely affect the quality of patient care provided in hospitals (Kasa et al., 2020). It is important to know what employees' engagement dimensions are and how they affect their service efficiency levels in this case. For a long time, various studies have underlined the importance attached to employees being engaged in different fields, but there is a scarcity of materials on how it influences work output, particularly within healthcare institutions.

In this study, we aimed to understand the link between employee engagement dimensions and job performance, especially with regards to the three important aspects of dedication, vigour, and absorption. The job performance of hospital staff has a direct effect on doctors' decisions as well as those of patients in such high-pressure environments. However, there is ongoing stress, burnout, and disengagement affecting many hospital staff, hence affecting their work performance as well (Bhardwaj & Kalia, 2021). Vigour, as defined by vitality, mental toughness, and persistence, is one of the most important aspects of employee engagement that helps in maintaining high performance despite setbacks (Baran & Sypniewska, 2020). Despite its importance, a substantial gap exists in knowledge on the effects of vigour on job performance at hospitals. Staff members in medical institutions always have demanding jobs with long working periods, especially under stressful circumstances, which can lead to a reduction in their vitality and low returns. This research aimed at understanding the strategies that workers characterized by an elevated level of vigour could employ to ensure that they manage both the mental and physical pressures of their professions without necessarily compromising their performance. Hospitals are incredibly challenging environments, in which performance depends on how much staff is resolute. Dedication becomes very necessary if a person is to keep up his or her job performance at high levels; this entails having a thorough understanding as well as undergoing stress and/or fun moments (Mannion et al., 2023). Health care is indeed a field where the stakes are high, and the labor is often emotionally or physically demanding. However, even though it is critical, the specific impact of commitment on job performance in hospitals is far from determined. Low job satisfaction and engagement are often correlated with high turnover rates in hospitals, which represent a frequent problem. This study thus looks forward to ways that can keep workers committed by embracing the relationship between dedication and job performance. By so doing, people employed in these jobs will remain dedicated to their tasks.

Furthermore, employee absorption, defined as completely focusing on and immersing oneself in work itself, forms an important part of employee engagement that hugely affects individual work performance in a hospital's demanding environment (Mannion et al., 2023). Nevertheless, little is known about how exactly concentration impacts nurses' productivity levels as a subset of the health service provider workforce. Hospital staff must be perfectly accurate in their work. One way of concentrating is absorption, which enables them to avoid errors, thus improving treatment quality. Therefore, it becomes essential to understand such linkages, as they play a significant role in designing ways in which employees in hospitals can work better through concentration enhancement. Besides, these problems must be addressed to build a hospitable atmosphere where careers feel greatly involved, robust, and committed to their jobs. This research examines the recommendations for managers of hospitals on how best they could increase employee devotion and boost overall productivity through an analysis of the three dimensions of dedication, vigour, and absorption.

LITERATURE REVIEW

This research analyzed how various characteristics of employee engagement dimensions (vigour, absorption, and dedication) influence employees perform in the healthcare industry at Tibebe Ghion Specialized Hospital. Focusing on vigour, devotion, and absorption, the research intends to investigate the relationship between work performance and employee engagement. This study makes use of the literature to identify areas that require more research on employee engagement and to develop a framework for understanding how these factors affect job performance. The literature that already exists has been thoroughly examined to demonstrate its value and contributions to the ongoing discussion on involvement and success in the healthcare industry.

Employee Engagement

Employee engagement is a phrase in organizational psychology and management literature that has now become particularly important. It refers to the essence of having energetic, committed as well as effective staff (Riyanto et al., 2021). Drawing on appropriate studies conducted in academic and corporate environments, this paper presents an analysis of the principal theoretical positions on job involvement, things that modify it and its repercussions.

Employee Engagement Dimensions

Behavior patterns done at work such as passion effort and focus reflect this state of person's feelings which can be referred to as enthusiasm (Dunlop & Scheepers, 2023). For instance, each of the components including vitality, commitment or immersion has different impacts on general job engagement; therefore, influencing worker productivity. According to (Evitha et al., 2021), vigour means having a lot of energy as well as emotional strength in doing one's work and investing effort in it despite difficulties, resistance, and persistence to overcome them. Therefore, in highly demanding jobs such as the teaching profession, where people tend to work long hours without much rest or engage themselves deeply in tasks, they perform tasks without any breaks until their completion time (Kariou et al., 2021). Vigour is related to physiological health because it has been linked to a better state of mind when compared to those who lack this rate. Vigour can also be seen in one's mind because it is that ardent desire that makes him or her not give up, irrespective of how tough life gets. These findings are consistent with research evidence that suggests that people with elevated levels of vitality are more satisfied in their lives and tend to live longer. Vigour has been shown statistically in studies to significantly correlate with improved patient outcomes, less burnout among healthcare staff, and higher job performance levels (Stufano et al., 2022). One way of demonstrating dedication is by committing oneself wholeheartedly so that one may accomplish set objectives, as explained in the research conducted by (Stufano et al., 2022). According to the studies of (Jiatong et al., 2022), commitment or dedication enhances job performance through defining direction and purpose in what one does. A study by (Kaplan et al., 2024), being in a state of absorption means total concentration on one's work where time seems to fly and it becomes difficult to disconnect oneself from what they are doing.

Job performance

Job performance is a critical aspect of organizational effectiveness, reflecting the extent to which employees fulfill their job responsibilities and contribute to achieving organizational goals (Kaplan et al., 2024). There are several outcomes that are linked to job success on both an individual and organizational level. High job performance is associated with cash benefits, career progression prospects, and greater job satisfaction for employees (Abduraimi et al., 2023). Performance on the job is what helps organizations gain profitability, productivity levels, customer contentment, and market competition in business (Almawali et al., 2021). There are various factors, like workplace culture and leadership styles, among others, which determine the effectiveness of a job. As indicated by research findings, the degree of motivation, skills level, job satisfaction degree, organizational backing, and task ambiguity all determine how good a person is at executing the roles that constitute his or her position at the workplace. Team dynamics, organizational climate, and leadership style are some of the contextual elements that affect performance outcomes (Maware et al., 2022). Job success has many results associated with it at individual as well as organizational levels. Employees, who perform well at work get money, advance in their careers, or are happy (Fadhilah et al., 2022). High-quality work helps promote profitability, productivity, customer satisfaction, and the competitiveness of companies (Kaplan et al., 2024). For instance, businesses can increase their performance levels by focusing on hiring and selection, training and development, performance management, and engagement. Organizations in today's fast-moving business world can at least optimally manage performance results and acquire more success and sustainability when they align their objectives with employees' goals, offer resources and support adequately, and develop a culture of constant enhancement.

Employee Engagement and Job Performance

Job success in the health sector depends on how engaged employees are, being involved in the task, being energetic, and having dedication to what they do. Many studies have been done to find out the extent to which these characteristics can improve one's performance in their work and the person on whom they impact, whether they possess them singly or collectively (Kaplan et al., 2024). A number of studies have confirmed that job performance rises with rising levels of employee engagement. For instance, an analysis carried out on a car dealership in the Philippines showed that there was a significant correlation between involvement and performance whereby the more involved the employees are, the higher they would rate themselves on the performance scale (Manguerra-Mahusay & Cornelio, 2024). In addition, another study done in Indonesia's financial industry indicated that specific variables such as visible organizational support or transformational leadership could promote outstanding performances and at the same time work engagement acted as an intermediary variable (Pongoh et al., 2024). Henceforth, it is evident why organizations should formulate strategies aimed at enhancing employee participation to achieve greater levels of productivity eventually.

The performance of an employee can be impacted by the dimensions of employee engagement, which include vigour, dedication, and absorption. These elements have a positive association with job performance, indicating that work engagement is necessary for enhancing organizational outcomes

(Arshad & Nai Ming, 2024; Corbeanu & Iliescu, 2023). Some of the critical facets of work engagement include vigour, dedication, and absorption, which lead to enhanced task performance, job satisfaction, and organizational citizenship behavior, thus promoting both individual and overall organizational performance through innovations in the workplace (Arshad & Nai Ming, 2024). Engaged employees who show vigour, dedication, and absorption are therefore more likely to display outstanding work performance; hence, it can be conclusively asserted that employee engagement is a key factor in business success, hence gaining a competitive advantage in today's ever-changing business setting (Jones & et al., 2019). In addition, the meta-analytic correlations among various dimensions of work engagement and job performance affirm the importance of encouraging employee engagement in order to maximize organizational outcomes (Corbeanu & Iliescu, 2023).

Vigour is one of the dimensions of employee engagement that has a significant effect on job performance in healthcare. Vigour is a component of work engagement that has an impact on employees' overall performance in healthcare settings (Dhandayuthapani & Shalini, 2024). Furthermore, researchers noted that in high-demand contexts such as healthcare, where emotional intelligence and work engagement are intertwined, work engagement has a positive mediating effect on job performance (Sanchez-Gomez et al., 2021). Thus, promoting vigour and other dimensions of employee engagement contributes to improving job performance in the sector amidst the numerous challenges faced by the healthcare industry. The employees who were close to their jobs often displayed better performance than others who were far removed from them. Furthermore, a study by (Srie Intan Maisyuri & Ariyanto, 2021) found that work performance is positively affected by absorption, which means being completely focused on what one is engaged in at the moment. It shows that employees who are frequently absorbed are more likely to produce new products for their jobs as well as produce quality work. Innovation-driven companies benefit from creativity; therefore, absorbed workers generate ideas that contribute to company growth (Andrianto & Alsada, 2018). Dedication is important in determining whether nurses are engaging or not in their workplaces. According to research, commitment is the main part of work engagement and is indicated by a person's strong commitment to his or her job alongside an acknowledgement of importance in what he does (Aunguroch et al., 2024). In addition to this, it has been established that more dedicated practitioners in the medical field perform better; there is also increased responsibility and creativity, thus reducing the chances of burnout while enhancing productivity (Andrew Patrick & Mukherjee, 2018). It has been noted that organizational issues like servant leadership and workplace environment impact the performance of healthcare professionals, leading to their commitment and devotion; this informs the need for fostering such places that will build employee allegiance as well as loyalty among them (Miawati et al., 2022). Considering these findings, it suffices to say that when leaders are supportive and there are encouragements for a positive culture at work and recognition by individuals of how important their job is, employees will become more engaged while providing health services.

Review of related studies conducted in the same area

According to research in Health industry, the study found the three aspects of employee engagement vigor, dedication, and absorption to significantly affect job performance. The study in the health sector

also revealed that for it to significantly affect work performance, the three dimensions of employee engagement should consist of vigor, dedication, and absorption. In order to gain a deeper knowledge of work engagement, Jenaro et al.(2011)conducted research on the vigour and dedication of nursing professionals. The findings indicate that 49% of nurses met the criteria for bodily symptoms of mental illness, 65.5% met the criteria for anxiety and insomnia, 46% met the criteria for social dysfunction, and 10% met the criteria for severe depression. Regarding the length of service or professional category, there were no consequences. In certain work-related stressors, nurse managers performed better than other groups. 33% of nurses showed strong energy, 20.4% showed great devotion, and 36.7% showed high absorption in terms of engagement. Job satisfaction, a higher standard of living, a lower level of social dysfunction, and less stress associated with patient care were the characteristics that predicted energy and dedication. Health care professionals (HCPs) reported a moderate level of work engagement (M = 5.56, SD = 0.96) and organizational communication satisfaction (OCS; M = 4.96, SD = 0.94), according to the study by Abu Dalal et al.(2022). It was discovered that OCS had a favorable and statistically significant effect on work engagement ($\beta = .524, p < .05$). Employee engagement was found to be a key predictor of employee performance, compared to training, and both significantly predict employee performance by 44.7%, studied evidence from Uganda's health industry regarding training, employee engagement, and employee performance (Sendawula et al., 2018).

Conceptual framework

This research sought to provide a comprehensive understanding of how employee engagement dimensions (vigour, dedication, and absorption) affect job performance in the health sector. Employee engagement is a complex concept that may be interpreted using a variety of psychological theories and models, especially in the context of the health industry. This view revolves upon the three dimensions of engagement: vigour, dedication, and absorption. The most thorough representation of these dimensions is found in the literatures.

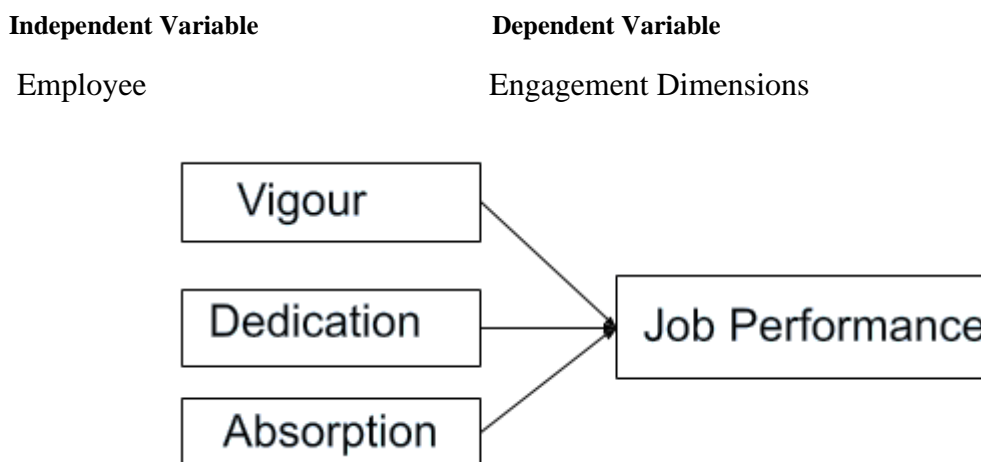


Figure 1: Conceptual framework

Hypothesis

There are three hypotheses moreover an overall effect must also be analyzed.

H1: Employee engagement, encompassing the dimensions of vigor has a significant positive effect on job performance at Tibebe Ghion Specialized Hospital

H1: Employee engagement, encompassing the dimensions of dedication has a significant positive effect on job performance at Tibebe Ghion Specialized Hospital.

H1: Employee engagement, encompassing the dimensions of absorption has a significant positive effect on job performance at Tibebe Ghion Specialized Hospital

RESEARCH METHODOLOGY

Research approach, research design and study population

For this research, a quantitative research approach was used. Hence, quantitative research is well-suited for "examining the relationship among variables" related to employee engagement and job performance (Mohammad Hossein Tahriri Zangeneh, 2019). This allows for testing hypotheses and understanding the specific effects of the engagement dimensions. And quantitative research enables the measurement of employee engagement dimensions (vigour, dedication, and absorption) and job performance using validated scales and instruments. This provides numerical data that can be statistically analyzed. Considering the goal of this study, which investigated the effect of employee engagement on job performance, explanatory research designs were utilized to analyse the data obtained through a specially designed survey questionnaire. In addition, the cross-sectional survey method was utilized for this study to collect data from the participants at one point in time. This design helps researchers to understand what employees think and feel about their engagement and job performance right now. The study is based around assessing those hypotheses which are already present in other studies related to employee engagement and job performance. The collected data were be used to test these hypotheses with an aim of establishing whether relationships among these variables were significant or not. The study's target populations were those at Tibebe Ghion Specialty Hospital. The number of samples was estimated to be 252, considering a 95% confidence interval and a 5% error.

Data collection Tool

Data for this study was collected between March 2023 and Jun 2023. The 16 items of work Engagement scale by (Al-dalahmeh et al., 2018) was used to gauge the employees' levels of work engagement. This scale looks at three sub dimensions: vigour, dedication, and absorption, which are used to assess an employee's level of work engagement.

Data Analysis and Interpretations

Following the collection of responses, all types of data related to the questions would be segregated and gathered to meet various study objectives. The information would be divided into various categories and reported as a percentage and frequency. The data analysis methodology would be quantitative, and it would be used with the applied mathematics software Package for the Social Sciences (SPSS) version 29. To determine whether there was a relationship between each dependent and independent variable, inferential statistics would employ correlation, statistical procedures, and analysis of variance. The investigator employed a correlation analysis technique to see if there was a link between independent variables. The level of competition and its relevance would be investigated by using an ANOVA analysis. The impact of employee engagement on job performance would be assessed using a statistical approach.

Instrument validity and reliability

A comprehensive process was undertaken to develop and validate the questionnaire, including pilot study being conducted to ascertain its reliability, clarity, and relevance to the research objectives. And reliability analysis was conducted to verify the accuracy and internal consistency of the scale utilized in the study. To assess repeatability and accuracy, a reliability test must be completed (Taherdoost & Hamta, 2017). After gathering and analyzing the data, the findings confirmed the instrument's dependability because, every measure had a Cronbach's alpha coefficient of 0.7 or above (Mohamad et al., 2015) (see table 1).

Table 1: Construct Validity

Name of the construct	Cranach's Alpha	Number of Items
Vigor Dimension	0.724	5
Absorption Dimension	0.789	6
Dedication Dimension	0.764	5
Job performance	0.793	5

Source: own data (2024)

RESULT AND DISCUSSION

Demographic Background of the respondents

The primary characteristics of the participating respondents are provided by the demographic data, which is part of the questionnaire. These characteristics include the respondent's age, gender, educational background, and years of work experience. Table 2 displays the primary characteristics of the respondents who took part.

Table 2: Gender profile of the Respondents

	Category	Frequency	Percent	Valid Percent	Cumulative Percent
Sex	Male	89	34.8	34.8	34.8
	Female	163	65.2	65.2	100.0
	Total	252	100.0	100.0	
Age	18-29	62	24.2	24.6	24.6
	31-45	122	47.2	28.4	73.0
	46-64	68	26.6	27.0	100
	Above 64	0	0	100.0	
	Total	252	100.0		
Work Experience	<1 year	10	3.9	4.0	4.0
	1 -3 years	75	29.3	29.8	33.7
	3 -5 years	88	34.4	34.9	68.7
	>5 years	76	29.7	30.2	100
	Total		100	100	
Educational background	Diploma	1	.4	0.4	0.4
	First degree	151	59.0	59.0	60.3
	Second Degree	77	30.1	30.6	90.9
	PHD and above	23	9.0	9.1	100
	Total	252	100	100	

Source: Own survey (2024)

Based on the above table, among the total number of responses obtained, the majority, 65.3% (163) of them, were collected from female respondents, while the remaining questionnaires were being fielded and returned by male respondents, which accounts for 34.8% (89) of the total figure. One way of considering the problem is that the increased female response rate could provide richer information for analysis, though cross-gender disparities should be considered in interpreting the findings. Comprehending these forces therefore assists in creating doubly effective and unanimous worker participation policies designed for every worker at Tibebe Ghion Specialized Hospital.

As it is clearly depicted in the above table, out of the 252 responses obtained, 122 questionnaires have been given and responded to by those whose age categories lie between 30-45 (47.2.2%), followed by 68 questionnaires being responded to by those who are 46-64 years old, which is 26.6% of those sections of society from whom the majority of the enquiries have been made and responses secured. Moreover, among the participants, 62 questionnaires have been forwarded and collected from those whose age is between 18 and 29, which covers 24.2% of the total participants. In contrast to other sections of society, the largest numbers of participants, which are 122 in number, are the youngster generation, which is that whose age falls between 30-45 and takes a share of 47.2% of the sample. Therefore, the age distribution of the respondents shows that most employees are older (30-45 years) or

middle-aged (46–64 years). It is important to consider this focus when interpreting data and designing engagement plans. Knowing what is required by different generations helps when wanting to design things like engagement programs so that they meet the requirements of various age groups within Tibebe Ghion Specialized Hospital.

As it is clearly depicted in the above table, out of the 252 responses obtained, 88 questionnaires have been given and responded to by those whose work experience lies between 3-5 years (34.4%), followed by 76 questionnaires being responded to by those who are > 5 years old, which is 29.7% of those sections of society from whom the majority of the enquiries have been made and responses secured. Moreover, among the participants, 75 questionnaires have been forwarded and collected from those whose work experience lies between 1 and 3 years, which covers 29.3% of the total participants. In contrast to other sections of society, the smallest number of participants, which are 10 in number, have less than 1 year's work experience and make up 3.9% of the sample.

Out of the 252 responses obtained, 164 questionnaires, or about 64.1%, have been given and responded to by those whose work experience spans over three years. So that the researcher has a great chance to get the required information and response from the respondents. When we see the educational background of the respondents, likewise, among the general responses obtained, the majority of the participants in the study, which are 151 (59.0%) in number, are those who are first-degree holders, and next to that, second-degree holders, which account for 77 (30.1). It is also observed that a small number of questionnaires which is 23 also been being gathered from those who have PHD which covers 9.0%. Out of the 252 responses obtained, about 99.6% of the questionnaires were given and responded to by those whose educational backgrounds were first-degree and above graduates. So that the researcher had a great chance to get the required information and response from the respondents.

Descriptive analysis for job performance and employee engagement

The researcher has created a closed ended based on the employee engagement dimensions model, which consists of 21 items. The questionnaire gauges respondents' perceptions of the sector in relation to each attribute by looking at the expectation parameter. To do this, their degree of agreement or disagreement on each question, which ranges from "strongly agree" to "strongly disagree," has been measured using a five-point Likert scale. Therefore, the software calculates the mean score for the vigour, absorption, and dedication dimensions, from which the results stated below, were derived.

Vigor dimension

A survey indicated that 63.7% of those surveyed were energized while at work, indicating staff members with elevated levels of enthusiasm and well-being. In fact, two-thirds of the respondents were enthusiastic and could manage job pressure well. More than half (60.2%) felt thrilled as they began their daily tasks, signaling satisfaction and good working hours for them. Besides, 64% of respondents managed to stay put for long durations, showing strength and resilience to demanding jobs. As a result, about three-quarters (75.1%) showed perseverance, referring to a committed workforce that has strong determination towards achieving the goals set by this organization. The above data shows that staying

active or enthusiastic at work and showing mental toughness and determination always will not only help one perform better on their jobs but also live better lives in general. According to Kaplan et al.(2024), effective management of employees' mental toughness can increase their organizational commitment and job happiness, which will increase their job competency and decrease their intention to leave. These findings have practical implications for organizational practitioners since they highlight how crucial it is to develop mental toughness in workers to support their dedication to their jobs and general well-being. The average mean values show that employees have an unobstructed view of their vigor feeling lively, powerful, and determined. The standard deviations point to some differences in individual experiences even though the overall feeling is positive. This is true for statements about sticking with tasks and energy levels at work.

Table 3: Response on Vigor Dimension

	Statements	Strongly Disagree		Disagree		Neutral		Agree		Strongly agree		Mean	SD
		Fre.	Per. %	Fre.	Per. %	Fre.	Per. %	Fre.	Per. %	Fre.	Per. %		
1	At my work, I feel bursting with energy.	2	.8	24	9.4	63	24.6	111	43.4	52	20.3	3.74	0.9
2	At my job, I feel strong and vigorous.	1	.4	25	9.8	55	21.5	127	49.6	44	17.2	3.75	0.87
3	When I get up in the morning, I feel like going to work.	3	1.2	25	9.8	70	27.3	120	46.9	34	13.3	3.62	0.88
4	I can continue to work for long periods of time	0	0	24	9.4	41	16.0	141	55.1	46	18.0	3.83	0.83
5	At my work, I always persevere, even when things do not go well.	4	1.6	22	8.6	56	21.9	116	45.3	54	21.1	3.77	0.93

Absorption dimension

From the results of a worker motivation poll, many people ardently support the view that time flies faster when working, which, as a result, increases concentration and productivity. There are those (66%) who believe that time when they are at work is debatable, while some (68%) do not even notice things around them, which shows high involvement. Emotional satisfaction may occur in 62.9% of cases when one gets fully absorbed in his or her tasks. Something to consider: 72.3% find their jobs enjoyable, and this leads to increased output as well as morale in workplaces. 69.8% struggle to get off the hook from their profession, and this signals commitment, but on the other hand, exhaustion may set in. A sizable portion (56.6 percent) in fact finds to do what they have dedicated their lives towards, meaning that above-average numbers do not mind being fully consumed by what they are doing. Therefore, the results

demonstrate that employee engagement and focus on their work are factors that lead to job satisfaction and productivity. However, they also suggest that to avoid possible tiredness, commitment and wellbeing must be balanced. The organization can determine the advantages and disadvantages of work-life balance for both individuals and the organization by understanding its results (Zahra et al., 2024). The overall averages indicate positive levels of absorption, with staff agreeing they are involved and focused in during their work hours. The range in standard deviations hints that while many workers experience absorption, some might feel less connected or absorbed in certain parts of their roles. It is worth noting that employees have the strongest feelings about getting swept up in their work (Average: 3.82) and the least feelings about enjoying intense work periods (Average: 3.63).

Table 4: Response on absorption dimension

Statements	Strongly Disagree		Disagree		Neutral		Agree		Strongly agree		Mean	SD
	Fre.	Per. %	Fre.	Per. %	Fre.	Per. %	Fre.	Per. %	Fre.	Per. %		
1 Time flies when I am working	1	0.4	24	9.4	58	22.7	115	44.9	54	21.1	3.78	.9
2 When I am working, I forget everything else around me.	2	0.8	22	8.6	54	21.1	128	50.0	46	18.0	3.77	.87
3 I am immersed in my work.	3	1.2	25	9.8	63	24.6	125	48.8	36	14.1	3.66	.88
4 I get carried away when I am working	1	.4	25	9.8	40	15.6	138	53.9	48	18.8	3.82	.86
5 It is difficult to detach myself from my job.	5	2.0	24	9.4	57	22.3	115	44.9	51	19.9	3.73	.95
6 I feel happy when I work intensively	5	2.0	23	9.0	74	28.9	107	41.8	43	16.8	3.63	.93

Dedication dimension

According to a survey, 77% of the respondents' jobs were perceived by them to be meaningful and purposeful, thus enhancing their engagement and motivation. 69.5% were highly enthusiastic about their job, making them more productive as well as creative. 66.6% felt inspired due to the work they did, therefore increasing both buy in and performance levels. A significant percentage (62.2%) of workers claimed pride in what they did, which indicates greater satisfaction within the organization. However, just 12.2% indicated that their work is hard, thus revealing room for improvement. This indicates that, employees stay committed to the organization with huge dedication in jobs with significant satisfaction through meaning, excitement, inspiration, and a sense of pride coming from being an employee, thereby enhancing their productivity while at the same time having job contentment and the organization's loyalty (Inegbedion, 2024). The highest mean (4.07) for "I find the work that I do full of meaning and purpose" shows that employees link their jobs to meaning and purpose highlighting a key part of dedication. The lowest average score (2.58) for "To me, my job is challenging" reveals that employees

see their jobs as less challenging, which might point to opportunities to enrich jobs or offer growth. The standard deviation values show some variation hinting at general agreement with some differences in views about enthusiasm and pride. Therefore, employees feel resolute when their work has meaning, purpose, and inspires them, but the lack of challenge they perceive could affect their overall engagement.

Table 5: Response on dedication dimension

Statements	Strongly Disagree		Disagree		Neutral		Agree		Strongly agree		Mean	SD
	Fre.	Per. %	Fre.	Per. %	Fre.	Per. %	Fre.	Per. %	Fre.	Per. %		
1 I find the work that I do full of meaning and purpose	0	0	15	5.9	40	15.6	110	43.0	87	34.0	4.07	.86
2 I am enthusiastic about my job.	1	.4	22	8.6	46	18.0	120	46.9	63	24.6	3.88	.89
3 My job inspires me.	2	.8	16	6.3	61	23.8	131	51.2	42	16.4	3.77	.82
4 I am proud of the work that I do.	0	0	30	11.7	63	24.6	122	47.7	37	14.5	3.66	.87
5 To me, my job is challenging.	13	5.1	119	46.5	86	33.6	28	10.9	6	2.3	2.58	.84

Job performance

In the survey results, it was discovered that 65.6% of the participants feel they are meeting their work requirements efficiently. This shows that there is a belief that they can satisfy all demands. It is worth noting that 68.8% of them always accomplish their objectives with respect to their jobs, which demonstrates competence towards the goals and mission of any organization. High quality in performing duties at work was exhibited by 64.8%, an indicator that may suit customer satisfaction as well as company reputation standards. Dependability was depicted by 74.6% of those who have faith in themselves. Time management skills are effectively utilized by 67.2%, who should prioritize and meet deadlines, among other things, such as proper usage of time. As observed from these results, employees believe they are doing excellent jobs in many areas of job performance, indicating strong organizational cultures concerned with employee engagement. Moreover, positive attitudes towards work performance result in improved production capacity for organizations, higher rates of approval from customers, and an expansive client base (Bonusly Research, 2020). Employees feel engaged with various aspects of job improvement. The area where they report the most reliability has a mean score of 3.87, while they rate high-quality job performance a bit lower at 3.72. The moderate standard deviations hint at some differences in how people view their situations, especially when it comes to time management (SD: 0.92). This suggests that while a lot of employees see themselves as effective, a few might be struggling with this skill. Overall, employees view themselves as efficient, goal-driven, and dependable in their

work, although there's room for growth in both time management and consistently delivering high-quality results.

Table 6: Response on job performance

Statements	Strongly Disagree		Disagree		Neutral		Agree		Strongly agree		Mean	SD
	Fre.	Per. %	Fre.	Per. %	Fre.	Per. %	Fre.	Per. %	Fre.	Per. %		
1 I meet all my job requirements efficiently	1	0.4	22	8.6	61	23.8	115	44.9	53	20.7	3.78	.89
2 I consistently achieve my work goals	1	0.4	20	7.8	55	21.5	131	51.2	45	17.6	3.79	.84
3 I perform my job duties with high quality	1	0.4	22	8.6	63	24.6	127	49.6	39	15.2	3.72	.84
4 I am reliable in carrying out my work responsibilities	0	0	24	9.4	37	14.5	139	54.3	52	20.3	3.87	.84
5 I effectively manage my time at work	2	.8	23	9.0	55	21.5	114	44.5	58	22.7	3.81	.92

Correlation analysis

The relationships between job performance and three dimensions of employee engagement: vigor, absorption, and dedication are as outlined by the provided matrix of Pearson’s correlation result. Strengths as well as directions of linear relationships between each variable pair are indicated by the correlation values.

Table 7: Correlation table

		Vigor Dimension	Absorption Dimension	Dedication Dimension	Job Performance
Vigor Dimension	Pearson Correlation	1			
	Sig. (2-tailed)				
Absorption Dimension	Pearson Correlation	.203**	1		
	Sig. (2-tailed)	.001			
Dedication Dimension	Pearson Correlation	.191**	.256**	1	
	Sig. (2-tailed)	.002	.000		
Job Performance	Pearson Correlation	.695**	.639**	.568**	1
	Sig. (2-tailed)	.000	.000	.000	

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

*Correlation is significant at the 0.05 level (2-tailed).

Source: Own survey (2024)

Relationships between vigour, absorption and dedication dimension of employee engagement and Job performance in Tibebe Ghion Specialized Hospital

The positive link between job performance and vigour, shown by a correlation coefficient of 0.695, is strong. Medical personnel at Tibebe Ghion specialized hospitals often work under stressful conditions, which affect how patients perform or work in terms of productivity. Energetic and persistent employees in this field provide better care as they can pay more attention to what they are doing. Even the most stressful situations require mental resilience since the workers have to withstand much pain but keep smiling. Therefore, tinged with enthusiasm and determination, they do their tasks beyond what is expected, thus increasing safety and overall performance for patients. Also, site-related work performance is better. At job sites, a moderate level of work absorption goes hand in hand with better job performance, as confirmed by a correlation coefficient of 0.639 between the two variables. Employee engagement has impact on dedication since it entails concentration and enjoyment while at work. Hospital employees need to concentrate more on their tasks that require detail, like when they are attending to patients, to make sound decisions. Employees who are deeply engaged can do more without decreasing the quality of work done. Also, the relationship between job performance and commitment is moderately positive since the level of commitment relates to how well you perform on the job. It involves importance, enthusiasm, inspiration, pride, and challenge, which makes employees dedicated. Hospital employees who are dedicated to their work tend to perform better, as they are inspired by their role and are more likely to provide excellent care even in inconvenient situations. This strong commitment to their work is crucial for improving patient outcomes.

Analysis of multi-co linearity

This happens when there is a strong correlation between two or more independent variables in the regression model, which can lead to an inaccurate estimation of regression coefficients. Multicollinearity can be measured using the Variance Inflation Factor (VIF). A high VIF indicates a high degree of multicollinearity, resulting in inflated standard errors for the coefficients and unreliable statistical inferences (Su et al., 2012). Research limits the variance inflation factor (VIF) to at most 10. Identifying multicollinearity will lower independent variables' statistical power without affecting the model's explanatory ability (Igwenagu, 2016). An acute case of multi-co-linearity in the dependent variable is indicated by a high VIF or small tolerance value. In this case, tolerance can be defined as $1-R^2$ for each variable, where R^2 is the coefficient of determination calculated by regressing the independent variable against all other independent variables. It signifies a significant correlation between three explanatory variables, making them interchangeable when predicting outcomes within a specific range since they are closely related, with too high values acting as a warning sign for collinearity problems in multivariate analysis. A low tolerance value near zero indicates the presence of multicollinearity. VIF and tolerance are reciprocals ($VIF = 1/\text{tolerance}$). It measures the degree to which multicollinearity inflates the

variance associated with estimating each coefficient in a regression equation. A VIF value greater than 10 is often considered indicative of high multicollinearity.

Table 8: Multi-co linearity test

Variable	Tolerance	VIF
Vigor Dimension	.938	1.066
Absorption Dimension	.910	1.099
Dedication Dimension	.914	1.094

Source: Own survey (2024)

Overall Regression analysis

The research shows a strong positive relationship between employee engagement dimensions (vigor, absorption, and dedication) and job performance. The R-squared value is 0.855, indicating that 85.5% of changes in job performance can be explained by these dimensions. The model is well-suited to the data, and the high R-squared value and adjusted R-squared value suggest that worker commitment significantly affects job worth, aligning with previous studies showing a significant relationship between job worth and employee involvement.

Model Summary

Table 9: Overall Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.925 ^a	.855	.854	.44688

- a. Predictors: (Constant), Vigor Dimension, Absorption Dimension and Dedication Dimension
- b. Dependent variable: Job performance

Source: Own survey (2024)

ANOVA Test

Table 10: ANOVA (analysis of variance)

Model 1	Sum of Squares	Df	Mean Square	F	Sig.
Regression	292.685	3	97.562	488.538	.001 ^b
Residual	49.526	248	.200		
Total	342.211	251			

- a. Dependent Variable: job performance
- b. Predictors: employee engagement dimensions Vigor, absorption, and dedication

The following have resulted from conducting an analysis of variance (ANOVA) test regarding job performance as the dependent variable, utilizing predictive measures such as vigour, absorption, and dedication among employees: Specifically, when we use these above-mentioned factors together in predicting other people's work output, there will be this particular sum squared error, which is equal to total variability over how well they predict each other; it means that there is no difference among all three factors when looking at the total variance between them across these points. With 3 predictors (vigour, absorption, and dedication), the degrees of freedom (df) are 3. The mean square value of 97.562

refers to how much of the total variance accounted for by every predictor taken individually. The F-statistic of 488.538 is a measure of how well our model explains variability in the outcome variable relative to what we would expect if there was no relationship between them. This is a test of goodness of fit or overall significance in regression modeling situations. The regression model with three engagement dimensions of employees as predictors has a highly significant p-value (sig.) = 0.001 in comparison to the usual significance level of 0.05. Thus, the model can explain variations in performance among workers.

Multiple Regression Analysis

Multiple regression analysis is a statistical technique that allows researchers forecast the extent to which a dependent variable may be anticipated based on two or more predictive variables. It extends from simple linear regression, which uses just one explanatory variable. In multiple regression analysis, knowing which coefficient (structure coefficient or regression coefficient) to consult as an indicator to determine the contribution of a variable to prediction is crucial (Su et al., 2012). After obtaining an effect size (R^2), Thompson and Borrello emphasized the value of structural coefficients in comparison to beta weight analysis (β). The regression model shows that the primary dimensions of Vigor, Absorption, and Dedication positively and importantly influence the dependent variable; thus, Vigor shapes the most appropriate and substantial dimension. Absorption and Dedication also play their roles, but the degree of contribution is lower.

Table 11: Multiple Regressions of employee engagement dimension on job performance

Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.
	B	Beta (β)		
(Constant)	-1.232		-9.979	.000
Vigor Dimension	.553	.538	21.570	.000
Absorption Dimension	.454	.440	17.373	.000
Dedication Dimension	.383	.352	13.942	.000

Source: Own survey (2024).

Hypothesis Testing

In the present table, it is clearly indicated that each of the independent variables has a positive and substantial effect on job performance at a 95% level of confidence. There’s alpha as an indicator of goodness of fit and beta as it relates to the three hypotheses evaluated by multiple regressions.

Ha1: Employee engagement, encompassing the dimensions of vigour, has a significant positive effect on job performance at Tibebe Ghion Specialized Hospital. **Accepted; the vigour** dimension has a beta value of 0.538 that shows a significant positive impact on job performance in Tibebe Ghion Specialty Hospital. The beta value of 0.538 for the vigour dimension indicates the amount by which the dependent variable (job performance) is expected to increase for a one-unit increase in the vigour dimension, holding all other factors constant. And a positive beta coefficient (0.538) indicates a positive relationship between the vigour dimension and job performance. This means that as the vigour dimension improves, so does the job performance of employees in the Tibebe Ghion specialty hospital.

Ha2: Employee engagement, encompassing the dimensions of dedication, has a significant positive effect on job performance at Tibebe Ghion Specialized Hospital. **Accepted; the absorption** dimension has a beta value of 0.44 that shows a significant positive impact on job performance in Tibebe Ghion Specialized Hospital. The beta value of 0.44 for the absorption dimension indicates the amount by which the dependent variable (job performance) is expected to increase for a one-unit increase in the absorption dimension, holding all other factors constant. And a positive beta coefficient (0.44) indicates a positive relationship between the absorption dimension and job performance. This means that as the absorption dimension improves, the job performance of employees in Tibebe Ghion Specialized

Ha3: Employee engagement, encompassing the dimensions of absorption, has a significant positive effect on job performance at Tibebe Ghion Specialized Hospital. **Accepted; the dedication** dimension has a beta value of 0.352 that shows a significant positive impact on job performance in Tibebe Ghion Specialized Hospital. The beta value of 0.352 for the dedication dimension indicates the amount by which the dependent variable (job performance) is expected to increase for a one-unit increase in the dedication dimension, holding all other factors constant. And a positive beta coefficient (0.352) indicates a positive relationship between the dedication dimension and job performance. This means that as the dedication dimension improves the job performance of employees at Tibebe Ghion Specialized.

CONCLUSION AND POLICY IMPLICATION

This study aimed at finding out how employee engagement dimensions such as vigour, absorption, and dedication affect job performance at Tibebe Ghion Specialized Hospital. By conducting an exhaustive analysis that includes regression results, p-values, and correlation coefficients, the study results give a clear understanding of how these variables are related. According to the regression model, 85.5 percent of the variability in job performance was accounted for by the group impacts of energy, absorption, and dedication; thus, strongly predicting job performance using these engagement dimensions is possible, as evidenced by high R^2 . Furthermore, the variables are related to significant p-values in terms of vigour, absorption, and dedication, with every dimension of employee engagement, including vigour, absorption, and dedication, showing a noteworthy positive correlation with job performance to underscore the importance of these aspects in bolstering employee productivity and efficiency. Correlation analysis confirmed these strong positive relationships between the employee engagement dimensions and job performance. Strategies are needed to improve person-specific job performance, and top management should prioritize strategies to enhance employee engagement at all three levels. Because most efficacies are exerted by Vigor, things like wellness programs, manageable workloads, and recognition can build energy and enthusiasm.

Therefore, the study proves that aspects of engagement such as vigour, absorption, and dedication are significant predictors of job performance at Tibebe Ghion Specialty Hospital; hence, hospital management should focus on initiatives that support these qualities. The hospital can greatly improve job performance by creating an environment that encourages energy, concentration, and enthusiasm. This will improve patient care and organizational outcomes.

Recommendation

Several options have been come up with to recommend that employee engagement should be improved to enhance job performance at Tibebe Ghion Specialized Hospital, based on the findings of this research.

- Increase energy levels through wellness programs. Develop activities aimed at enhancing well-being, such as exercise competitions, regular medical check-ups, and mental health care support systems that are designed to enhance both physical and emotional resilience. And advocate for work-life balance: Instigate flexible working hours and policies that help employees achieve a middle ground between their work and personal lives, minimizing exhaustion and increasing vibrancy.
- Encourage a deep-focus work area: set up a workspace that is devoid of many disruptions; this may include the creation of quiet zones and the simplification of workflow processes. Increase employees' involvement in their work by ensuring that their tasks match their skills and passions, or rather, assign them similar job roles every now and then.
- The management needs to have a powerful system of rewards and recognition that takes into consideration the loyalty and accomplishments of the staff members, even the informal ones, to foster commitment through career advancement and appreciation. Furthermore, they ought to help them grow in their careers by providing chances for ongoing education, such as seminars, training courses, or training sessions. And establish clear channels for professional development and promotion to aid in career advancement.
- Create a good working environment through team activities and work relationships. And adopt fair and consistent leadership practices that promote mutual respect and trust amongst top officials and those under them.

Future Work

In Tibebe Ghion Specialized Hospital, this study focuses on how employee engagement dimensions (vigour, absorption, and dedication) affect job performance. However, there are many avenues for further investigation that would lead to a deeper understanding. These recommendations are informed by the regression results, p-values, correlation analyses, and other variables considered in the study.

- Examine Additional Engagement Dimensions: To obtain a more thorough understanding of the impact of these factors on job performance, future research on employee engagement should consider additional dimensions such as job satisfaction, organizational commitment, and empowerment. And evaluate interactions between dimensions and also examine how various dimensions of engagement interact with one another and affect job performance as a whole.

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