

BUILDING ENGAGEMENT AND JOB INVOLVEMENT THROUGH CAPACITY DEVELOPMENT: A STUDY ON MINOR STAFF IN A SRI LANKAN PUBLIC HOSPITAL

Paper ID – 55

RKND Darshani

Department of Human Resource Management, Faculty of Commerce and Management Studies, University of Kelaniya, Sri Lanka.

niroshidarshani@kln.ac.lk

Minor hospital staff, including attendants, support workers, and sanitary personnel, are vital to the smooth functioning of healthcare services, yet they are often overlooked in workforce development and human resource planning. In Sri Lankan government hospitals, these employees face heavy workloads and limited recognition, resulting in low job involvement and weak engagement with their institutional roles. This study investigates the extent to which capacity development programs can enhance job involvement among minor staff by strengthening workplace engagement and addressing their psychological needs. Guided by Self-Determination Theory, the research examines how opportunities for autonomy, competence, and connectedness influence levels of commitment and involvement at work. The study was conducted at Teaching Hospital Peradeniya with a sample of 300 minor staff who reported their experiences with training and development initiatives, workplace engagement, and overall job involvement. The analysis shows that capacity development programs positively influence staff involvement and also foster stronger engagement by creating a sense of inclusion, recognition, and professional growth. Participants indicated that structured opportunities to build skills and clarify job expectations enhanced their confidence, sense of belonging, and pride in performance. The findings highlight that even staff traditionally confined to routine duties benefit significantly from low-cost, skill-based programs that not only strengthen service quality but also reinforce emotional investment in work. The study contributes to theory by extending the application of Self-Determination Theory to a workforce segment often excluded from academic and policy discussions, while practically emphasizing the importance of inclusive development for building high-performing healthcare institutions.

Keywords: *Capacity development, Job involvement, Workplace engagement, Minor hospital staff*