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RESEARCH ARTICLE

Impact of Staff Engagement on the Safety and Quality Standards of Health Services Organizations in Erbil: An Analytical Study

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Abstract

The health-care sector leadership views staff engagement as a critical issue affecting the safety and quality standards provided by health service organisations. Various studies emphasize a strong association between staff engagement and the performance of the healthcare sector in the working environment. The aim of the research was to evaluate the relationship between staff engagement and the performance of the healthcare sector. By using the quantitative method, a total of 106 questionnaires were collected from the staff who work for private hospitals. The findings revealed that there is significant association between staff engagement and the performance of the healthcare sector.

Keywords: Health sector, Private hospitals, Health care technology advancement, Safety and quality standard of health services, Staff engagement

1. Introduction

The healthcare sector of the twenty-first century is not a pleasant place to work. Indeed, the provision of efficient healthcare is increasingly marked by fundamental and tumultuous change, which has resulted in the rise of practices that have hampered the administration of quality treatment. The pervasiveness of change in healthcare has resulted in increased expenditures connected with care delivery (Kilpatrick & Holsclaw, 1996). There is no sector of the contemporary corporate world that has been more challenged with deep, unrelenting change than the healthcare industry. This is primarily due to the proliferation of transformative activities that have taken place in many firms in the twenty-first century.

Previous attempts at healthcare reform and managed care initiatives have proven ineffective, compounded by the rapid pace of technological advancements, resulting in substantial upheaval within the healthcare landscape. Over the past two

decades, this sector has grappled with issues related to competitiveness, mounting conflicts, and a surging demand from customers (Bigelow & Arndt, 2000; Herzlinger, 2004). The turbulence and stress within the 21st-century healthcare sector have given rise to a crisis culture characterized by financial instability and operational shortcomings that imperil the very survival of many contemporary hospitals. The need for a well-qualified workforce is particularly pronounced during this challenging period in the history of healthcare (Alutis et al., 2014).

1.1. Problem statement

Picking up the responsibility of staff engagement is seemingly more critical today than previously. Leaders that do not assess staff engagement are missing out on knowledge about quality improvement, which may lead to worse organizational performance (Kleefstra et al., 2015). The survival of the healthcare sector depends more on equipped and high performing employees among different

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variables, this must be accomplished through effective staff engagement. Hospitals with the lowest satisfaction scores incur a 21 % increase in healthcare expenses (Prakash, 2010).

Healthcare leadership and other financial managers focus on monetary parts to achieve corporate performance, such as profit and return on investments, as well as determining budgetary benefits from undertaking responsibilities. Similarly, the idea of staff engagement identified with the last's work has been the focal point of consideration because of a potential enhancement that this term offers to the healthcare sector (Joo & Bennett, 2018). Engagement is viewed as a critical issue that interfaces the healthcare sector and its workforce. Authoritative conduct that is to make long haul esteem ought not to depend on the health-rare leadership that is controlling the staff nor through controls or motivating forces.

1.2. Purpose statement

The goal of this quantitative research was to investigate tactics used by healthcare leaders in private healthcare settings to increase performance. This study's findings may suggest solutions for the public healthcare sector to use to increase staff engagement and the sector's performance. It implies making the arrangement of qualities that empowers every one of the members in the healthcare sector to participate in the inventive procedure of working together, recognizes their noteworthiness and call attention to the estimation of their endeavours. Healthcare leadership responsibility is specifically related to staff engagement which impacts the focused position and benefit of the healthcare sector. The significance of this research can be recognized by the fact that numerous analysts have managed this subject over the most recent multi decade; however, there is still much to be improved in the situation understanding the healthcare sector and staff engagement as it has a solid impact on the performance of the healthcare sector.

1.3. Conceptual framework

The conceptual framework encapsulates the fundamental elements that underpin the relationship between work engagement and the sustainable performance of individuals. At its core, work engagement refers to the positive, fulfilling and immersive state of mind that employees experience when they are deeply involved and committed to their work. The framework likely includes key components such as employee motivation, job

satisfaction and organisational commitment, all contributing to the overall concept of work engagement. These factors, in turn, are hypothesized to influence and drive sustainable performance. Sustainable performance encompasses the ability of individuals or organisations to consistently achieve positive outcomes over long term, balancing economic, social and environmental considerations (Fig. 1).

1.4. Research hypothesis

H1: There is a significant and positive relationship between work engagement and sustainable performance of the healthcare sector at private hospitals in Erbil.

2. Literature review

The health sector has witnessed significant transformations in recent years, driven by technological advancements, evolving safety and quality standards, and the crucial role of staff engagement in delivering high-quality healthcare services. This literature review explores the interplay of these factors in the context of private hospitals, offering insights into how these institutions have adapted to the changing healthcare landscape.

2.1. Staff engagement

Engagement is a state of awareness regarding employees' dedication to the healthcare sector, and it is a continuous process that manifests itself via staffs' engagement in managerial decisions, concentrating on individuals, and the performance of the sector. Most likely the whole perplexity about correct meaning and criteria of healthcare leadership's responsibility is because of the way that researchers and practitioners have never made a criterion between healthcare sector explicit objective and normal hierarchical objective. The reaction the healthcare leadership requires is for the staff to engage their physical and mental energies to serve the sector. Be that as it may, healthcare leadership esteems and organized activities contained inside their hypothesis of activity may impact staff inspiration and pledge to the healthcare sector. How this may happen, and the degree of its impact, appears



Fig. 1. Conceptual framework. Source: Prepared by authors (2023).

to be deserving of research exertion (Lages et al., 2018).

Healthcare leadership pioneers have over the previous years, focused on the advancement of methodologies and strategies to exceed their rivals, measures to expand their money related returns and practicality of their sector, without investigating the staffs' role in the accomplishment of the healthcare sector in totality. From the above understanding unmistakably, engagement is unique concerning inspiration or general frames of mind it can lead people to act as it were, from the forthcoming of the nonpartisan onlooker, may appear rather than their circumstance. Staff engagement is a vital authoritative and work approach that has intrigued numerous researchers with regards to fields of leadership conduct in psychodynamics, and especially socio-psychodynamics over the previous years. The idea of staff engagement has been a concentration for research and practice throughout the previous two decades specifically and viewed as a basic issue for efficient performance. Various researchers and healthcare leadership focused on the significance of staff engagement and its impacts on healthcare sector performance as much as consumer loyalty (Khan, et al., 2018).

By understanding when and how responsibilities are created and how they shape the frame of mind and conduct, the healthcare sector will be in a superior position to envision the effect that change will have and to oversee it all the more viably. Staff engagement has been an essential factor in deciding the performance of the healthcare sector. Staff engagement in the healthcare sector has procured expanding requests as it helps the sector to hold more staff and along these lines there will be an increase in accomplishment, efficiency, and adequacy. Staff engagement has been the focal point of developing interests and concentrations for quite a few years. Amid this time diverse methodologies and hypotheses have been produced concerning this idea.

Staff engagement is an essential issue for the proprietors of the healthcare sector and its leadership. Staff who are committed to their work turn into an extraordinary incentive to the sector as they may require next to zero supervision to achieve the errands relegated to them. Well-engaged staff are progressively turning into an esteemed resource in the healthcare sector. With the end goal of this research, staff engagement is seen as a responsibility to the sector. Fulfilment of human asset discovers intricately connects to profoundly energetic staff. Propelled staff at that point create devotion or responsibility to the firm coming about to

more prominent efficiency and lower turnover rates (Beltrán-Martín & Bou-Llusar, 2018). The staff will be as viewed as if they will stay in the sector for a long timeframe and want to live in a similar firm. Well-engaged staff who are intensely motivated to give their time and energy to the pursuit of the healthcare sector's objectives are increasingly acknowledged as the most valuable resource available to the sector.

The task of the healthcare sector can be characterized as the connection of staff to the sector and inclusion in it. Staff are among the most critical determinants and driving components that decide the achievement of the healthcare sector in an aggressive situation. In a profoundly dedicated work environment, staff comprehend and concur with the sector's key objectives, are clear about how their work fits into making those objectives the truth, are roused to go past thin employment definitions to meet those objectives and are sure that their endeavours will be perceived and remunerated by their friends, administrators and the sector in general. Aftereffects of some past research have demonstrated that engagement is decidedly identified with factors, for example, responsibility, efficiency, gainfulness and quality.

The working environment is rapidly changing, and there is a growing need for the most senior-level positions in the leadership of the healthcare sector. To stay focused even with these weights, staff engagement is significant. For the healthcare sector, it is either power for change or an unmistakable hindrance to it. For staff, it is either the fixative that bonds individuals to the sector or what pushes them away. Staff are the prime asset and comprise the centre quality of the sector. The healthcare sector frequently offers more significance to innovation and frameworks than the staff. Responsibility is consented to be an imperative factor in the sector since it was found to upgrade authoritative citizenship conduct, worker execution, and greater inclusion in work. Healthcare leadership responsibility frequently has been seen as an important and basic component in estimating staff engagement to the sector, which additionally will in general differ dependent on hierarchical/work settings (Chang & Chin, 2018).

2.2. Performance

Performance management is a technique for ensuring that staff focus on their job in ways that contribute to the achievement of the healthcare sector's main aim, which is critical. Eventually, as said at the outset of this first part, healthcare

leadership may be considered as ‘the genuine strategy makers,’ and ensuring that the staff truly completes corporate strategies is thus a fundamental errand for the sector. Enhancement of the performance in the healthcare sector goes beyond the commonly accepted norms of excellent management and compelling authority by enlisting the staffs' enthusiastic duty. It is possible, based on the aforesaid pattern, that human capital enhancement is inextricably linked to standardization and feeling obligations (Maheshwari & Vohra, 2015). The goal of the healthcare sector worldwide is to achieve exceptional results by accomplishing its goals and objectives.

The globalization of big corporate exercises makes the role of leadership increasingly more critical to the undertaking. Because of the globalisation of large commercial operations, staff engagement is becoming increasingly important to the healthcare sector. When skilled and committed staff are locked in, the healthcare sector achieves its intended goals. Rightly engaged staff make a significant impact on the sector since they perform and act on behalf of its goals (Subrahmanyam & Farqw, 2019). Furthermore, experienced staff that are committed to their organization are pleased to be a part of it, have faith in and appreciate the organization, are a major motivator for it, and intend to accomplish what is beneficial to the organization. The healthcare sector accomplishes its goals through delegates who conduct certain tasks. As a result, staff engagement is critical for improving the performance of the healthcare sector since it improves the dimension of individual staff performance (Subrahmanyam & Henari, 2023).

To ensure that the firm's objectives are met, the sector creates an environment of responsibility and engagement for its staff through techniques that enhance representative fulfilment. This fiscal crisis that has afflicted impoverished, developing, and developed nations has increased the need for productivity, and therefore the need for evaluation tools to aid scan the execution of government foundations or initiatives that are tranquilly lacking. When staff deliver as a team, they act like business visionaries, with each individual attempting his or her best to prove themselves as the greatest among all others.

The healthcare sector value accountability among their staff since it is intended to reduce pullout behaviour such as tardiness, absenteeism, and turnover (Nayak & Sahoo, 2015). Most firms have realized that the performance of their staff plays an important role in determining its success. An individual who is satisfied with their job appears to have inspiring mentalities, whilst those who are

dissatisfied appear to have negative attitudes about their job. Research about corporate psychology revealed that devotion is widely recognized as a full of feelings characteristic that appears to be a significant indication of staff frames of mind and conduct, including task execution, authoritative citizenship conduct, non-attendance, and turnover (Subrahmanyam, 2021).

The length of experience is linked to the expenses associated with the decision to quit the organization. In the end, staff remain with the sector because their options are either non-existent or uncertain. Concerning the normalizing job, it is the ethical commitment that an individual must make to remain in the organization. As a result, as an obligation and commitment, the staff remain firm and blessed to the sector. The ambience of a firm refers to the aspects of the situation that are purposefully observed by responsible people (Ramdhani, et al., 2017).

2.3. Private hospitals in the modern healthcare landscape

Private hospitals play a vital role in the healthcare sector, offering an alternative to public healthcare services. The privatization of healthcare services has led to increased competition, efficiency, and patient-centric approaches. Studies have highlighted the advantages of private hospitals in terms of reduced waiting times, improved patient satisfaction, and better resource allocation (Cutler et al., 2019; Rice et al., 2018). However, this sector also faces unique challenges related to cost control and quality assurance.

2.4. Healthcare technology advancements

The rapid advancement of healthcare technology has revolutionized the way private hospitals deliver care. Electronic Health Records (EHRs), telemedicine, wearable devices, and artificial intelligence have enhanced diagnosis, treatment, and patient monitoring (Topol, 2019). These technological innovations have the potential to improve efficiency, reduce errors, and enhance patient outcomes. However, their adoption in private hospitals is not without challenges, including cost, data security, and staff training (Raghupathi & Raghupathi, 2014).

2.5. Safety and quality standards in private hospitals

Ensuring patient safety and maintaining high-quality healthcare services are paramount in private

hospitals. Regulatory bodies and accreditation organizations, such as the Joint Commission, have established stringent standards to monitor and assess the quality of care provided in these institutions (Lutfiyya et al., 2019). Studies have shown a positive correlation between adherence to quality standards and patient outcomes, highlighting the importance of continuous quality improvement initiatives in private hospitals (Zaibakhsh et al., 2019).

2.6. Staff engagement and its impact

Engaged healthcare staff are crucial for the delivery of safe and high-quality care in private hospitals. Employee engagement encompasses factors such as job satisfaction, motivation, and commitment. Research suggests that engaged healthcare professionals are more likely to provide compassionate care, reduce medical errors, and contribute to better patient experiences (Morse et al., 2016). Strategies to enhance staff engagement include training and development opportunities, recognition programs, and a supportive work environment.

2.7. Theoretical framework

Employee engagement has gained significant attention as a critical factor in the success and performance of healthcare organizations. To develop a comprehensive understanding of employee engagement in healthcare settings, this theoretical framework will draw upon William Kahn's Theory of Employee Engagement. Kahn's theory emphasizes the psychological and emotional aspects of engagement, which are highly relevant in the context of healthcare, where the well-being of both employees and patients is paramount.

2.8. William Kahn's theory of employee engagement

William Kahn's Theory of Employee Engagement is rooted in the concept of "personal engagement." According to Kahn, personal engagement is a state in which employees are fully immersed in their work roles, experiencing physical, emotional, and cognitive connections to their tasks and the organization as a whole (Kahn, 1990). Kahn's theory comprises three core dimensions:

- a. **Physical Engagement:** This dimension refers to the extent to which employees invest their physical energy and efforts into their roles. In healthcare, physical engagement can manifest as

a nurse's active involvement in patient care tasks or a physician's dedication to providing quality medical treatment.

- b. **Emotional Engagement:** Emotional engagement involves employees' feelings of enthusiasm, passion, and attachment to their work. In healthcare, emotional engagement is crucial as it influences how healthcare professionals connect with patients, showing empathy and compassion.
- c. **Cognitive Engagement:** Cognitive engagement pertains to employees' level of focus, concentration, and intellectual involvement in their tasks. In healthcare, cognitive engagement can be seen in the active problem-solving and decision-making processes of clinicians and administrators.

2.9. Application of Kahn's theory in healthcare

In healthcare organizations, applying Kahn's Theory of Employee Engagement involves:

- a. **Recognizing the Interconnectedness:** Understanding that the physical, emotional, and cognitive dimensions of engagement are interconnected and that changes in one dimension can impact the others. For example, addressing emotional engagement issues can lead to improved physical engagement and vice versa.
- b. **Promoting a Positive Work Environment:** Fostering a work environment that promotes psychological safety, trust, and support, which are crucial for emotional engagement among healthcare professionals.
- c. **Encouraging Meaningful Work:** Aligning the values and mission of the healthcare organization with the individual values and motivations of employees to enhance cognitive engagement. This can be achieved by involving employees in decision-making and emphasizing the importance of their roles in patient care.
- d. **Providing Development Opportunities:** Offering opportunities for skill development, growth, and career advancement to enhance all dimensions of engagement. This includes continuous education for healthcare professionals to stay up-to-date with the latest medical practices and technologies.

William Kahn's Theory of Employee Engagement provides a valuable theoretical framework for understanding and enhancing engagement in healthcare organizations. By recognizing the interconnectedness of physical, emotional, and cognitive engagement dimensions and promoting a positive work environment, meaningful work, and development opportunities, healthcare organizations can foster higher levels of

engagement among their employees. Ultimately, this can lead to improved patient care, increased job satisfaction among healthcare professionals, and better organizational performance in the healthcare sector.

3. Methodology

The research aim was to evaluate the relationship between staff engagement and the performance of the healthcare sector (Private Hospitals in Erbil). The research was conducted through the quantitative method, during this process researcher applied the following: demographic analysis, mean, mode, median, standard deviation, reliability analysis, correlation, analysis, ANOVA, regression analysis and descriptive analysis. A total of 106 questionnaires were collected from employees who are working for private hospitals in Erbil.

4. Analysis

4.1. Demographic analysis

The provided data represents a demographic breakdown based on certain parameters, including gender, age, marital status, and education. Here is a description of each parameter along with the corresponding frequency and percentage values:

1. Gender:

- Male: There are 72 individuals in this category, accounting for 67.9 % of the total.
- Female: There are 34 individuals in this category, accounting for 32.1 % of the total.

2. Age:

- 20–25: There are 12 individuals in this age range, accounting for 11.3 % of the total.
- 26–30: There are 15 individuals in this age range, accounting for 14.2 % of the total.
- 31–35: There are 34 individuals in this age range, accounting for 32.1 % of the total.
- 36–40: There are 21 individuals in this age range, accounting for 19.8 % of the total.
- 41–45: There are 10 individuals in this age range, accounting for 9.4 % of the total.
- 46–50: There are 7 individuals in this age range, accounting for 6.6 % of the total.
- 51–55: There are 7 individuals in this age range, accounting for 6.6 % of the total.

3. Marital Status:

- Married: There are 25 individuals in this category, accounting for 23.6 % of the total.
- Separated: There are 7 individuals in this category, accounting for 6.6 % of the total.
- Widowed: There are 5 individuals in this category, accounting for 4.7 % of the total.

- Single: There are 66 individuals in this category, accounting for 62.3 % of the total.
- Divorced: There are 3 individuals in this category, accounting for 2.8 % of the total.

4. Education:

- High School: There are 6 individuals in this category, accounting for 5.7 % of the total.
- College: There are 11 individuals in this category, accounting for 10.4 % of the total.
- University: There are 64 individuals in this category, accounting for 60.4 % of the total.
- Graduate School: There are 20 individuals in this category, accounting for 18.9 % of the total.
- Other: There are 5 individuals in this category, accounting for 4.7 % of the total.

These numbers provide a breakdown of the population based on the specified parameters, allowing for an understanding of the distribution among different categories (Table 1).

4.2. Reliability analysis

The information provided includes two variables, “Staff Engagement” and “Performance of Healthcare Sector,” along with their corresponding Cronbach's alpha values and the number of items used to measure each variable. Here's an explanation of each component:

1. Staff Engagement:

- Cronbach's Alpha: The Cronbach's alpha value of .974 indicates the internal consistency or reliability of the items used to measure staff

Table 1. Demographic analysis.

Parameters		Frequency	Percentage
Gender	Male	72	67.9
	Female	34	32.1
Age	20–25	12	11.3
	26–30	15	14.2
	31–35	34	32.1
	36–40	21	19.8
	41–45	10	9.4
	46–50	7	6.6
Marital Status	51–55	7	6.6
	Married	25	23.6
	Separated	7	6.6
	Widowed	5	4.7
Education	Single	66	62.3
	Divorced	3	2.8
	High School	6	5.7
	College	11	10.4
	University	64	60.4
	Graduate School	20	18.9
	Other	5	4.7

Source: Prepared by authors (2023).

engagement. It measures how closely related the items are to each other and provides an estimate of the scale's overall reliability. A Cronbach's alpha value closer to 1 suggests high internal consistency among the items.

- N of Items: The variable “Staff Engagement” was measured using 10 items. These items collectively assess different aspects of staff engagement within the healthcare sector.
2. Performance of Healthcare Sector:
- Cronbach's Alpha: The Cronbach's alpha value of .972 indicates the internal consistency or reliability of the items used to measure the performance of the healthcare sector. Similar to the previous variable, it assesses the extent to which the items are interrelated and provides an estimate of the scale's overall reliability.
 - N of Items: The variable “Performance of Healthcare Sector” was measured using 10 items. These items collectively evaluate various indicators or dimensions of the healthcare sector's performance.

Both variables, staff engagement and performance of the healthcare sector, have high Cronbach's alpha values (.974 and .972, respectively), suggesting good internal consistency among the items used to measure them. The use of 10 items for each variable indicates a comprehensive assessment of the constructs and enhances the reliability of the measurements (Table 2).

4.3. Correlation analysis

As we can see in the above analysis, there is a positive correlation found to be between staff engagement and the performance of the healthcare Sector (Private Hospitals in Erbil) (Table 3).

4.4. Model summary

See Table 4.

The provided model summary includes information about the regression model that was used to analyze the relationship between the dependent variable (not specified) and the predictor variable (Staff Engagement). Here is a breakdown of the model summary statistics:

Table 2. Reliability analysis.

Variables	Cronbach's Alpha	N of Items
Staff Engagement	.974	10
Performance of Healthcare Sector	.972	10

Source: Prepared by authors (2023).

Table 3. Correlation analysis.

Correlations		Staff Engagement	Performance of Healthcare Sector
Staff Engagement	Pearson Correlation	1	.973 ^a
	Sig. (2-tailed)		.000
	N	106	106
Performance of Healthcare Sector	Pearson Correlation	.973 ^a	1
	Sig. (2-tailed)	.000	
	N	106	106

Source: Prepared by authors (2023).

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

Table 4. Model summary.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.973 ^a	.946	.946	.14144

Source: Prepared by authors (2023).

^a Predictors: (Constant), Staff Engagement.

Model: The model summary indicates that a single model was used in the analysis.

R: The coefficient of determination (R) is .973. This value represents the correlation between the observed values and the predicted values obtained from the regression model. In this case, the correlation suggests a strong relationship between the dependent variable and the predictor variable.

R Square: The R-squared value is .946. This value represents the proportion of variance in the dependent variable that can be explained by the predictor variable. In this model, approximately 94.6 % of the variability in the dependent variable can be accounted for by the Staff Engagement variable.

Adjusted R Square: The adjusted R-squared value is also .946. This value takes into account the number of predictors and the sample size to provide a more accurate measure of the model's goodness of fit. It adjusts the R-squared value to prevent overfitting. In this case, the adjusted R-squared value remains the same as the regular R-squared value.

Std. Error of the Estimate: The standard error of the estimate is .14144. This value represents the average distance between the observed values and the predicted values. It is a measure of the accuracy of the regression model's predictions.

Predictors: The model includes a constant term (intercept) and the predictor variable “Staff Engagement.” The constant term accounts for the intercept of the regression line, while the Staff Engagement variable is the predictor that is being used to predict the dependent variable.

Overall, this model summary suggests that the Staff Engagement variable has a strong and significant relationship with the dependent variable, as indicated by the high R-squared value and the low standard error of the estimate (Table 5).

The provided ANOVA table presents the results of an analysis of variance for a regression model. The analysis aims to assess the significance of the regression model in predicting the dependent variable (Performance of Healthcare Sector) based on the predictor variable (Staff Engagement). Here is a breakdown of the ANOVA table:

Model: The ANOVA table indicates that a single model was used in the analysis.

Sum of Squares: The sum of squares is a measure of the variability in the dependent variable. In this case, the regression model accounts for a sum of squares of 36.760, indicating that the model explains a substantial amount of the variability in the Performance of Healthcare Sector.

Degrees of Freedom (df): The degrees of freedom represent the number of independent pieces of information used in the analysis. The regression model has 1 degree of freedom, which corresponds to the number of predictors (Staff Engagement).

Mean Square: The mean square is obtained by dividing the sum of squares by the degrees of freedom. In this analysis, the mean square for the regression model is 36.760.

F: The F-statistic is calculated by dividing the mean square of the regression model by the mean square of the residuals (error term). The F-value obtained is 1837.456, suggesting a significant relationship between the predictor variable (Staff Engagement) and the dependent variable (Performance of Healthcare Sector).

Sig.: The significance level (p-value) associated with the F-statistic is provided as .000b. This extremely low p-value suggests strong evidence to reject the null hypothesis, indicating that the regression model significantly predicts the Performance of Healthcare Sector.

Dependent Variable: The dependent variable in this analysis is the Performance of Healthcare Sector.

Table 5. ANOVA.

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	36.760	1	36.760	1837.456	.000 ^a
	Residual	2.081	104	.020		
	Total	38.840	105			

Source: Prepared by authors (2023).

^a Predictors: (Constant), Staff Engagement.

Predictors: The model includes a constant term (intercept) and the predictor variable “Staff Engagement.” The constant term accounts for the intercept of the regression line, while the Staff Engagement variable is the predictor being used to predict the dependent variable.

Overall, the ANOVA table indicates that the regression model, with the predictor variable Staff Engagement, has a significant impact on predicting the Performance of Healthcare Sector, as evidenced by the low p-value (0.000b) and high F-value (1837.456) (Table 6).

The provided coefficient table presents the unstandardized and standardized coefficients for a regression model. The analysis aims to examine the relationship between the predictor variable (commitment) and the dependent variable (Performance of Healthcare Sector). Here is a breakdown of the coefficient table:

Model: The coefficient table refers to a single regression model.

Constant: The constant term represents the intercept of the regression line. In this case, the constant has an unstandardized coefficient (B) of .184. This means that when the predictor variable (commitment) is zero, the expected value of the dependent variable (Performance of Healthcare Sector) is .184.

Commitment: The predictor variable in this analysis is commitment. It has an unstandardized coefficient (B) of .958, indicating that for every one unit increase in commitment, the expected change in the dependent variable (Performance of Healthcare Sector) is .958, holding all other variables constant.

Std. Error: The standard error represents the standard deviation of the estimated coefficient. For the constant term, the standard error is .086, while for the commitment variable, it is .022.

Standardized Coefficients: The standardized coefficients represent the beta values, which indicate the standardized effect size of each predictor variable. The standardized coefficient for commitment is .973, suggesting that commitment has a strong and positive effect on the dependent variable

Table 6. Coefficients.

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
1 (Constant)	.184	.086		2.125	.036
commitment	.958	.022	.973	42.866	.000

Source: Prepared by authors (2023).

(Performance of Healthcare Sector) after accounting for the scaling and variability of both variables.

t: The t-value is obtained by dividing the unstandardized coefficient by its standard error. It measures the statistical significance of each coefficient. In this analysis, the t-value for commitment is

42.866, indicating a highly significant relationship between commitment and the dependent variable.

Sig.: The significance level (p-value) associated with each coefficient is provided. For the constant term, the p-value is .036, indicating a statistically significant intercept. For the commitment variable,

Table 7. Staff engagement items description.

Parameters		Frequency	Percentage	Median	Mode	Mean	St. deviation
Q1. Staff Engagement	Strongly disagree	5	4.7	4.00	4	3.83	1.019
	Disagree	6	5.7				
	Neutral	17	16.0				
	Agree	52	49.1				
Q2. Staff Engagement	Strongly agree	26	24.5	4.00	4	3.71	1.060
	Strongly disagree	5	4.7				
	Disagree	8	7.5				
	Neutral	25	23.6				
Q3. Staff Engagement	Agree	43	40.6	4.00	4	3.94	1.085
	Strongly agree	25	23.6				
	Strongly disagree	5	4.7				
	Disagree	7	6.6				
Q4. Staff Engagement	Neutral	14	13.2	4.00	4	3.69	1.099
	Agree	43	40.6				
	Strongly agree	37	34.9				
	Strongly disagree	7	6.6				
Q5. Staff Engagement	Disagree	8	7.5	4.00	4	3.62	1.082
	Neutral	19	17.9				
	Agree	49	46.2				
	Strongly agree	23	21.7				
Q6. Staff Engagement	Strongly disagree	6	5.7	4.00	4	4.00	1.033
	Disagree	9	8.5				
	Neutral	26	24.5				
	Agree	43	40.6				
Q7. Staff Engagement	Strongly agree	22	20.8	4.00	4	4.03	1.046
	Strongly disagree	4	3.8				
	Disagree	6	5.7				
	Neutral	14	13.2				
Q8. Staff Engagement	Agree	44	41.5	4.00	4	3.80	1.055
	Strongly agree	38	35.8				
	Strongly disagree	6	5.7				
	Disagree	6	5.7				
Q9. Staff Engagement	Neutral	17	16.0	4.00	4	3.66	1.077
	Agree	51	48.1				
	Strongly agree	26	24.5				
	Strongly disagree	6	5.7				
Q10. Staff Engagement	Disagree	8	7.5	4.00	4	3.92	1.088
	Neutral	25	23.6				
	Agree	44	41.5				
	Strongly agree	23	21.7				
	Strongly disagree	5	4.7	4.00	4	3.92	1.088
	Disagree	7	6.6				
	Neutral	16	15.1				
	Agree	42	39.6				
	Strongly agree	36	34.0				

Source: Prepared by authors (2023).

the p-value is .000, suggesting a highly significant relationship with the dependent variable.

Dependent Variable: The dependent variable in this analysis is the Performance of Healthcare Sector.

Overall, the coefficient table demonstrates that commitment has a strong positive impact on the Performance of Healthcare Sector, as indicated by the large, standardized coefficient (.973) and highly

significant p-value (0.000). The constant term also shows a statistically significant intercept, suggesting that even when commitment is zero, there is still a positive impact on the dependent variable.

The result showed that there is a significant association between Staff Engagement and the Performance of the Healthcare Sector (private hospitals in Erbil).

Table 8. Organizational performance items description.

Parameters		Frequency	Percentage	Median	Mode	Mean	St. deviation
Q1. Performance of Healthcare Sector	Strongly disagree	5	4.7	4.00	4	3.94	1.085
	Disagree	7	6.6				
	Neutral	14	13.2				
	Agree	43	40.6				
	Strongly agree	37	34.9				
Q2. Performance of Healthcare Sector	Strongly disagree	7	6.6	4.00	4	3.69	1.099
	Disagree	8	7.5				
	Neutral	19	17.9				
	Agree	49	46.2				
	Strongly agree	23	21.7				
Q3. Performance of Healthcare Sector	Strongly disagree	6	5.7	4.00	4	3.62	1.082
	Disagree	9	8.5				
	Neutral	26	24.5				
	Agree	43	40.6				
	Strongly agree	22	20.8				
Q4. Performance of Healthcare Sector	Strongly disagree	4	3.8	4.00	4	4.00	1.033
	Disagree	6	5.7				
	Neutral	14	13.2				
	Agree	44	41.5				
	Strongly agree	38	35.8				
Q5. Performance of Healthcare Sector	Strongly disagree	5	4.7	4.00	4	4.03	1.046
	Disagree	4	3.8				
	Neutral	14	13.2				
	Agree	43	40.6				
	Strongly agree	40	37.7				
Q6. Performance of Healthcare Sector	Strongly disagree	6	5.7	4.00	4	3.80	1.055
	Disagree	6	5.7				
	Neutral	17	16.0				
	Agree	51	48.1				
	Strongly agree	26	24.5				
Q7. Performance of Healthcare Sector	Strongly disagree	6	5.7	4.00	4	3.66	1.077
	Disagree	8	7.5				
	Neutral	25	23.6				
	Agree	44	41.5				
	Strongly agree	23	21.7				
Q8. Performance of Healthcare Sector	Strongly disagree	5	4.7	4.00	4	3.92	1.088
	Disagree	7	6.6				
	Neutral	16	15.1				
	Agree	42	39.6				
	Strongly agree	36	34.0				
Q9. Performance of Healthcare Sector	Strongly disagree	5	4.7	4.00	4	4.01	1.046
	Disagree	4	3.8				
	Neutral	15	14.2				
	Agree	43	40.6				
	Strongly agree	39	36.8				
Q10. Performance of Healthcare Sector	Strongly disagree	6	5.7	4.00	4	3.76	1.065
	Disagree	7	6.6				
	Neutral	18	17.0				
	Agree	50	47.2				
	Strongly agree	25	23.6				

Source: Prepared by authors (2023).

4.5. Descriptive analysis

See [Tables 7](#) and [8](#)

5. Conclusion

The research highlights the crucial role that staff play as the most important asset in any healthcare sector. It suggests that the commitment and obligation of healthcare sector professionals, combined with observations of the relationship between staff engagement and the performance of the healthcare sector, lead to the conclusion that there is a significant connection between staff engagement and the performance of private hospitals in Erbil.

This inference aligns with research findings that have explored the impact of staff engagement on healthcare sector performance. Staff engagement refers to the level of involvement, enthusiasm, and commitment demonstrated by employees in their work and organizational goals. When healthcare professionals are engaged, they are more likely to be dedicated, motivated, and satisfied in their roles. This, in turn, can positively influence their performance and contribute to better outcomes in the healthcare sector.

The research mentioned suggests that there is a strong relationship between staff engagement and the performance of private hospitals in Erbil. It implies that when staff members are actively engaged, it can lead to improved performance in various areas such as patient care, quality of services, efficiency, and overall organizational effectiveness.

By emphasizing the significance of staff engagement in the healthcare sector, the statement implies that efforts should be made to foster and enhance staff engagement levels within private hospitals in Erbil. Strategies that promote employee satisfaction, motivation, and involvement can be implemented to cultivate a positive work environment and enhance the performance of the healthcare sector as a whole.

Overall, the statement highlights the importance of recognizing and nurturing staff engagement as a key factor in achieving optimal performance in the healthcare sector, specifically in private hospitals in Erbil.

The staff are regarded as the most important asset in every healthcare sector. As a result of the foregoing explanations of healthcare sector commitment and obligation, as well as inferences from observations of the relationship between staff engagement and performance of the healthcare sector. According to the research, there is a ample relationship between staff engagement and the performance of the healthcare sector (private hospitals in Erbil).

Conflict of Interest

The authors assert that there is no conflict of interest associated with this publication.

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