

Work Place Environment & Communication and its Effects on Employee Engagement

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Abstract

The research tries to identify the influence of work place environment and communication on employee engagement among staff nurses. Data was collected from 50 staff nurses in Cuddalore and analyzed through path analysis. The analysis found that the communication and work place environment influences employee engagement among the staff nurses. The research also identified that communication and work place environment influences employee performance. Also found that there is influence of employee engagement on employee performance. The study concluded that the hospital managements should focus on improving the supervisor's communications, which will enhance staff nurses engagement and lead to a positive attitude and improved employee engagement and performance on the job.

Keywords: *Work place environment, communication, employee engagement and employee performance.*

Introduction

Employee engagement has developed to be key business precedence for top leaders, and workers who are more involved in a competitive market can deepen innovation, efficiency, and productivity while at the same time reducing recruitment and retention related costs (Sibanda & Ncube, 2014). Engaged employees are persons who provide full sensible effort when working, and who are highly motivated and determined in their work, while non-engaged employees are motivated by separation from work, as well as lack of hard work ethic and no thrill at work (Perrin 2009; Bakker et al., 2008). Additionally, Chandrasekar (2011) found that most workplaces in the hospitals are hazardous and unhealthy, with poorly, inappropriate furniture, designed workstations lack of ventilation, unwanted noise, inappropriate lighting, and inadequate security. Individuals working in such an environment are susceptible to occupational diseases, and this can have an impact on employee engagement. It has been realized that employees working in an effective and supportive workplace are motivated to be productive and efficient in the performance of their duties (Clements, 1997).

Communication is the method by which employees generate and share information and thoughts with each other to attain mutual understanding and acquire things done. The foundation of positive and cooperative work relationships is effective communication. Managers and supervisors hold positions of leadership in their workplace and are able to communicate effectively with nurses, colleagues and top management. Communication skills are essential because the method supervisors interact with nurses affects how well nurses receive supervisor response. A supervisor is a highly competent leader who is able to communicate work guidelines and employee feedback visibly and concisely and in a way that motivates nurses rather than alienating them. Supervisors are answerable for providing nurses with positive feedback on workplace behavior and their performance. The research tries to identify the influence of work place environment and communication on employee engagement among staff nurses.

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Review of Literature

Work Place Environment and Employee Engagement

Yusuf Nasidi, et al. (2019) accessed the impact of work environment on employee engagement. The research was conducted in non-academic staffs of the university in Nigeria. The analysis discovered that moderate relationship between the work environment and employee engagement, and the hypothesis is not supported. Schrita Osborne and Mohamad Hammoud (2017) explored strategies that some communication business leaders use to engage their employees. The authors identified that there is influence of work place environment on employee engagement.

Camelia Georgiana Radu and Alexander Redlein (2017) illustrated the link between the workplace in office buildings and employees engagement. The authors discovered that the sense of belonging to the company, the proud to work for company, the feeling of connection with colleagues, the sense of personal achievement, optimistic about the future in the company, feeling motivated by work, and the employees' satisfaction with the workplace influences the level of employees engagement.

IdayaHusnaMohda, et al. (2016) explored the employee engagement which is predicted to be affected by rewards and work environment. Data was collected from 250 employees in a telecommunication organization in Klang Valley. The analysis found that work environment is the most influential factor that contributes towards employee engagement.

Communication and Employee Engagement

Shameem and Rengamani (2018) found that there is influence of communication and organizational culture on employee engagement through well-known HR practices. NupurVeshne (2017) focused on investigating the role of supervisor's communication in employee engagement and employee wellbeing. The analysis discovered that there is a relationship between employee wellbeing, supervisor's communication, and employee engagement as the outcome of each it leads to developing employee commitment, employee performance, and employee loyalty.

Alicia J. Hart (2016) found that positive communication increasing work engagement (employee and manager perspective). Welch (2011) detailed how employees believed more engaged with daily work when communication efforts from direct managers were positive. Balakrishnan and Masthan (2013) found that there is a relationship between internal communication and employee engagement. The results of the scientific study had shown the existence of positive relationship between them. The research also focused on the major characteristics of the engaged employees such as meaningfulness of their work, commitment, and discretionary effort.

Hayase, et al. (2009) found that there is a positive relationship between internal communication and employee engagement. The research also found that internal communication is linked to discretionary effort, commitment, and meaningful work; all factors of engagement. The research also discovered that channel combinations and communication channel satisfaction were linked to employee engagement.

Communication and Employee Performance

Stavros Kalogiannidis (2020) explored the impact of business communication on the performances of employees. The author found that there is influence of effective communication on employee performance. The research also showed that business is encouraged to sustain an excellent flow of information

transversely the organization to as to develop employee performances and business productivity in the long run.

Fakultas, et al. (2018) found that there of positive influence of organizational communication on employees' performance through employee motivation. The authors recommended that improve organizational communication by managing joint activities outside working hours such as holding recreational and outbound.

Temitayo, et al. (2018) identified that there is significant relationship between effective communication and employee performance. The authors recommended that the organizations should attempt to make effectual communication anecessary strategy in attaining high employee performance. Asamu Festus Femi (2014) found that there is relationship between effective communication and workers' performance, commitment and productivity. The author recommended that managers will requirecommunicating with employees frequently to developemployees' commitment and performance.

Work Place Environment and Employee Performance

Elok Mahmud Putri, et al. (2019) found that there is influence of work environment on employee performance through work discipline. The authors also identified that there is influence of work environment on work discipline. BekanSerbessaWaktola (2019) revealed that work environmental factors that influenced employee performance were workplace relationship, organizational work environment factors, and organization cultural factors. The author also found that there is positively influence of work environment factors on employees' performance.

DampakLingkunganKerjaTerhadapKinerjaKaryawan(2015) found that there is significant influence of work environment on employee performance. The research also found the employee welfare has significant influence on employee performance. But, there is no influence of supervision, interpersonal relationship, training and development on employee performance. The author recommended that firm should give extra attentions to the employees, in order to increase their working motivation in this bank.

Employee Engagement and Employee Performance

HotnerTampubolon (2016) found that there is influence of job motivation, employee engagement, and job satisfaction on employee performances. Maha Ahmed ZakiDajani (2015) found that there is influence of leadership and organizational justice on employee engagement. The analysis also identified that there is influence of employee engagement on job performance, but less impact on organizational commitment.

Lisa Jackson (2014) found that there is directly influenced of work engagement on both in-role and extra-role performance. The research also indicating that engaged employees are more likely to achieve well on job role (extra-role performance).

Research Gap

Yusuf Nasidi, et al. (2019); Schrita Osborne and Mohamad Hammoud (2017); Camelia Georgiana Radu and Alexander Redlein (2017); and IdayaHusnaMohda, et al. (2016) found that there is relationship between work place environment and employee engagement. Shameem and Rengamani (2018); NupurVeshne (2017); Alicia J. Hart (2016); Balakrishnan and Masthan (2013); and Hayase, et al. (2009) found that there is relationship between communication and employee engagement. HotnerTampubolon (2016); Maha Ahmed ZakiDajani (2015); and Lisa Jackson (2014) found that there is influence of employee

engagement on employee performance. A review of the relevant literature on work place environment, communication, and employee engagement are generally small in the Indian context and especially in the hospital sector. To bridge the research gap, this research seeks to explore the influence of work place environment and communication on employee engagement among staff nurses in Cuddalore district.

Research Design

The descriptive research design challenges to clarify the action of the staff nurses in association to an exacting track meaning. Hence, descriptive research design was employed for this research work. Based on the replay of descriptive research design, the researchers have used the descriptive research to ascertain the influence of work place environment and communication on employee engagement among staff nurses.

Framework of the Research

The framework used to identify the influence of work place environment and communication on employee engagement among staff nurses. Employee engagement is considered as mediator variable. Work place environment and communication are considered as independent variables. Employees’ performance is considered as outcome variable.

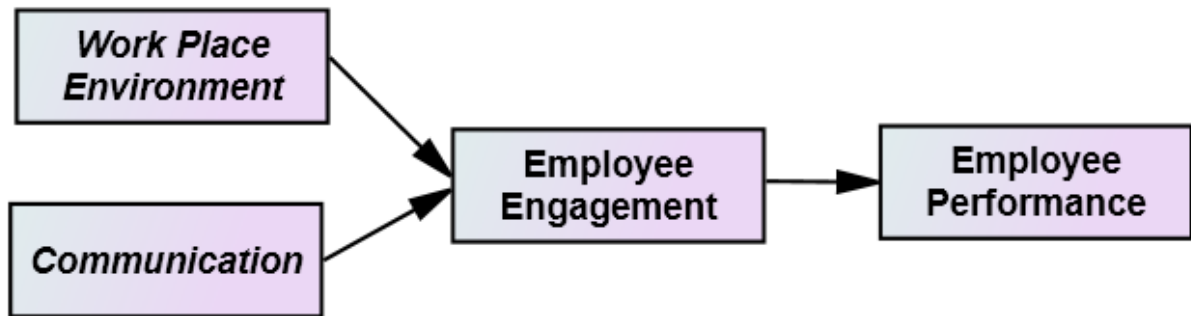


Figure-1: Conceptual framework of the study

Objectives of the Study

- To determine the influence of work place environment and communication on employee engagement among staff nurses.
- To describe the influence of employee engagement on employees’ performance.

Hypotheses of the Study

- There is no influence of work place environment and communication on employee engagement among staff nurses.
- There is no influence of employee engagement on employees’ performance.

Questionnaire Construction and Reliability

Structured standard tools were employed for collection of primary data. The alpha ranged from 0.82 to 94 for all reports of questionnaire construction. This value of reliability designates the better reliability of the questionnaire.

Table-1: Reliability of the Research

S.No.	Variable	Reliability	Author
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1	Work Place Environment	0.82	Self Designed
2	Communication	0.94	
3	Employee Engagement	0.92	Brijesh Kishore Goswami and YogeshUpadhyay (2020)
4	Employee Performance	0.86	Muhammad Hammad Shah (2020)

Area of Study

Cuddalore district has been elected for this study as area of sampling. Hence, there is a necessary to secure and expand the staff nurses of hospital sector. By understanding this, work place environment & communication, employee engagement, and employee performance are judged for the study. The sample size of the research was staff nurses in Cuddalore . The data was collected through convenience sampling technique. Data analysis was done through path analysis. The analysis was employed to identify the influence of compensation & rewards and training & development on employee engagement among staff nurses.

Analysis and Interpretation

Table-2: shows Model Fit Indication

Indicators	Observed Values	Recommended Values (Premapriya, et al. 2016)
Chi-Square	3.103	---
p	0.135	Greater than 0.050
GFI	0.997	Greater than 0.90
AGFI	0.934	Greater than 0.90
CFI	0.999	Greater than 0.90
NFI	0.999	Greater than 0.90
RMS	0.008	Less than 0.080
RMSEA	0.001	Less than 0.080

Source: Primary data

From the model fit table, it is identified that the chi-square value was 3.103. The p value was 0.135, which was greater than 5%. The GFI and AGFI scores were larger than 0.90, which was suggested by Victor Charles and Velaudham (2020) and Premapriya, et al. (2016). The calculated CFI and NFI scores were larger than 0.90, which was suggested by Velaudham and Baskar (2015); Kantiah Alias Deepak and Velaudham (2019). It was also found that RMSEA and RMS values were less than 0.08, which was suggested by Deepak R. Kanthiah Alias, et al. (2019). The above pointers indicate that it was completely fit Velaudham and Baskar (2016) and Indra, Balaji and Velaudham (2020).

Figure-2: shows influence of work place environment & communication and employee engagement on employee engagement among staff nurses

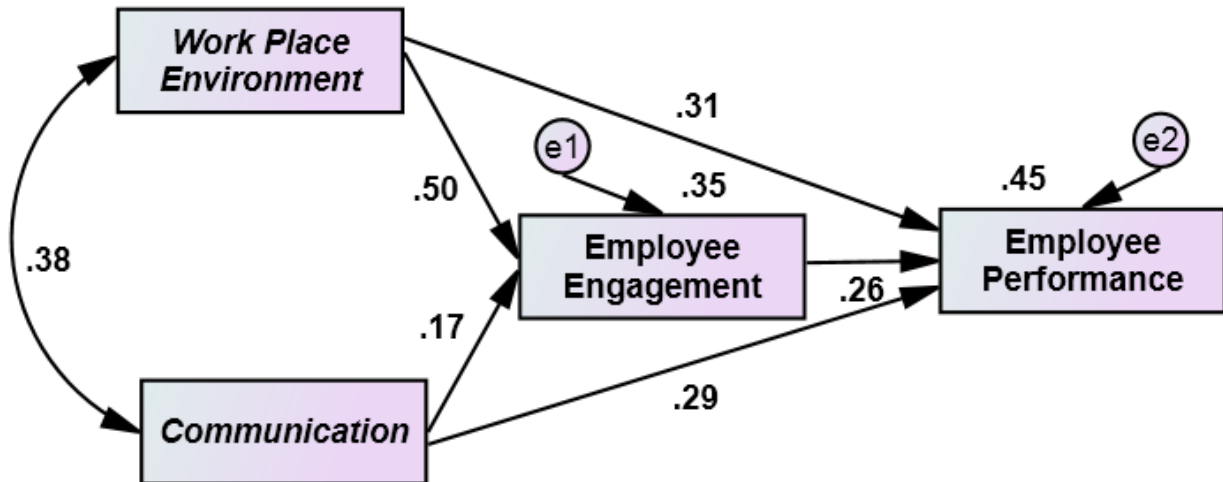


Table-3: Regression Weights

DV		IV	Estimate	S.E.	C.R.	Beta	p
Employee Engagement	<---	Work Place Environment	0.374	0.027	13.968	0.504	0.001
Employee Engagement	<---	Communication	0.161	0.035	4.609	0.166	0.001
Employee Performance	<---	Employee Engagement	0.461	0.068	6.757	0.255	0.001
Employee Performance	<---	Communication	0.503	0.059	8.601	0.289	0.001
Employee Performance	<---	Work Place Environment	0.415	0.051	8.124	0.309	0.001

Source: Primary data

H₀: There is no influence of work place environment on employee engagement.

Influence of work place environment on employee engagement calculated value of CR is 13.968. The beta value is 0.504. The value of beta designates that 50.4 percent of influence is through work place environment towards employee engagement. The p value was 0.001. The value p is less than 5 percent level and the hypothesis is rejected. From the result, it is discovered that the work place environment influences employee engagement among the nurses in Cuddalore district. Findings of Yusuf Nasidi, et al. (2019); Schrita Osborne and Mohamad Hammoud (2017); Camelia Georgiana Radu and Alexander Redlein (2017); and Idaya Husna Mohda, et al. (2016) are similar.

H₀: There is no influence of communication on employee engagement.

Influence of communication on employee engagement calculated value of CR is 4.609. The value of beta is 0.166. The value of beta designates that 16.6 percent of influence is through communication towards employee engagement. The p value was 0.001. The value p is less than 5 percent level and the hypothesis is rejected. From the result, it is discovered that the communication influences employee engagement among the nurses in Cuddalore district. Shameem and Rengamani (2018); Nupur Veshne

(2017); Alicia J. Hart (2016); Balakrishnan and Masthan (2013); and Hayase, et al. (2009) have found similar result.

H₀: There is no influence of work place environment on employee performance.

Influence of work place environment on employee performance calculated value of CR is 8.124. The beta value is 0.309. The value of beta designates that 30.9 percent of influence is through work place environment towards employee performance. The p value was 0.001. The value p is less than 5 percent level and the hypothesis is rejected. From the result, it is discovered that the work place environment influences employee performance among the nurses in Cuddalore district. Elok Mahmud Putri, et al. (2019); Bekan Serbessa Waktola (2019); and Dampak Lingkungan Kerja Terhadap Kinerja Karyawan (2015)

H₀: There is no influence of communication on employee performance.

Influence of communication on employee performance calculated value of CR is 8.601. The value of Beta is 0.289. The value of beta designates that 28.9 percent of influence is through communication towards employee performance. The p value was 0.001. The value p is less than 5 percent level and the hypothesis is rejected. From the result, it is discovered that the communication influences employee performance among the nurses in Cuddalore district. Asamu Festus Femi (2014); Fakultas, et al. (2018); Temitayo, et al. (2018); and Stavros Kalogiannidis (2020) have found similar result.

H₀: There is no influence of employee engagement on employee performance.

Influence of employee engagement on employee performance calculated value of CR is 6.757. The value of beta is 0.255. The value of beta designates that 25.5 percent of influence is through employee engagement towards employee performance. The p value was 0.001. The value p is less than 5 percent level and the hypothesis is rejected. From the result, it is discovered that the employee engagement influences employee performance among the nurses in Cuddalore district. Findings of Hotner Tampubolon (2016); Maha Ahmed Zaki Dajani (2015); and Lisa Jackson (2014) are similar.

Findings of the Research

- ✓ Work place environment and communication influences employee engagement among the nurses in Cuddalore district.
- ✓ Work place environment and communication influences employee performance among the nurses in Cuddalore district.
- ✓ Employee engagement influences employee performance among the nurses in Cuddalore district.

Recommendations

- ✓ Improving employee engagement strategies is important for hospital management profitability. Disengaged employees will reduce workplace performance and reduce patient service capabilities.
- ✓ Hospital management should look for supervisors who can communicate the hospital's vision and secure staff nurses' support in achieving hospital goals.
- ✓ Management should promote employee safety and growth through providing good working environment. So that employee reduce their worry with respect to health and safety.

- ✓ Hospital managements should focus on improving the supervisor's communications, which will enhance staff nurses engagement and lead to a positive attitude and improved employee engagement and performance on the job.

Conclusion

Communication and work place environment are essential because the method supervisors interact with staff nurses affects how well nurses receive supervisor response. Engaged employees are persons who provide full sensible effort when working, and who are highly motivated and determined in their work, while non-engaged employees are separation from work, as well as lack of hard work ethic and no thrill at work. This study found that the communication and work place environment influences employee engagement among the nurses. The research also identified communication and work place environment influences employee performance. Also found that there is influence of employee engagement on employee performance. It is concluded that the hospital managements should focus on improving the work place environment and communications, which will enhance staff nurses engagement and lead to a positive attitude and improved employee engagement and performance on the job.

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