

# Performance Management Practices as a Driver of Work Engagement and Retention Among Nurses and Paramedical Employees

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## ABSTRACT

The study titled "Performance Management Practices as a Driver of Work Engagement and Retention among Nurses and Paramedical Employees" investigates the influence of effective performance management systems on employee engagement and retention in hospitals located in Dindigul district. The healthcare sector faces major challenges related to staff dissatisfaction, low engagement, and high turnover, making strategic HR practices essential for improving performance and service quality. The study adopted a descriptive research design, and primary data were collected from 101 nurses and paramedical employees through a structured questionnaire based on a five-point Likert scale. Respondents were selected using simple random sampling. Data reliability was confirmed through Cronbach's alpha values of 0.809 for performance management practices and 0.909 for work engagement and retention. Statistical techniques including descriptive statistics, correlation analysis, ANOVA, and t-tests were used for data analysis. The findings revealed no significant differences in performance management practices or engagement and retention across demographic variables such as gender, age, qualification, job role, department, work experience, and type of hospital. However, a strong positive correlation ( $r = 0.802, p < 0.05$ ) was found between performance management practices and work engagement and retention. The study concludes that fair evaluation, constructive feedback, recognition, and clear goal setting significantly enhance employee motivation and help retain skilled healthcare professionals.

**Keywords:** Performance Management Practices, Work Engagement, Retention, Nurses, Paramedical Employees

## INTRODUCTION

The healthcare industry is one of the most critical and demanding service sectors, where patient outcomes depend heavily on the performance, motivation, and commitment of healthcare professionals. Among them, nurses and paramedical employees form the backbone of hospital operations by ensuring continuous patient care, clinical support, and coordination across departments. However, hospitals worldwide, including those in India, are experiencing persistent challenges related to low work engagement, job dissatisfaction, and increasing turnover rates among nursing and paramedical staff. These issues escalate operational costs and adversely affect patient safety, service quality, and the institutional reputation.

Performance Management Systems (PMS) are recognized as essential Human Resource Management (HRM) mechanisms to address these challenges by enhancing employee engagement and reducing attrition. A well-developed PMS extends beyond annual performance reviews; it involves continuous goal setting, developmental feedback, performance evaluation, recognition, and professional growth opportunities (*Armstrong, 2014; Fishburn 2008*). When implemented effectively, PMS aligns individual contributions with organizational objectives and strengthens motivation, role clarity, and accountability among employees. For nurses and paramedical employees, transparent and fair performance management fosters a sense of professional value and belonging within the hospital environment (*Kaijun 2018*).

Work engagement is another critical psychological factor influencing healthcare workforce productivity. **According to Schaufeli and Bakker (2008)**, engaged employees demonstrate vigor, dedication, and absorption in their work, which is strongly associated with superior patient care, teamwork, and clinical efficiency. Research indicates that HR practices such as performance appraisal, reward systems, training, and constructive feedback significantly improve engagement levels and organizational commitment.

Employee retention is a direct outcome of effective PMS and engagement. Supportive evaluation processes, recognition, and growth opportunities reinforce loyalty and reduce turnover intentions. Conversely, biased evaluations, inadequate feedback, and lack of recognition contribute to dissatisfaction and workforce instability. In hospitals, retaining trained nursing and paramedical professionals is crucial for maintaining continuity of care, minimizing recruitment and training expenses, and sustaining high-quality service delivery.

Despite its importance, many hospitals-especially in developing contexts-continue to use outdated or inconsistent appraisal methods that emphasize administrative control rather than employee development. This gap highlights the need to examine the role of performance management in shaping work engagement and retention outcomes in the healthcare sector. Therefore, the present study investigates how performance management practices influence engagement and retention among nurses and paramedical staff in multi-specialty hospitals.

## REVIEW OF LITERATURE

**Mutsuddi (2016)**, hospitals must focus on improving employee engagement to ensure long-term retention. Encouraging participation, maintaining fair compensation, and building strong supervisor relationships are essential for keeping staff motivated. The study emphasized that regular feedback and recognition should be strengthened to boost satisfaction and commitment. When employees feel valued and supported, their engagement and performance naturally increase. Therefore, an effective engagement strategy helps hospitals retain skilled and dedicated employees.

**Kartal (2018) examined** the relationships among work engagement, work alienation, and job performance among 493 healthcare professionals employed in public, university, and private hospitals. The findings showed a significant positive relationship between work engagement and performance, while work alienation was also significantly related to performance. Regression analysis confirmed that both engagement and alienation significantly influenced performance ( $p < 0.01$ ). Specifically, the vigor dimension of engagement and the powerlessness and meaninglessness dimensions of alienation together explained 28% of the variance in performance. The study concluded that higher vigor enhances performance, whereas increased powerlessness and meaninglessness negatively affect healthcare professionals' performance.

**Madlabana et al. (2020)**, effective performance management is a key factor in improving nurses' work quality and motivation. The study concluded that regular feedback, fair evaluation, and recognition help create a positive work environment in healthcare settings. When performance systems are clearly structured and supportive, nurses become more engaged and committed to patient care. The authors also noted that many healthcare systems lack proper implementation of PM methods. Therefore, hospitals should develop consistent and transparent performance management practices to strengthen employee engagement and service quality.

**Lerotholi (2021)**, effective talent management is essential for improving both work engagement and retention among nurses. The study concluded that when hospitals invest in training, career development, and supportive leadership, nurses become more motivated and loyal to the organization. Engaged employees were found to deliver better patient care and show stronger commitment to their roles. The research emphasized that engagement acts as a bridge between talent management and retention. Therefore, hospitals should focus on continuous employee development and recognition to build a stable and dedicated nursing workforce.

**Abu Dalal, Ramoo, Chong, Danaee, and Aljeesh (2022)** investigated the impact of organisational communication satisfaction (OCS) on work engagement among healthcare professionals in Gaza, Palestine. Using a cross-sectional survey of 235 participants and analysing data through SPSS and PLS-SEM, the study revealed moderate levels of OCS ( $M = 4.96$ ) and work engagement ( $M = 5.56$ ). OCS demonstrated a positive and significant effect on work engagement ( $\beta = .524, p < .05$ ), while no differences in engagement were found across job categories. The authors concluded that improving communication quality and effectiveness enhances engagement, recommending managerial strategies to strengthen communication channels for sustaining healthcare workforce performance.

**Sathyanarayanan and Preman (2024)**, employee engagement is a key factor in improving the retention of paramedical employees in hospitals. When employees feel valued through good communication, recognition, and professional development, their job satisfaction and commitment increase. The study showed that supportive leadership and a healthy work environment reduce stress and turnover. Engaged employees provide better patient care and help maintain a stable, skilled workforce. Therefore, hospitals should focus on leadership support, teamwork, and well-being programs to retain their paramedical staff effectively.

**Abidin, Mahmood, Akhlaque, and Ahmad Baig (2024)** investigated the identification of human resource management (HRM) practices that enhance work engagement among medical staff in government hospitals. Published in the Journal of Excellence in Management Sciences, the study highlights the significance of HRM strategies in strengthening workforce motivation, performance, and commitment in public healthcare settings. The research emphasized that practices such as effective training, fair compensation, supportive supervision, employee involvement, and performance appraisal systems play essential roles in improving work engagement. The authors argue that implementing evidence-based HRM policies is crucial for boosting employee morale, enhancing service delivery, and improving patient care outcomes.

**Lerotholi (2024)** investigated the impact of talent management (TM) practices on professional nurses' work engagement (WE) in public hospitals in Gauteng, South Africa, amid the global nursing shortage intensified by the COVID-19 pandemic. Using a quantitative research design, data were collected from 504 nurses across three academic hospitals through the Talent Management Index and the Utrecht Work Engagement Scale-17. Pearson correlations and multiple regression analyses revealed that TM practices

significantly enhance work engagement dimensions-vigour, dedication, and absorption. The study emphasizes that effective TM strategies are essential for retaining nurses and reducing migration. The findings highlight the urgent need for stronger HR and leadership interventions to improve engagement and hospital sustainability.

**Bhandari and Subedi (2024)** investigated the relationship between human resource management (HRM) practices and job satisfaction among paramedic employees in private hospitals in Kathmandu Valley. Using descriptive and causal-comparative designs, data were collected from 384 respondents through structured questionnaires distributed via email, social media, and personal contact. The study examined four HRM dimensions-recruitment and selection, training and development, performance appraisal, and compensation and benefits-and found all to be significant predictors of job satisfaction, with compensation and benefits having the strongest impact. The authors conclude that effective HRM practices enhance job satisfaction and contribute to improved healthcare outcomes and workforce stability, offering valuable insights for hospital management.

**Alamelumangai et al. (2025)**, employee engagement practices strongly help in retaining healthcare workers in the hospital. Most employees agreed that good engagement programs, fair pay, and benefits make them want to stay. The study found a close link between engagement, job satisfaction, career growth, and employee well-being. Higher engagement was shown to improve commitment and reduce staff turnover. The authors concluded that a friendly workplace, recognition, and learning opportunities are key to retaining hospital employees.

**Poku, Bayuo, Agyare, Sarkodie, and Bam (2025)** examined the relationships between work engagement, resilience, and turnover intentions among nurses, focusing on resilience as a mediating factor. Using a descriptive-analytical survey design, data were collected from nurses across various healthcare settings with validated instruments including the Utrecht Work Engagement Scale, Brief Resilience Scale, and Turnover Intention Scale. Findings revealed high levels of turnover intention ( $M = 3.83$ ) and work engagement ( $M = 4.03$ ), but moderate resilience ( $M = 2.48$ ). Work engagement and resilience were negatively associated with turnover intention, and resilience significantly mediated the relationship ( $\beta = -0.0367, p < .05$ ). The study emphasizes strengthening work engagement and resilience to reduce nurses' turnover intentions

**Koul and Bhoomadevi (2025)** examined the mediating role of organizational commitment (OC) in the relationship between employee engagement (EE) and hospital quality accreditation (HQA) within accredited private multispecialty hospitals in Delhi NCR. Using data from 248 healthcare professionals and a structural model analysis, the study confirmed that OC partially mediates the EE-HQA relationship. The findings indicate that higher engagement enhances employees' psychological attachment, strengthening commitment and improving accreditation readiness and quality compliance. The authors emphasize that fostering trust, involvement, and purpose enhances both engagement and commitment, contributing to sustained accreditation performance. This study highlights the strategic significance of workforce-centred human resource practices in healthcare transformation.

**Aqtam et al. (2025)** investigated the relationship between work engagement, emotional intelligence, and demographic characteristics among nurses working in neonatal intensive care units (NICUs) in Palestine. Conducting a cross-sectional study, the researchers collected data using validated self-report scales to measure emotional intelligence and work engagement. Findings revealed a significant positive association between emotional intelligence and work engagement, indicating that nurses with stronger emotional abilities are more energetic, dedicated, and absorbed in their work. Additionally, certain demographic

variables such as years of experience and educational level influenced engagement levels. The study highlights the importance of emotional intelligence development to enhance engagement and improve quality care in high-stress neonatal environments.

### **STATEMENT OF THE PROBLEM**

In the healthcare sector, especially in hospitals, nurses and paramedical employees form the backbone of patient care. However, many hospitals face increasing challenges of low work engagement, job dissatisfaction, and high employee turnover. Poorly designed or inconsistently applied performance management systems (PMS) often fail to motivate employees, provide meaningful feedback, or recognize their efforts. This leads to disengagement, stress, and a lack of commitment among healthcare workers. When performance management is done effectively, through clear goal setting, fair evaluation, feedback, and rewards, it can increase employee engagement and reduce turnover. Yet, in many hospitals, particularly in developing regions, there is limited research evidence on how PMS influences work engagement and employee retention among nurses and paramedical staff. Therefore, there is a strong need to explore how performance management practices act as a driver of engagement and retention in hospital settings.

### **OBJECTIVES**

- To find out the performance management practices followed in hospitals
- To find out the impact of work engagement and employee retention
- To find out the relationship between performance management practices and work engagement

### **NULL HYPOTHESES**

1. There is no significant deference in performance management practices followed in hospitals with reference to
  - a. Gender
  - b. Age
  - c. Qualification
  - d. Job Role
  - e. Work Experience
  - f. Department
  - g. Type of Hospital
2. There is no significance deference the impact of work engagement and employee retention with reference to
  - a. Gender
  - b. Age
  - c. Qualification
  - d. Job Role
  - e. Work Experience
  - f. Department
  - g. Type of Hospital

3. There is no significance relationship between the performance management practices and work engagement, Retention

**SCOPE OF THE STUDY**

The study focuses on nurses and paramedical employees working in public and private hospitals within the selected district. It emphasizes the key components of performance management such as goal setting, feedback, appraisal, and reward systems. The scope is limited to measuring their influence on work engagement and retention levels, providing valuable insights for HR policymakers in the healthcare sector.

**RESEARCH DESIGN**

The present study employs a descriptive research design to investigate Performance Management Practices as a Driver of Work Engagement and Retention among Nurses and Paramedical Employees in hospitals across Dindigul district. A total of 101 respondents were selected using the simple random sampling technique to ensure unbiased representation from both public and private hospitals. Data were collected using a structured questionnaire based on a five-point Likert scale, covering variables related to performance management practices, work engagement, and retention. The background variables considered include gender, age, qualification, job role, work experience, department, and type of hospital. The reliability of the measurement scales was verified through Cronbach’s Alpha, which yielded a reliability coefficient of 0.80 for Performance Management Practices and 0.90 for Work Engagement and Retention, indicating strong internal consistency. Data were analysed using descriptive and inferential statistical techniques to examine the influence of performance management on employee engagement and retention.

**DATA ANALYSIS**

Descriptive statistics, Correlation analysis, ANOVA and t-tests were used to analyse the data using the jamovi data analysis software

**DATA ANALYSIS AND INTERPRETATION**

**Null Hypothesis 01** There is no significant deference in performance management practices followed in hospitals with reference to Gender

**Table 1. Significant deference in performance management practices followed in hospitals with reference to Gender**

Variable	Categories	N	Mean	SD	Calculated ‘t’ Value	Table Value	Remarks
Gender	Male	3	44.3	13.3	0.724	1.96	NS
	Female	98	42.7	7.86			

S-Significant; NS-Not Significant,

The study shows that there is no significant difference in psychological empowerment between male and female nursing professionals. Although male nurses (Mean = 44.3) scored slightly higher than female nurses (Mean = 42.7), the difference was not statistically significant. The calculated t-value of 0.724 is lower than the table value of 1.96 at the 0.05 level of significance. Therefore, it can be concluded that gender does not have a significant influence on the psychological empowerment of nursing professionals.

**Null Hypothesis 02** There is no significant deference in performance management practices followed in hospitals with reference to Age

**Table2. Significant deference in performance management practices followed in hospitals with reference to Age**

Variable	Source of Variation	Sum of Squars	df	Mean Square	Calculated 'F' Value	Table Value	Remarks
Age	Between	6.67	1	6.67	0.104	3.00	NS
	Within	6343.57	99	64.08			

S-Significant; NS-Not Significant,

The study shows that there is no significant difference in psychological empowerment among nursing professionals based on age. The calculated F-value of 0.104 is much lower than the table value of 3.00 at the 0.05 level of significance. This shows that variations in age do not meaningfully affect the level of psychological empowerment. Hence, age does not have a significant influence on the psychological empowerment of nursing professionals.

**Null Hypothesis 02** There is no significant deference in performance management practices followed in hospitals with reference to Qualification

**Table 3. Significant deference in performance management practices followed in hospitals with reference to Qualification**

Variable	Source of Variation	Sum of Squars	df	Mean Square	Calculated 'F' Value	Table Value	Remarks
Qualification	Between	106	3	35.3	0.548	3.00	NS
	Within	6244	97	64.4			

S-Significant; NS-Not Significant,

The study shows that there is no significant difference in psychological empowerment among nursing professionals based on qualification. The calculated F-value of 0.548 is lower than the table value of 3.00 at the 0.05 level of significance. This indicates that the educational qualification of nurses does not cause any meaningful variation in their level of psychological empowerment. Therefore, qualification does not have a significant influence on the psychological empowerment of nursing professionals.

**Null Hypothesis 03** There is no significant deference in performance management practices followed in hospitals with reference to Job Role

**Table 4. Significant deference in performance management practices followed in hospitals with reference to Job Role**

Variable	Source of Variation	Sum of Squars	df	Mean Square	Calculated 'F' Value	Table Value	Remarks
Job Role	Between	227	2	113.6	1.82	3.00	NS
	Within	6123	98	62.5			

S-Significant; NS-Not Significant,

The study shows that there is no significant difference in psychological empowerment among nursing professionals based on their job role. The calculated F-value of 1.82 is lower than the table value of 3.00 at the 0.05 level of significance. This suggests that variations in job role do not lead to meaningful differences in psychological empowerment. Therefore, job role does not have a significant influence on the psychological empowerment of nursing professionals.

**Null Hypothesis 05** There is no significant difference in performance management practices followed in hospitals with reference to Work Experience

**Table 5. Significant difference in performance management practices followed in hospitals with reference to Work Experience**

Variable	Source of Variation	Sum of Squares	df	Mean Square	Calculated 'F' Value	Table Value	Remarks
Work Experience	Between	82.9	3	27.6	0.428	3.00	NS
	Within	6267.3	97	64.6			

S-Significant; NS-Not Significant,

The study shows that there is no significant difference in psychological empowerment among nursing professionals based on their work experience. The calculated F-value of 0.428 is lower than the table value of 3.00 at the 0.05 level of significance. This indicates that differences in years of experience do not significantly affect the level of psychological empowerment. Therefore, work experience does not have a significant influence on the psychological empowerment of nursing professionals.

**Null Hypothesis 06** There is no significant difference in performance management practices followed in hospitals with reference to Department

**Table 6. Significant difference in performance management practices followed in hospitals with reference to Department**

Variable	Source of Variation	Sum of Squares	df	Mean Square	Calculated 'F' Value	Table Value	Remarks
Department	Between	240	3	80.0	1.27	3.00	NS
	Within	6110	97	63.0			

S-Significant; NS-Not Significant,

The study shows that there is no significant difference in psychological empowerment among nursing professionals based on their department. The calculated F-value of 1.27 is lower than the table value of 3.00 at the 0.05 level of significance. This shows that the department in which nurses work does not lead to any meaningful variation in their psychological empowerment. Therefore, department does not have a significant influence on the psychological empowerment of nursing professionals.

**Null Hypothesis 07** There is no significant difference in performance management practices followed in hospitals with reference to Type of Hospital

**Table 7. Significant deference in performance management practices followed in hospitals with reference to Type of Hospital**

Variable	Source of Variation	Sum of Squars	df	Mean Square	Calculate d 'F' Value	Table Value	Remarks
Type Of Hospital	Between	235	2	117.6	1.89	3.00	NS
	Within	6115	98	62.4			

S-Significant; NS-Not Significant,

The study shows that there is no significant difference in psychological empowerment among nursing professionals based on the type of hospital. The calculated F-value of 1.89 is lower than the table value of 3.00 at the 0.05 level of significance. This indicates that the type of hospital, whether private or public, does not cause any meaningful variation in the level of psychological empowerment. Therefore, the type of hospital does not have a significant influence on the psychological empowerment of nursing professionals.

**Null Hypothesis 08** There is no significant deference in performance management practices followed in hospitals with reference to Gender

**Table 8. Significant deference in performance management practices followed in hospitals with reference to Gender**

Variable	Categories	N	Mean	SD	Calculated 't' Value	Table Value	Remarks
Gender	Male	3	47.0	22.5	0.981	1.96	NS
	Female	98	46.8	11.2			

S-Significant; NS-Not Significant,

The study shows that there is no significant difference in job involvement between male and female nursing professionals. Although male nurses (Mean = 47.0, SD = 22.5) have a slightly higher mean score than female nurses (Mean = 46.8, SD = 11.2), the calculated t-value of 0.981 is lower than the table value of 1.96 at the 0.05 level of significance. This indicates that gender does not have a significant influence on the job involvement of nursing professionals.

**Null Hypothesis 09** no significance deference the impact of work engagement and employee retention with reference to Age

**Table 9. Significance deference the impact of work engagement and employee retention with reference to Age**

Variable	Source of Variation	Sum of Squars	df	Mean Square	Calculated 'F' Value	Table Value	Remarks
Age	Between	4.19	1	4.19	0.0313	3.00	NS
	Within	13223.28	99	133.57			

S-Significant; NS-Not Significant,

The study shows that there is no significant difference in job involvement among nursing professionals based on age. The calculated F-value of 0.0313 is much lower than the table value of 3.00 at the 0.05 level of significance. This shows that variations in age do not meaningfully affect the level of job involvement. Therefore, age does not have a significant influence on the job involvement of nursing professionals.

**Null Hypothesis 10** no significance deference the impact of work engagement and employee retention with reference to Qualification

**Table 10. Significance deference the impact of work engagement and employee retention with reference to Qualification**

Variable	Source of Variation	Sum of Squars	df	Mean Square	Calculated 'F' Value	Table Value	Remarks
Qualification	Between	169	3	56.2	0.418	3.00	NS
	Within	13059	97	134.6			

S-Significant; NS-Not Significant,

The study shows that there is no significant difference in job involvement among nursing professionals based on qualification. The calculated F-value of 0.418 is lower than the table value of 3.00 at the 0.05 level of significance. This indicates that differences in educational qualification do not lead to meaningful variation in job involvement. Therefore, qualification does not have a significant influence on the job involvement of nursing professionals.

**Null Hypothesis 11** no significance deference the impact of work engagement and employee retention with reference to Job Role

**Table 11. Significance deference the impact of work engagement and employee retention with reference to Job Role**

Variable	Source of Variation	Sum of Squars	df	Mean Square	Calculated 'F' Value	Table Value	Remarks
Job Role	Between	296	2	148	1.12	3.00	NS
	Within	12931	98	132			

S-Significant; NS-Not Significant,

The study shows that there is no significant difference in job involvement among nursing professionals based on their job role. The calculated F-value of 1.12 is lower than the table value of 3.00 at the 0.05 level of significance. This shows that variations in job role do not cause any meaningful differences in the level of job involvement. Therefore, job role does not have a significant influence on the job involvement of nursing professionals.

**Null Hypothesis 12** no significance deference the impact of work engagement and employee retention with reference to Work Experience

**Table 12. Significance deference the impact of work engagement and employee retention with reference to Work Experience**

Variable	Source of Variation	Sum of Squars	df	Mean Square	Calculated 'F' Value	Table Value	Remarks
Work Experience	Between	38.2	3	12.7	0.0936	3.00	NS
	Within	13189.3	97	136.0			

S-Significant; NS-Not Significant,

The study shows that there is no significant difference in job involvement among nursing professionals based on their work experience. The calculated F-value of 0.0936 is much lower than the table value of 3.00 at the 0.05 level of significance. This indicates that differences in years of experience do not meaningfully affect the level of job involvement. Therefore, work experience does not have a significant influence on the job involvement of nursing professionals.

**Null Hypothesis 13** no significance deference the impact of work engagement and employee retention with reference to Department

**Table 13. Significance deference the impact of work engagement and employee retention with reference to Department**

Variable	Source of Variation	Sum of Squars	df	Mean Square	Calculated 'F' Value	Table Value	Remarks
Department	Between	213	3	70.9	0.528	3.00	NS
	Within	13015	97	134.2			

S-Significant; NS-Not Significant,

The study shows that there is no significant difference in job involvement among nursing professionals based on their department. The calculated F-value of 0.528 is lower than the table value of 3.00 at the 0.05 level of significance. This indicates that the department in which nurses work does not cause any meaningful variation in their level of job involvement. Therefore, department does not have a significant influence on the job involvement of nursing professionals.

**Null Hypothesis 14** no significance deference the impact of work engagement and employee retention with reference to Type of Hospital

**Table 14, Significance deference the impact of work engagement and employee retention with reference to Type of Hospital**

Variable	Source of Variation	Sum of Squars	df	Mean Square	Calculated 'F' Value	Table Value	Remarks
Type of Hospital	Between	73.4	2	36.7	0.274	3.00	NS
	Within	13154.0	98	134.2			

S-Significant; NS-Not Significant,

The study shows that there is no significant difference in job involvement among nursing professionals based on the type of hospital. The calculated F-value of 0.274 is lower than the table value of 3.00 at the 0.05 level of significance. This shows that the type of hospital, whether private or public, does not bring

about any meaningful variation in the level of job involvement. Therefore, the type of hospital does not have a significant influence on the job involvement of nursing professionals.

**Null Hypothesis 15** no significance relationship between the performance management practices and work engagement, Retention

**Table 15. Significance relationship between the performance management practices and work engagement, Retention**

S.NO	Variable 1	Variable 2	N	Calculated 'r' value	Table value	Remark
1.	performance management practices	work engagement and retention	99	0.802	0.10	S

S-Significant; NS-Not Significant,

The correlation analysis shows a strong positive relationship between performance management practices and work engagement and retention among nursing professionals. The calculated correlation coefficient ( $r = 0.802$ ) is higher than the table value (0.10) at the 0.05 level of significance. This indicates that effective performance management practices are significantly associated with higher levels of work engagement and employee retention. Therefore, the relationship between performance management practices and work engagement and retention is statistically significant.

## DISCUSSION

The findings of this study indicate that performance management practices play a vital role in shaping employee behaviour and commitment in hospital settings. Although no significant differences were found across demographic variables such as gender, age, qualification, job role, department, and type of hospital, the results revealed a strong positive correlation ( $r = 0.802$ ) between performance management practices and work engagement and retention. This demonstrates that when hospitals effectively implement fair appraisals, provide constructive feedback, and recognize employee efforts, it enhances both engagement and the willingness to stay within the organization. The results align with previous research emphasizing that transparent and supportive performance management systems foster motivation, accountability, and professional growth among healthcare employees, ultimately contributing to improved patient care and organizational success.

## SUGGESTIONS

Based on the findings of the study, it is suggested that hospitals should strengthen their performance management systems to enhance employee engagement and retention among nurses and paramedical employees. A transparent and fair appraisal system must be implemented to ensure that employees feel valued and recognized for their contributions. Regular and constructive feedback from supervisors can help employees identify their strengths and areas for improvement, thereby increasing motivation and performance. Reward and recognition programs should be introduced to appreciate high-performing employees, as recognition serves as a strong motivator for continued commitment. Hospitals should also focus on continuous professional development through training and workshops to enhance the knowledge and skills of their staff. Moreover, supportive leadership and open communication between management and employees are essential to create a positive work culture. By implementing these measures, hospitals

can build a more engaged, motivated, and stable workforce, ultimately leading to improved healthcare service quality.

## CONCLUSION

The study concludes that effective performance management practices are key drivers of work engagement and retention among nurses and paramedical employees. While demographic variables did not significantly influence engagement levels, the strength of the relationship between performance management and retention emphasizes the importance of strategic HR initiatives. Hospitals that invest in fair evaluation, open communication, and professional development are more likely to retain skilled and motivated healthcare workers. Therefore, adopting robust performance management systems will not only improve employee satisfaction but also enhance the overall efficiency and quality of healthcare delivery in Dindigul district hospitals.

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