



MASTER OF SCIENCE IN SERVICE MANAGEMENT

MSM 6600 - THESIS

**Impact of employe engagement, on job satisfaction;
Study Primary Health Care Institutes in Galle district.**

**THIS THESIS IS SUBMITTED AS A PARTIAL FULFILMENT OF THE MASTER OF SCIENCE
IN SERVICE MANAGEMENT**

IN THE

INSTITUTE OF HUMAN RESOURCE ADVANCEMENT

University of Colombo

NAME: P.H R.Priyantha

REGISTRATION NO: IHRA/MScSM/E/07/041

INDEX NO: MSM/E07/559

DATE OF SUBMISSION: 2024/05/06



Table of Contents

Chapter One	10
<i>1.0 Introduction.....</i>	<i>11</i>
<i>1.1Background of the study.....</i>	<i>11</i>
1.1.1 Employee engagement on job.....	11
1.1.2 Job Satisfaction.....	12
<i>1.2 Research problem.....</i>	<i>13</i>
<i>1.3 Research questions and objectives</i>	<i>14</i>
<i>1.4 Significant of the study</i>	<i>14</i>
Chapter Two.....	15
<i>2.0 Introduction.....</i>	<i>15</i>
2.1 What is Job Satisfaction.....	15
2.2 Employee Engagement on job.....	17
Chapter Three	20
<i>RESEARCH METHODOLOGY.....</i>	<i>20</i>
<i>3.0 Introduction.....</i>	<i>20</i>
3.1 Sampling	20
3.2 Data Collection.....	20
3.3 Data Analysis	20
3.4 Ethical Considerations	20
3.5 Limitations	20
3.5 Conclusion and Recommendations.....	21
<i>3.2 Conceptual frame work.....</i>	<i>21</i>
<i>3.3 Operationalization of variables.....</i>	<i>21</i>
<i>3.4 Operationalization of questionnaire.....</i>	<i>22</i>
<i>3.5 Operationalization of variables.....</i>	<i>22</i>
3.5.1 Physical factors of employee job engagement.....	22
3.5.2 Cognitive factors of employee job engagement	24
3.5.3 Emotional factors of employee job engagement.....	25
3.5.5 Extrinsic factors effect in employee job engagement	27

3.5.6 Impact of employee engagement on job, on their job satisfaction.....	28
3.6 Hypothesis	30
3.7 Research design and approach	31
3.8 Analytical technique	31
CHAPTER FOUR	32
DATA ANALYSIS	32
4.0 Introduction.....	32
4.2 Reliability analysis.....	34
4.3 Descriptive statistics and nature of independent & dependent variables	35
4.4 Correlation analysis.....	36
4.5 Regression analysis.....	38
4.5.1 Impact of employee job engagement on intrinsic factors of job satisfaction.	38
4.5.2 Impact of employee job engagement on extrinsic factors of job satisfaction.	39
4.5.3 Impact of overall employee job engagement on employee job satisfaction.	41
4.6 Coefficients.....	42
4.6.1 Coefficient table.....	42
4.6.2 Coefficient table	43
4.6.3 Coefficient table	44
4.7. Scatter plot.....	46
4.7.1 Scatter plot for dependent variable regression standardized residual vs regression standered predicted value.....	46
4.7.2 Scatter plot for dependent variable regression standardized residual vs regression slandered predicted value	46
4.8 Normality of residuals.....	47
CHAPTER FIVE.....	48
DISCUSSION CONCLUSION AND RECOMMENDATION	48
Chapter introduction	48
5.0 Discussion.....	48
5.1.1 Impact of employee job engagement on intrinsic factors of job satisfaction.	48
5.1.2 Impact of employee job engagement on extrinsic factors of job satisfaction.	49
5.1.3 Impact of overall employee job engagement on employee job satisfaction.	49

5.2 Conclusion and recommendation.....	50
5.2.1 Conclusion between employee job engagement and intrinsic factors of job satisfaction.	50
5.2.2 Recommendations between employee job engagement and intrinsic factors of job satisfaction.	50
5.2.3. Conclusion between employee job engagement and extrinsic factors of job satisfaction	51
5.2.4 Recommendations between employee job engagement and extrinsic factors of job satisfaction	51
5.2.5 Conclusion between Impact of overall employee job engagement on employee job satisfaction.....	52
5.3 Limitation	54
5.3.1 Impact of Employee Job Engagement on Intrinsic Factors of Job Satisfaction	54
References.....	55
Annexure 01.....	57
Annexure 02.....	60

Abstract: Impact of employee engagement, on job satisfaction; Study Primary Health Care Institutes in Galle district.

Dr. C. P Athapaththu¹ P.H.R.Priyantha²

1. Faculty of Management, University of Colombo, Sri Lanka

2. Institute of Human Resource Advancement, university of Colombo, Sri Lanka

In the realm of employee engagement, this study explores the significant impact of employee engagement on job satisfaction, particularly in the context of delivering quality service in government healthcare centers in Sri Lanka. As we inhabit a service-driven global economy, the service sector has experienced exponential growth, surpassing manufacturing in recent decades.

"Job engagement refers to the level of emotional connection, dedication, and enthusiasm an employee feels toward their work and their organization" is how **job engagement** is defined. Defining the **job** satisfaction is a measure of an individual's contentment, fulfillment, and overall happiness derived from their work and work-related experiences. In this study focusing on job engagement and job satisfaction within healthcare centers, the SERVQUAL instrument is utilized to assess the functional aspect of service quality offered by the respective institution. Within service-oriented settings like healthcare, the overall work experience is significantly influenced by employee engagement. Employees who demonstrate high levels of engagement tend to exhibit enhanced team and individual performance, contributing to overall productivity and service quality. Moreover, customer satisfaction, a key metric in service industries, is influenced by various factors including employees' job engagement and satisfaction. It represents a subjective evaluation of consumers' experiences and perceptions, heavily influenced by their expectations.

According to institutional records, there has been a noticeable uptick in customer complaints within certain units of the outpatient department in healthcare centers. This rise in complaints is concerning as it may indicate a failure in maintaining service quality, potentially leading to a decline in customer satisfaction and retention. It's imperative to investigate whether these increased complaint rates are linked to employee behaviors that breach service quality standards. If such negative impacts on service quality are identified, corrective measures should be promptly implemented to mitigate any adverse effects on customer satisfaction.

Descriptive regression analysis was done. Close ended questionnaire distributed among 204 employees of 12 medical centers including base hospitals, divisional hospitals, amcu, pmcu's on convenience sampling basis of the subjective institute.

Research findings emphasize that various factors, including physical, emotional, and cognitive elements of job engagement, as well as intrinsic and extrinsic factors of job satisfaction, significantly influence job satisfaction within primary healthcare institutes.

These limitations highlight the importance of future research efforts aimed at addressing these constraints. Utilizing diverse methodologies or longitudinal approaches could provide deeper insights into the complex relationship between employee job engagement and both intrinsic and extrinsic job satisfaction across a range of organizational settings.