



A Toolkit Design and Empirical Findings on Employee Satisfaction Index in A Corporate Healthcare Organisation, India

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ABSTRACT

The most important resource of an Organisation or a health care system is the human resource. Human resources are an asset for effective and efficient functioning of a hospital. Without an equally effective human resource management system, all other inputs like technology, infrastructure and finances come to naught. Effective Human Resource

Management involves the following processes and activities: (a) Acquisition of Human Resources which involves human resource planning, recruiting and socialization of the new employees. (b) Training and development relates to the performance in the present and future anticipated jobs. The employees are provided with opportunities to advance personally as well as professionally (c) Motivation relating to job design, performance appraisal and discipline (d) Maintenance- which relates to safety and health of the employees.

The Employee Satisfaction Survey (ESS) has been conducted to calculate the employee satisfaction rate at Organisation as an annual Continuous Quality Improvement (CQI) Indicator as mandated by many quality accreditation organizations like ISO & National Accreditation Board for Hospitals (NABH). It has served as a comprehensive tool to determine the satisfaction level of employees working at the organisation and estimating the variables affecting the same. It has also provided an insight to the employees' opinions and feelings about their workplace, their job and their work environment. The sample size was around 250 employees (including Clinical and Non-Clinical or Support staff of the Organisation). Primary Data was collected by random administration of the questionnaires to the employees and nursing staff. Simple Percentage Analysis is used to calculate the satisfaction level among the respondents.

KEYWORDS : Performance Appraisal, Employee safety guidelines, National Accreditation Board for Hospitals and Healthcare Providers, Human Resource Planning

INTRODUCTION

Employees form the most variable and critically important input variable in any industry. There have been studies published where it has been shown that there exists Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes^{1, 2}. Job satisfaction is a complex attribute of workforce, which is difficult to predict and more so to empirically quantify. There has been efforts to numerically evaluate the factors and try to generate data findings on these indicators by Organisational Development Specialists, by designing many tools. We not only have to design a tool, but also try to design some formulae to give weightage and assign one key Index to Employee satisfaction.

Job satisfaction or employee satisfaction has been defined in many different ways. Some believe it is simply how content an individual is with his or her job, in other words, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision.³ Others believe it is not as simplistic as this definition suggests and instead that multidimensional psychological responses to one's job are involved. Researchers have also noted that job satisfaction measures vary in the extent to which they measure feelings about the job (affective job satisfaction), or cognitions about the job (cognitive job satisfaction).

Research has also shown that person-organization fit has shown essential implications for organizational outcomes and also individual well-being. Fitness between a person's values and organizational values is associated with behavioral and affective outcomes such as greater organizational commitment, better job performance and longer tenure. (International Journal of Engineering, Information Technology and Management studies, Vol 1, Issue 1, May 2014, Page 33-43)

LITERATURE REVIEW

2.1 National Accreditation Board of Hospitals (NABH Guidelines) & Employee Satisfaction

Accreditation is a formal recognition of the technical competence of an organization to carry out conformity assessment activities in specified areas. And Accreditation is "A public recognition of the

achievement of accreditation standards by a healthcare organization, demonstrated through an independent external peer assessment of that organization's level of performance in relation to the standards". National Accreditation Board for Hospitals & Healthcare Providers (NABH) is a constituent board of Quality Council of India, set up to establish and operate accreditation programme for healthcare organizations. The board is structured to cater to much desired needs of the consumers and to set benchmarks for progress of health industry. The board while being supported by all stakeholders including industry, consumers, government, have full functional autonomy in its operation.

Hospital Accreditation and Benefits

NABH Accreditation benefits all stakeholders. Patients are the biggest beneficiary. Accreditation results in high quality of care and patient safety. The patients get services by credential medical staff. Rights of patients are respected and protected. Patient satisfaction is regularly evaluated. The staff in a accredited hospital are a satisfied lot as it provides for continuous learning, good working environment, leadership and above all ownership of clinical processes. Accreditation to a hospital stimulates continuous improvement. It enables hospital in demonstrating commitment to quality care. It raises community confidence in the services provided by the hospital. It also provides opportunity to healthcare unit to benchmark with the best. Finally, accreditation provides an objective system of empanelment by insurance and other third parties. Accreditation provides access to reliable and certified information on facilities, infrastructure and level of care.

Factors of Employee satisfaction leading to employee engagement

Employee Engagement is a measurable degree of an employee's positive or negative emotional attachment to his job, colleagues and organization that profoundly influences his willingness to learn and perform at work". An engaged employee is one who is fully involved in, and enthusiastic about his work, and thus will act in a way that furthers his organization's interests. The key factors of employee engagement are commitment, motivation, trust and loyalty. Employees who are engaged in their work and committed to their organizations give companies crucial competitive advantages- including higher productivity and lower employee turnover because of their motivational level and their

loyalty and trust towards their employers. Thus, it is not surprising that organizations of all sizes and types have invested substantially in policies and practices that foster engagement and commitment in their workforces. Kular et al. (2008) suggested that most often employee engagement has been defined as emotional and intellectual commitment to the organization or the amount of discretionary effort exhibited by employees in their job. DDI (2005) uses the definition "The extent to which people value, enjoy and believe in what they do". DDI also states that its measure is similar to employee satisfaction and loyalty. Fleming, Coffman and Harter (2005) (Gallup Organization researchers) use the term committed employees as a synonym for engaged employees. Gallup's Human Sigma website (2005) links employee engagement to the concept of customer engagement, which has the dimensions of confidence, integrity, pride and passion. Wellins and Concelman (2004) call employee engagement "the illusive force that motivates employees to higher levels of performance" "This coveted energy" is similar to commitment to the organization, job ownership and pride, more discretionary effort (time and energy), passion and excitement, commitment to execution and the bottom line. They call it "an amalgam of commitment, loyalty, productivity and ownership".

METHODOLOGY

The Employee Satisfaction Survey (ESS) has been conducted to calculate the employee satisfaction rate at a Hospital as an annual CQI Indicator as mandated by NABH. It has served as a comprehensive tool to determine the satisfaction level of employees and nursing staff working at th Organisation and factors affecting the same. It has also provided an insight to the employees' opinions and feelings about their workplace, their job and their work environment.

Population: The target population were the Employees and Nursing Staff of the hospital, currently employed, and having covered a tenure > 2 years with the organisation at the time of survey.

Sample Size : Employees (clinical, administrative and support staff) – 50; Nursing Staff- 100

Data Collection

Primary Data has been collected by random administration of the questionnaires to the employees and nursing staff.

Tools for Analysis : Simple Percentage Analysis is used to calculate the satisfaction level among the respondents.

FINDINGS

Table 1.1- Employee response to "Your Job"

1.	Your Job:	Yes	No
a	Feeling of personal accomplishment	115	35
b	Power to influence the quality of work	121	29
c	Authority to make decisions	92	58
d	I like the type of work I do	124	26
e	Reason able amount of work	91	59
f	Job security	112	38
g	Talent and abilities used well	104	46

Table 1.2- Employee Response to "Workplace Relations"

2	Your workplace relations:	Yes	No
a	Satisfied with your immediate superiors	109	41
b	Satisfied with the team spirit	97	53
c	Fair treatment by Supervisor	115	35
d	Do you and your co-workers open talk about what needs to be done?	108	42
e	Does your manager have a friendly working relationship with all team Members?	116	34
f	Regular performance feedback by Manager	115	35
g	Does your manager regularly recognize you for doing a good job?	114	36

Table 1.3- Employee Response to Future Orientation

3	Future Orientation:	Yes	No
a	Are you proud of working for the Organisation?	134	16
b	Are you optimistic about the company's future?	127	23
c	Are you optimistic about your career in the company?	112	38

Table 1.4- Employee Response to Reward and Recognition

4	Reward and Recognition:	Yes	No
a	Do you feel that your salary matches your responsibilities	38	112
b	Do you feel that your salary is comparable with similar jobs in the Industry?	46	104
c	If you do well, can you count on being promoted?	97	53

Table 1.5- Employee Response to People Policies

5	People policies:	Yes	No
a	Do you feel that the company cares about its people?	100	50
b	Do you feel that people get ahead primarily on merits of their work?	96	54
c	Do you feel that men and women are being provided with equal career Opportunities in the company?	123	27

Table 1.6- Employee Response to Participation

6	Participation:	Yes	No
a	Do you feel you are well informed about what is going on in the Company?	109	41
b	Do you feel your views and participation are valued in the company?	102	48

Table 1.7- Employee Response to Training and Development

7	Training and Development:	Yes	No
a	Have you received adequate training to effectively carry out your job?	121	29
b	Are you encouraged to develop new and more efficient ways to do Work?	127	23
c	Are you able to apply to your job whatever you learn in training?	125	25

Table 1.8- Employee Response to Value System

8	Value System: Kindly indicate how satisfied you are with the following components of the company value system?	Yes	No
a	Openness	110	40
b	Trust	107	43
c	Recognition for merit	102	48
d	Innovation and creativity	111	39
e	Keeness to excel	111	39
f	Concern for people	105	45
g	Quality as top priority of the hospital	119	31

Table 1.9- Employee Response to Communication

Communication:	Yes	No
Do you have the information that you need to do your job?	112	38
Do you know what is expected of you to do a great job?	120	30
Can you ask for advice and support from your manager?	128	22
Are you kept informed of department results against targets?	119	31
Do you know about the organization's mission and what it plans to Achieve?	126	24

Table 1.10- Employee Response to Decision-making

Decision-making:	Yes	No
Are you free to arrange your work?	103	47
Can you take responsibility for your work?	129	21
Are you involved in decisions that will affect your job?	105	45
Are your suggestions considered?	101	49

The following table represents the employee satisfaction level (in percent) for each parameter by calculating the mean percentage of the individual questions under each parameter.

Table 1.11- Average Satisfaction Level for each parameter

S.No	Parameter	Average Satisfaction Level
1	Your Job	73%
2	Your workplace relations	74%
3	Future Orientation	83%
4	Reward and Recognition	40%
5	People policies	71%
6	Participation	70%
7	Training and Development	83%
8	Value System	73%
9	Communication	81%
10	Decision-making	73%

DISCUSSIONS AND CONCLUSIONS.

It was observed that the staff of the healthcare organisation (under study) were immensely affected by the NABH accreditation process as it provides an opportunity for continuous learning in a good working environment.

73% employees felt satisfied from their jobs. As high as 81% feel that they have the power to influence the quality of work they do.

The employees have scored 74% in work place relations. The friendly and congenial atmosphere among them facilitates open discussions about what needs to be done. This helps them achieve high levels of performance. 77% employees feel being fairly treated and recognized for their competence by their supervisor/manager.

In terms of future orientation, 89% employees feel proud of working for the given hospital organisation.

The organisation scored high on Participation as 70% employees feel that they are well informed about what is going on in the organization. Also, their views and participation are valued by the management. This is a prerequisite for successful implementation of NABH standards across all departments.

Employees are adequately trained to strengthen their practical knowledge and skills and to enforce compliance to the NABH directives in areas like fire safety, disaster management, occupational and patient safety, CPR apart from Continuing Medical Education (CME) and refresher trainings in their respective fields. The satisfaction percentage is 83%.

The organization's value system including components like openness, innovation and creativity, concern for people and quality as top priority is actively practiced and appreciated by 73% satisfied employees. The positive working organizational culture has fostered as a result providing encouragement and a sense of willingness to excel in their fields.

The formal and informal channels of communication including upward, downward and horizontal are open at all levels facilitating smooth flow of information across all departments. 81% employees feel that they are well informed about the organization's mission and annual targets and also the departmental results achieved against them. Also, they are provided with all the required information needed to perform effectively.

73% employees are satisfied with the autonomy to take decisions affecting their job. This is fairly justified as an employee's performance is immensely enhanced if he is free to arrange his work and take responsibility about the same.

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