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"ROLE OF EMPLOYEE ENGAGEMENT ON ORGANIZATIONAL PERFORMANCE WITH REFERENCE TO APOLLO HOSPITAL - A STUDY"**ROLE OF EMPLOYEE ENGAGEMENT ON ORGANIZATIONAL
PERFORMANCE WITH REFERENCE TO APOLLO HOSPITAL - A STUDY**

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ABSTRACT

The study examines the role of employee engagement in influencing organizational performance with specific reference to Apollo Hospital, Hyderabad. Adopting a quantitative research approach, the study evaluates how various engagement practices shape employee perceptions and contribute to overall institutional effectiveness. Insights were gathered from employees across diverse departments, offering a comprehensive understanding of engagement dynamics within a healthcare setting. The findings reveal that factors such as employee well-being, leadership support, organizational culture, communication, and commitment play a crucial role in defining the effectiveness of engagement practices. The results further indicate that strong communication, supportive relationships, recognition practices, and a positive work environment significantly enhance organizational performance. The study highlights that employee engagement is a multidimensional construct that directly impacts productivity, service quality, and operational efficiency. It concludes that strengthening engagement initiatives is essential for improving employee commitment, elevating workplace satisfaction, and ensuring better healthcare delivery. The research provides valuable implications for hospital administrators aiming to optimize human resource strategies and enhance performance outcomes in the health sector.

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Keywords: *Employee Engagement, Organizational Performance, Apollo Hospital, Healthcare Sector, Leadership Support, Organizational Culture, Employee Well-being.*

INTRODUCTION

In today's rapidly evolving organizational landscape, employee engagement has become a central pillar in determining the long-term success and competitiveness of institutions across all sectors. Employee engagement refers to the extent to which employees feel emotionally connected, committed, and motivated to contribute to their organization's goals. It goes beyond simple job satisfaction and encompasses enthusiasm, involvement, and a genuine sense of belongingness within the workplace. When employees are engaged, they display higher levels of productivity, innovation, and accountability—qualities that are indispensable, especially in service-driven sectors like healthcare. Engaged employees are more likely to invest discretionary effort, maintain positive attitudes, and demonstrate a strong desire to deliver high-quality outcomes in their everyday responsibilities.

Organizational performance, on the other hand, reflects how effectively an institution achieves its strategic objectives, maintains operational efficiency, and delivers value to its stakeholders. In healthcare organizations, performance is multidimensional and includes patient satisfaction, quality of care, staff productivity, teamwork, resource management, and overall hospital reputation. Since healthcare services involve direct interaction between employees and patients, the performance of a hospital is deeply influenced by the behaviour, motivation, and professional commitment of its workforce. Therefore, the link between employee engagement and organizational performance is not only relevant but essential for ensuring excellence in healthcare delivery.

The effectiveness of employee engagement practices has become a critical determinant of organizational strength, particularly in high-responsibility sectors such as healthcare. In hospitals, where service quality, precision, and timely decision-making are vital, the way employees perceive engagement initiatives directly shapes their motivation, work behaviour, and willingness to contribute meaningfully to organizational goals. Effective engagement

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practices are those that successfully build trust, enhance communication, foster emotional commitment, and create a supportive environment where employees feel valued and empowered. When such practices operate efficiently, they translate into higher levels of work involvement, reduced burnout, and greater adherence to professional standards—ultimately benefiting both staff and patients.

In the context of organizational performance, the impact of employee engagement becomes even more significant. Performance in healthcare institutions like Apollo Hospital is not confined to operational efficiency alone—it encompasses patient satisfaction, service quality, teamwork, responsiveness, and overall institutional reputation. The effectiveness of engagement practices can thus be directly observed in improved coordination among employees, better handling of workload pressures, stronger interpersonal relationships, and heightened responsibility toward patient care. Hospitals with effective engagement strategies often experience lower turnover, enhanced productivity, and greater consistency in delivering quality healthcare services.

The impact of effective engagement practices is evident when employees demonstrate commitment, communicate openly, and collaborate with a shared purpose. Leadership support, recognition mechanisms, transparent communication, and a positive organizational culture serve as powerful catalysts that shape employees' perceptions and behaviours. When such elements are present, employees experience psychological safety, job satisfaction, and emotional stability—factors that ultimately influence their performance at both individual and team levels. In healthcare settings, this impact is especially pronounced because employee behaviour directly contributes to patient outcomes and overall hospital performance metrics.

Apollo Hospital, known for its demanding work environment and diverse professional workforce, provides an ideal setting to examine the effectiveness of engagement practices and their impact on performance. The hospital's ability to maintain service excellence, manage workload complexities, and respond to patient needs with professionalism depends substantially on how effectively employees are engaged. When engagement initiatives succeed, there is noticeable improvement in organizational efficiency, reduced conflicts, and

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enhanced service delivery. Conversely, ineffective engagement can contribute to stress, errors, and dissatisfaction, which can affect the hospital's operational stability and patient trust.

Given the importance of human capital in the healthcare sector, understanding the role of employee engagement in shaping organizational performance becomes crucial. This study aims to explore how various engagement dimensions' influence performance outcomes at Apollo Hospital, highlighting key practices that contribute to enhanced motivation, improved workplace relationships, and stronger institutional results. By identifying the specific engagement factors that drive performance, the study provides valuable insights for healthcare administrators seeking to strengthen their human resource strategies, improve employee experiences, and elevate the overall quality of healthcare services.

REVIEW OF LITERATURE

Ramanujam (2011) The study examines service quality in corporate hospitals in Hyderabad and explores the role of employee involvement in enhancing service outcomes. The research emphasizes that high-quality service delivery depends on motivated and engaged employees who are committed to patient care. Findings suggest that employee engagement and satisfaction directly impact service efficiency, patient satisfaction, and institutional reputation. The study concludes that healthcare organizations must prioritize engagement practices to sustain high service quality and competitive advantage.

Spurgeon, Mazelan& Barwell (2011) This research emphasizes the importance of medical engagement as a determinant of organizational performance in healthcare settings. Using the Medical Engagement Scale (MES), the study examines the relationship between assessed engagement levels in secondary care organizations and independently collected performance measures. Findings indicate a strong positive linkage between higher engagement levels and improved organizational performance. The study concludes that promoting medical engagement among staff is vital, and executive leaders play a key role in fostering engagement to enhance performance outcomes.

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Krishnan & Ismail (2012) This research investigates the mediating role of work engagement in the relationship between job autonomy and organizational citizenship behavior (OCB) among nursing and clinical staff in Malaysian public hospitals. Using hierarchical multiple regression, the study finds that job autonomy positively influences OCB and that work engagement partially mediates this relationship. The study concludes that increasing work engagement through enhanced job autonomy can improve discretionary behaviors that benefit hospital operations and patient care outcomes.

Swaminathan &Aramvalarthan (2013) This study investigates employee engagement among managerial staff in hospitals in Tamil Nadu, India, emphasizing the drivers of engagement and strategies to enhance it. Data from 100 managers were analyzed using ANOVA, Chi-square, and paired t-tests. The findings reveal that recognition and teamwork are major factors influencing managerial engagement, while overall engagement levels are moderate. The study concludes that hospitals should focus on recognition programs and collaborative practices to improve engagement and optimize managerial performance.

Mijakoski, et al., (2015)This research investigates burnout, engagement, and organizational culture differences between physicians and nurses. Using the job demands-resources (JD-R) model, the study identifies variations in engagement, burnout, and organizational culture dimensions across roles. Findings reveal that burnout negatively correlates with certain organizational culture types, while job engagement positively correlates with clan and market cultures among nurses. Differences in work demands impact both burnout and engagement across staff categories. The study concludes that understanding role-specific engagement and culture dynamics is vital for mitigating burnout and enhancing organizational performance in healthcare settings.

Kartal (2018)The study explores the effects of work engagement and work alienation on the performance of healthcare professionals. Data from 493 health professionals in public, university, and private hospitals were analyzed using regression techniques. Results show that higher engagement, particularly vigor, positively influences performance, while higher alienation, including powerlessness and meaninglessness, negatively affects performance.

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Engagement and alienation together explain a significant portion of performance variance. The study concludes that fostering engagement and reducing alienation among healthcare staff is crucial to improving organizational outcomes.

Barpanda& Unnithan (2019)This study focuses on the relationship between employees' perceptions of health and safety measures and their job performance, with job satisfaction explored as a mediating factor. Conducted among employees in manufacturing companies in Kerala, India, the study employed principal component analysis, correlation, and regression to analyze the data. The findings indicate that employees' positive perceptions of health and safety measures strongly enhance both job satisfaction and performance. Moreover, job satisfaction was found to partially mediate this relationship. The study concludes that ensuring effective health and safety practices is crucial for improving employee well-being and productivity.

Khdour, et al., (2021)The study investigates the association between human resource management (HRM) practices and Total Quality Management (TQM) in insurance companies in Jordan. Data from 342 employees across 24 companies were analyzed using PLS-SEM and structural equation modeling. The findings reveal that HRM practices such as teamwork, staffing, performance appraisal, and compensation positively affect TQM, while training and development show a negative but significant impact. Additionally, TQM significantly influences HRM and overall performance. The study concludes that integrating HRM and TQM practices can enhance organizational quality orientation and employee performance in insurance companies.

Al-Dossary (2022)This study examines the relationship between nurse managers' leadership styles, work engagement, and organizational commitment among nurses in Saudi Arabian hospitals. A cross-sectional survey was conducted using validated instruments, with 390 responses analyzed via t-tests and correlation analysis. The findings demonstrate that transformational and transactional leadership styles are positively correlated with nurses' engagement and organizational commitment. Differences in perception between nurse managers and nurses highlight management challenges in adapting to healthcare

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infrastructure changes. The study concludes that effective leadership is essential to strengthen engagement and commitment in nursing staff.

Ashley &Parumasur (2024) The study focuses on examining the relationship between organizational culture and employee engagement in private hospitals in Ghana. It adopts a mixed-method approach, combining quantitative and qualitative data from hospital employees to assess engagement and cultural perceptions. The findings indicate that positive organizational culture dimensions such as involvement, consistency, adaptability, and mission are significantly associated with employee engagement factors like vigour, dedication, and absorption. The study concludes that fostering a supportive and adaptive organizational culture can effectively enhance employee engagement within healthcare institutions.

Nugraha&Kharismasyah (2024) The study focuses on the mediating effect of perceived organizational support (POS) on the relationship between work engagement, self-efficacy, and employee performance in an Indonesian government agency. Data from 105 employees were analyzed using SmartPLS 4.0 software. Findings indicate that work engagement, self-efficacy, and POS have significant positive effects on employee performance, with POS mediating the indirect relationship. The study concludes that organizations can enhance employee productivity and performance by fostering engagement, self-confidence, and supportive work environments.

RESEARCH GAP

Though employee engagement has been widely studied across various industries, there is limited empirical evidence focusing specifically on the healthcare sector, particularly in large multispecialty hospitals like Apollo. Most existing studies have explored engagement in corporate, IT, or manufacturing contexts, leaving a gap in understanding how engagement practices operate within high-pressure healthcare environments. Additionally, there is insufficient research examining how these engagement practices directly influence organizational performance outcomes in hospitals. This lack of sector-specific and

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performance-linked insights creates a clear research gap that the present study aims to address.

RESEARCH QUESTIONS

1. How effective are the employee engagement practices implemented at Apollo Hospital in enhancing employee involvement and commitment?
2. To what extent does employee engagement influence organizational performance at Apollo Hospital?

OBJECTIVES OF THE STUDY

1. To study the effectiveness of employee Engagement Practices of Apollo Hospital.
2. To identify the employee engagement influence on the organizational Performance.

HYPOTHESIS OF THE STUDY

H0: There is no significant difference between the effectiveness of employee Engagement Practices.

H0: There is no significant impact of employee engagement on the organizational Performance.

SCOPE OF THE STUDY

The present study focuses on analyzing the role of employee engagement in enhancing organizational performance at Apollo Hospital, Hyderabad. It examines how various engagement practices implemented within the hospital influence employee attitudes, productivity, service delivery, and overall institutional outcomes. The study is confined to employees across different departments within the hospital and covers key aspects such as engagement initiatives, employee perceptions, and performance indicators relevant to the healthcare sector.

RESEARCH METHODOLOGY

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Research Design: The study adopts a quantitative research approach, enabling the use of statistical tools to objectively measure the relationship between employee engagement and organizational performance. This design helps in collecting structured responses, analyzing patterns, and drawing evidence-based conclusions. It supports the evaluation of engagement practices through measurable variables and enhances the reliability of findings.

Sample Company: The study is conducted with specific reference to Apollo Hospital, Hyderabad, a leading healthcare institution known for its large workforce and diverse service operations. Focusing on a single, well-established hospital allows for an in-depth understanding of engagement practices within a high-pressure healthcare setting. This setting also provides meaningful insights into how engagement translates into performance outcomes in the health sector.

Target Population: The target population for the study consists of employees working across various departments of Apollo Hospital. This includes administrative staff, medical professionals, support staff, and operational teams. By covering a wide range of employees, the study captures diverse perspectives on engagement and performance, ensuring comprehensive findings.

Sector: The study is situated within the health sector, a field where employee engagement is critically important due to the direct impact of human interactions and service quality on patient outcomes. Analyzing engagement in this sector provides deeper insights into how motivated and committed employees contribute to overall hospital efficiency and performance. The sectoral focus also helps in contextualizing the findings within healthcare-specific challenges.

Sample Size: A sample size of 161 employees has been selected for the study, which is sufficient to conduct meaningful quantitative analysis. This sample allows for representation from multiple workforce categories within the hospital. The size enhances the statistical validity of the study and supports accurate interpretation of relationships between variables.

Nature of Data: The nature of data is primary, collected directly from employees through structured questionnaires. This approach ensures that the information gathered reflects real-

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time perceptions and experiences related to engagement and performance. Primary data enhances the accuracy, authenticity, and relevance of the study's conclusions.

DATA ANALYSIS

Objective- 1: To study the effectiveness of employee Engagement Practices of Apollo Hospital.

*The objective aims to evaluate how effectively Apollo Hospital's employee engagement practices differentiate between groups of employees based on their engagement levels. By applying **Discriminant Analysis**, the study will identify which specific engagement practices contribute the most to separating highly engaged employees from less engaged ones.*

Table No 1 Eigenvalues

Function	Eigenvalue	% of Variance	Cumulative %	Canonical Correlation
1	11.290 ^a	100.0	100.0	.958

Source: Primary Data

The eigenvalue of 11.290 indicates that the discriminant function has a very strong ability to differentiate employees based on the effectiveness of the engagement practices at Apollo Hospital. With 100% of the variance explained, this single canonical function captures the entire discriminatory power of the model, showing that the variables included are highly effective in separating different employee groups. The canonical correlation of 0.958 further reflects a very strong relationship between the discriminant function and the grouping of employees, suggesting that the engagement practices measured have a significant and meaningful impact on how employees are classified in terms of their engagement levels.

Table No 2 Wilks' Lambda

Test of Function(s)	Wilks' Lambda	Chi-square	df	Sig.
1	.081	102.861	10	.000

Source: Primary Data

The Wilks' Lambda value of 0.081 indicates that the discriminant function explains a very high proportion of the variance in distinguishing between employee groups based on their

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engagement levels. A lower Wilks' Lambda suggests stronger discriminatory power, meaning the engagement practices measured in the study effectively differentiate employees in terms of their engagement. The corresponding Chi-square value of 102.861 with 10 degrees of freedom and a significance level of 0.000 confirms that the discriminant function is statistically significant. This implies that the employee engagement practices at Apollo Hospital have a meaningful and measurable impact in classifying employees into distinct engagement categories, validating the effectiveness of these practices.

Table No 3Structure Matrix

	Function
	1
Employee Well-being	.570
Leadership and Management Support	.447
Organizational Culture	.417
Rewards and Recognition	.410
Work-Life Balance	.309
Communication	.306
Work Environment	.205
Training and Development	.290
Commitment	.242
Employee Involvement	.142
Interpersonal Relationships	.131
Job Satisfaction	.017

Source: Primary Data

The Structure Matrix reveals the relative contribution of each engagement factor in distinguishing the effectiveness of employee engagement practices at Apollo Hospital. Employee Well-being (.570) shows the highest loading, indicating it is the strongest discriminator of engagement effectiveness, followed by Leadership and Management Support (.447) and Organizational Culture (.417), indicating that supportive leadership and a positive culture significantly influence how employees perceive engagement practices. Rewards and Recognition (.410) and Work-Life Balance (.309) also contribute meaningfully, showing that

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fair rewards and balanced schedules enhance engagement perceptions. Conversely, factors such as Job Satisfaction (.017), Interpersonal Relationships (.131), and Employee Involvement (.142) show very low loadings, indicating limited contribution to differentiating engagement effectiveness in this context. Since several engagement variables demonstrate strong discriminatory power and the analysis indicates significant differences among the engagement practices, the null hypothesis (H_0), which states that there is no significant difference in the effectiveness of employee engagement practices, is rejected.

Objective - 2: To identify the employee engagement influence on the organizational Performance.

*The objective focuses on determining how employee engagement influences overall organizational performance at Apollo Hospital. Using **Regression Analysis**, the study will quantify the strength and direction of this relationship, helping to understand whether higher engagement significantly drives better performance outcomes.*

Table No 4 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.705 ^a	.497	.460	.43011

Source: Primary Data

The model summary shows that the multiple regression model has an R value of 0.705, indicating a strong positive relationship between employee engagement factors and organizational performance at Apollo Hospital. The R Square value of 0.497 reveals that approximately 49.7% of the variation in organizational performance is explained by the employee engagement variables included in the model, which reflects a substantial explanatory power in a behavioral study. The Adjusted R Square of 0.460 further confirms that even after adjusting for the number of predictors, the model remains robust and reliable. The Standard Error of the Estimate (0.43011) indicates a moderate level of prediction error, suggesting that the model fits the data reasonably well. Overall, the results demonstrate that employee engagement plays a significant and meaningful role in shaping organizational performance within the hospital.

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Table No 5ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.228	11	2.475	13.380	.000 ^b
	Residual	27.565	149	.185		
	Total	54.792	160			
a. Dependent Variable: OrganisationPerformance						

Source: Primary Data

The ANOVA results show that the regression model used to examine the influence of employee engagement on organizational performance is statistically significant, as indicated by the F-value of 13.380 with a significance level of $p = 0.000$. This p-value, being less than 0.05, confirms that the set of employee engagement variables collectively explains a meaningful portion of the variance in organizational performance at Apollo Hospital. The regression sum of squares (27.228) is notably higher than the residual sum of squares (27.565), indicating that the model accounts for a substantial share of the total variation in performance. Overall, the ANOVA results validate that employee engagement factors, when considered together, significantly predict organizational performance.

Table No 6Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.956	.178		10.999	.000

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Leadership and Management Support	.144	.049	.256	2.965	.004
Communication	.226	.039	.457	5.722	.000
Work Environment	.262	.054	.201	3.141	.026
Training and Development	.230	.055	.231	2.367	.019
Rewards and Recognition	.390	.057	.373	2.565	.020
Job Satisfaction	.282	.047	.264	2.756	.031
Work-Life Balance	.314	.046	.327	3.306	.023
Interpersonal Relationships	.284	.042	.353	4.373	.000
Organizational Culture	.346	.053	.378	3.864	.033
Employee Well-being	.286	.037	.181	2.290	.023
Commitment	.270	.048	.466	5.567	.000

a. Dependent Variable: OrganisationPerformance

Source: Primary Data

The regression results indicate that employee engagement significantly influences organizational performance at Apollo Hospital, as all engagement-related factors show positive standardized beta values and statistically significant p-values (Sig. < 0.05). Among the predictors, Communication ($\beta = 0.457$, $p = 0.000$), Commitment ($\beta = 0.466$, $p = 0.000$), and Interpersonal Relationships ($\beta = 0.353$, $p = 0.000$) emerge as the strongest contributors, indicating that transparent communication, strong employee commitment, and healthy workplace relationships are highly impactful in enhancing performance. Other factors such as Organizational Culture ($\beta = 0.378$), Rewards and Recognition ($\beta = 0.373$), Work-Life Balance ($\beta = 0.327$), Leadership and Management Support ($\beta = 0.256$), and Job Satisfaction ($\beta = 0.264$) also show meaningful positive effects, reinforcing that multiple dimensions of engagement collectively drive performance outcomes. Even factors with comparatively smaller coefficients, such as Employee Well-being ($\beta = 0.181$) and Work Environment ($\beta = 0.201$), remain statistically significant, highlighting their relevance. Since all predictors significantly contribute to organizational performance, the study provides strong evidence that higher employee engagement leads to improved institutional outcomes. Therefore, the

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null hypothesis (H_0), stating that there is no significant impact of employee engagement on organizational performance, is rejected.

LIMITATIONS OF THE STUDY

1. Since the data is collected at one point in time, the study cannot capture changes in employee engagement or organizational performance over time, limiting the ability to assess long-term effects.
2. The research uses a quantitative approach and does not include qualitative methods such as interviews or focus groups, which could have provided deeper insights into employee experiences and engagement drivers.
3. As the study is conducted within the health sector, where work conditions, stress levels, and organizational structures differ significantly from other industries, the findings may not be applicable outside the healthcare context.

FINDINGS OF THE STUDY

1. The study identifies that Employee Well-being shows the highest loading (.570), making it the strongest discriminator of engagement effectiveness at Apollo Hospital, followed by Leadership and Management Support (.447) and Organizational Culture (.417).
2. The study indicates that Rewards and Recognition (.410) and Work-Life Balance (.309) contribute moderately, whereas Job Satisfaction (.017), Interpersonal Relationships (.131), and Employee Involvement (.142) contribute very little to distinguishing engagement effectiveness.
3. The study found that Commitment ($\beta = 0.466$), Communication ($\beta = 0.457$), and Interpersonal Relationships ($\beta = 0.353$) are the strongest predictors of organizational performance, highlighting their major role in driving outcomes.
4. The study results show that Organizational Culture ($\beta = 0.378$), Rewards and Recognition ($\beta = 0.373$), Work-Life Balance ($\beta = 0.327$), Leadership and Management Support ($\beta = 0.256$), and Job Satisfaction ($\beta = 0.264$) also significantly influence performance, while Employee Well-being ($\beta = 0.181$) and Work Environment ($\beta = 0.201$) show smaller but meaningful impacts.

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CONCLUSION

The study concludes that employee engagement plays a crucial role in shaping organizational performance at Apollo Hospital, Hyderabad. The analysis clearly shows that certain engagement factors particularly employee well-being, supportive leadership, a positive organizational culture, and meaningful communication significantly influence how employees perceive engagement initiatives and how effectively they contribute to performance outcomes. Core behavioral elements such as employee commitment, healthy interpersonal relationships, and fair recognition practices further enhance overall organizational effectiveness. While some factors exhibit stronger effects than others, the findings collectively emphasize that engagement is a multidimensional construct that directly impacts productivity, service quality, and institutional efficiency in the healthcare environment. Therefore, strengthening engagement practices is essential for Apollo Hospital to sustain high performance, improve workforce satisfaction, and deliver better healthcare outcomes.

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