



Employee Engagement Practices in Hospitals - A Comparative Study

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ABSTRACT

Each and every employee needs to be motivated constantly throughout their stay in the organization. An employee needs to be encouraged to put their best for the organization. They need to be made comfortable to put all their best efforts and achieve both organizational and personal goals. This is true in both manufacturing and service organizations. Thus, it has become essential to implement various HR policies which support every employee and make them feel valuable. Improving employee engagement can increase productivity and profitability while also reducing employee absenteeism and turnover onward. In this paper an attempt was made to identify the factors which influence engagement of employees in hospitals and propose an employee engagement model which can be adopted in Indian hospitals.

KEYWORDS : Employee engagement, hospital performance, employee commitment

INTRODUCTION

Employee engagement is a relatively new term in HR literature and really started come to prominence from the last decade. The concept of employee engagement has become more significant in present global business scenario where organizations are striving hard for their identity. Employee engagement is the extent to which employee commitment, both emotional and intellectual exists relative to accomplishing the vision, mission, and work of the organization.

It is considered as a vital strategy for improving the productivity and also profitability in organizations. In order to compete effectively, employers need to go beyond satisfaction. Employers must do their best to inspire their employees to apply their full potential and capabilities to their work. If they do not, part of the valuable employees resources remains unavailable for the organization (Bakker and Leiter, 2010). Therefore, modern organizations accept their employees to be full of enthusiasm and show initiative at work, they want them to take responsibilities for their own development, strive for high quality and performance, be energetic and dedicated to what they do. In other words organizations want their employees be engaged (Bakker and Leiter, 2010). Other researchers state that employee engagement is the best tool in the organization's efforts to gain competitive advantages and stay competitive (Rashid et al., 2011). Therefore, the construct of employee engagement has been an area of interest among many researchers and consultancy firms, and received its recognition in the management literature and among practitioners (Ologbo and Saudah, 2011). Full-time employees spend a large part of their day and the majority of their lives in the workplace, and how they feel about their work are important to them. In a recent Gallup survey, 63 percent of American workers are not engaged in their work, while another 24 percent are "actively disengaged." Disengaged workers are more likely to look for other opportunities, or worse, drag down the productivity of the rest of the team.

The study of S.Kaur (2014) revealed that employee engagement is the best tool for any organization to stay competitive in business. It is precisely why employee engagement assumes significance because the engaged employees were proved in many research studies that they deliver high quality/committed service and successful results.

1.1 Significance of study

The significance of this research study can be viewed from two perspectives. Firstly, research on employee engagement in hospitals has not picked up even though the competency and skill diversity of employees has increased significantly during the last decade. Secondly, limited research has been conducted on employee engagement at all levels in hospitals.

1.2 Research Questions

- What are the various employee engagement practices in hospital Sector?
- What are the factors that influence employee engagement practices in hospital sector?

- What is impact of demographic factors on employee engagement levels?

- What are the various existing employee engagement models? Is there any need for designing an employee engagement model in the context of hospital sector?

There is inadequate documentation of research conducted on employee engagement in hospitals in India. Moreover, limited research studies have been conducted related to various drivers of employee engagement in hospitals.

1.3 Research objectives

The objectives of the present research study are as follows:

To examine employee engagement practices in select Indian hospitals.

To assess the impact of various demographic factors on employee engagement practices in hospitals.

To measure the level of employee engagement in terms of work environment, compensation, career growth, teamwork, reward and recognition & support from superiors through employee engagement index.

To propose an appropriate employee engagement model in context of hospital context of hospital in India.

1.4 Scope of the study

The scope of the study is confined to select hospitals in and around coastal regions of Mangaluru and Udupi districts of Karnataka state in India. The study includes comparative study of government and private, accredited and non-accredited hospitals within the region.

LITERATURE REVIEW

Employee engagement is derived from studies of morale or a group's willingness to accomplish organizational objectives which began in the 1920s. The value of morale to organizations was used by US Army researchers during WWII to predict unity of effort and attitudinal battle-readiness before combat. In the post-war mass production society that required unity of effort in execution, (group) morale scores were used as predictors of speed, quality and militancy. With the advent of the knowledge worker and emphasis on individual talent management (stars), a term was needed to describe an individual's emotional attachment to the organization, fellow associates and the job. Employee engagement is an individual emotional phenomenon whereas morale is a group emotional phenomenon of similar characteristics.

According to Kahn (1990), employee engagement is the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively and emotionally during role performances.

Employee engagement has three related components: a cognitive, an

emotional, and a behavioral aspect. The cognitive aspect of employee engagement concerns employees' beliefs about the organization, its leaders, and working conditions. The emotional aspect concerns how employees feel about each of those three factors and whether they have positive or negative attitudes toward the organization and its leaders. The behavioral aspect of employee engagement is the value-added component for the organization and consists of the discretionary effort engaged employees bring to their work in the form of extra time, brainpower and energy devoted to the task and the firm.

Harter, Schmidt and Hayes (2002) stated employee engagement as involvement, enthusiasm and satisfaction of an employee in his work. Further along with Keyes (2003), they redefined employee engagement as antecedent in the work environment associated with cognition and emotion.

According to Schaufeli, Salanova, Gonzalez-Roma and Bakker (2002), engagement can be explained as a state of positive mind composed by vigor, dedication and absorption. This was further explained by Jones & Harter (2005) that employee engagement is of cognitive state which is pervasive and specific. They found that employee engagement is broader concept which consists of involvement rather than job satisfaction.

Schmidt (2004) described that engagement consists of two elements satisfaction and commitment. Gallup researcher, Blizard (2004) explained that satisfaction as one of element in engagement. Masarech (2004) also agreed with Blizard that satisfaction as an element of engagement which is intangible.

Merre (2005) describes three levels of engagement:

- a) Engaged – These are of employees who work with passion and feel a profound connection to their organization. They drive innovation and move organization forward.
- b) Not engaged – Employees who attend and participate at work but are time serving and put no passion or energy into their work and
- c) Disengaged – Employees who are unhappy at work and who act out their unhappiness at work.

2.1. DRIVERS OF ENGAGEMENT

While it is possible to measure engagement itself through employee surveys, this does not assist in identifying areas for improvement within organizations. There are a range of factors, known as drivers that are thought to increase overall engagement. By managing the drivers, an organization can effectively manage engagement levels of its employees.

Drivers such as communication, performance clarity and feedback, organizational culture, rewards and recognition, relationships with managers and peers, career development opportunities and knowledge of the organization's goals and vision are some of the factors that facilitate employee engagement. Some of popular drivers of engagement are presented below:

2.1.1. Compensation: If compensation package is not competitive and productive, the talented employees will look for employers who are willing to offer more competitive compensation packages. Competitive compensation and benefit packages including salary, bonuses, stock options, health insurance and retirement packages are tools that some organizations use to keep employee onboard. A well planned bonus and profit sharing programs also attract employees and makes them remain long term.

2.1.2. Work environment: Other than compensation, the primary reasons why employees leave an organization is unorganized work environment. Every employee expects an organized positive work environment in which they have the necessary equipment to perform well. Positive work environment creates encouragement, open communication, honesty and trust between superiors, peers and customers. Employees are more likely to remain with an organisation if they have a good and positive work environment.

2.1.3. Communication: The employees need to be clearly communicated expectations, goals, responsibilities and roles to be performed.

Employee's likes effective communication with their management. Organizations have to communicate new policies or initiatives to all employees so that no employee feels that they are being left out of the loop. Management especially the frontline managers have to pay attention towards the feedback of the employees and also accept their suggestions which are of valuable.

2.1.4. Empowerment: Empowered is a sense of responsibility, ownership and recognition. Work places that promote employee empowerment have enormous productivity results and less complaint. When employees think that they need their organization as much as the organization needs them, that need became best appreciated more than an attractive compensation package made them to stay and remain at the organization for longer term.

2.1.5. Recognition: Recognition of employee achievements by the management creates a positive impact to employees that they are valued. Management has to recognize employees who are productive and motivated, and make them feel part of the business family by recognizing personal achievements. Sending a card or gift, hosting a lunch, greeting on birthday are certain ways to make productive employees recognized. Employee recognition brings a positive reinforcement of desired behavior which makes them emotionally attach towards the organization.

2.1.6. Opportunities for growth and development: Employees value and look for professional and personal growth opportunities. Organizations have to focus on small promotions, payment increase and advancement in career. The opportunity for growth and development is motivational for employees. As the perceived growth and development opportunities increase, employees prefer to remain in the same organization. Moreover, providing opportunities for employees helps to acquire new skills and knowledge useful to the organization.

2.1.7. Comprehensive Training: Management systems that recognize the power of training invariably do well. Despite the fact that they practice selective hiring, successful organization know the importance of keeping their employees knowledge, Skills and Abilities current to suit to the changing needs of the enterprise. They focus both on technical and people related soft skills training. Training is seen by these firms as a competitive tool in terms of recruitment, retention and employee performance. Training is also a powerful tool that enable the employees meet their self-actualization need, a top order need identified by Abraham Maslow as part of Hierarchy of Needs theory.

Employee Engagement is a fairly new phenomenon that continues to gather attention and implementation into organizations. Consulting firms and administrators have identified employee engagement with reducing turnover, increasing shareholder value and as the catalyst for outperforming the competition.

2.2. EMPLOYEE ENGAGEMENT MODELS

There are many employee engagement models which exist in literature. Among those models some of the popular models of engagement are as follows.

GALLUP Q12 MODEL OF ENGAGEMENT: From the last decade, Gallup organization is conducting research studies and surveys on employee engagement in various sectors throughout the world. Gallup organization (2004) devised twelve engagement factors which were accepted by most of researchers and organizations. The factors of Gallup organization were supported by Harley and Robinson (2005), Echols (2005) and Bates (2004).

Lee, Harley and Robinson (2005) also devised 12 statements that influence engagement which are similar to the Gallup study.

ROBINSON MODEL OF ENGAGEMENT

Robinson et al(2004) model of engagement was consistent with Social Exchange theory. It explained engagement as mutual relation between management and employees in organization. This mutual relation between them generally involves rules of repayment for opposite actions. Robinson et al(2004) illustrated a diagnostic model after analysis of survey study on 10,000 employees of NHS. He further recommended this model for organizations to improve their engagement levels.

SCHIMDT MODEL OF ENGAGEMENT

Schmidt (2004) explained a model which consists of flow of dynamics. This flow of dynamics starts from recruiting the employee, providing health and safety measures, giving support at work place which results in delivery of the high level performance. This model further explains the process of dynamics which can be applicable to all organizations.

In literature, there are number of definitions, models and measures of engagement in different perspectives. There is a strong need to integrate these perspectives and to develop, refine engagement to hospital sector.

2.3 Research gaps

The above literature of employee engagement practices covers myriads of relevant information which is found to be interesting to pursue research. The gaps identified from the review of literature are listed here:

- In most of studies earlier, researchers considered employee engagement was considered as a factor for retention. Employee engagement as a major driver of organizational performance as a whole with particular reference to hospital sector has not been much focused.
- The impact of demographic factors on employee engagement in hospital sector is less focused.
- There are no studies focusing on linkages between team work and employee engagement.
- No research studies were focused on study of employee engagement and its impact on work environment with reference to hospital sector.
- Having identified these gaps in the literature review, the study has been undertaken in order to bridge these gaps through empirical data:

3.0 RESEARCH METHODOLOGY

3.1 RESEARCH APPROACH

The study adopts descriptive research approach. Relevant theories of employee engagement in the context of hospitals will be reviewed. Research tool consisting of questionnaire was adopted to capture the variables relevant to the existing theories.

3.2 SOURCES OF THE DATA

The primary data was drawn through administering a well-structured questionnaire on top level, middle level and junior level doctors and officers (Appendix I). Primary data was collected from these employees who are having more than two years of experience in the same organization. The secondary data consists of journals, hospital brochures, websites and employee engagement reports of the respective hospitals.

3.3 PILOT STUDY

The purpose of pilot study was to check reliability and validity of questionnaire (instrument) on a limited number of respondents from the target population sample. Pilot study further helped to identify the challenges in designing questionnaire.

The pilot study was conducted on hospital employees at Mangalore prior to the main study. The data was collected with a sample of 40 hospital employees based on convenience and snow ball sampling adopted.

The data which was collected from pilot study was analyzed statistically to check reliability and validity of the instruments used for purpose of main study.

The statistical findings of pilot study conducted on hospital employees indicated that work environment, compensation plan, teamwork, career growth, reward and recognition, support from the immediate management were the main factors that instilling employee engagement at all levels of hospital employees irrespective of their designation.

3.4 RELIABILITY OF QUESTIONNAIRE

Reliability test was used in statistical analysis to measure degree of measurement of variables. If the correlation is higher, internal consistency is more. The questionnaire's reliability was tested by using

Cronbach's alpha. Good reliability indicates careful wording, content and format of instrument. Necessary steps were taken to ensure the above.

3.5 SAMPLE SIZE

Out of 100 questionnaires distributed to the hospital employees in select hospitals 90 questionnaires containing valid responses have been considered for the study.

3.6 SAMPLING TECHNIQUE

The multistage sampling technique was used for the study. One corporate and one teaching hospital located in Udupi and Mangalore districts in Karnataka state were considered for the study based on purposive sampling. Stratified sampling was used to categorize the employees at different levels of hospitals into top-level, middle-level and lower-level. Random sampling was used to select the respondents who were employees of the select hospitals.

3.7 DESCRIPTION OF VARIABLES

Independent Variables included Work environment, Compensation, Team work, Career opportunities, Recognition and reward, and Superior support.

3.8 Dependent Variable identified was Employee engagement.

The relationship between dependent variable and independent variables was studied to find empirical answer to research problem defined and to fulfill the objectives of the research.

4.0 DATA ANALYSIS AND FINDINGS

4.1 BASIC DEMOGRAPHIC ANALYSIS

The respondents under each demographic variable were identified and expressed as a percentage as follows:

4.2 Institutional data

- Among the hospitals surveyed 50 percent was 15 years in existence, 50 percent was more than 60 years existence.
- Equal number of hospitals belonging to Teaching and Private were included in the study
- Size of the Hospitals varied from 500 to 1000 beds
- Both the hospitals have undergone NABH accreditation.

4.3 Individual data

- Of the total 90 respondents, the frequency of respondents from top level was for 33.3 percent of total respondents whereas middle and lower level employees are of 32.2 percent and 34.4 percent respectively.

•The frequency response of employee with less than 3 years experience was 40 percent, 3-6 years experience was 16.7 percent, 6-10 years experience was 20 percent and above 10 years experience are of 22.2 percent respectively.

•About 6.7 percent respondents held doctoral degree, 31.1 percent respondents were post graduates and 58.9 percent were graduates.

• Annual Income wise, 11.1 percent respondents have annual income greater than rupees 15 lakhs, 5.6 percent between 10-15 lakh rupees, 2.2 percent between 5-10 lakh rupees and 80 percent less than 5 lakh rupees.

•Regarding age groups of respondents, 28.9 percent respondents are of 21-25 years, 21.1 percent are of 26-30 years, 11.1 percent are of 31-35 years, 17.8 percent are of 36-40 years and 21.1 percent are of above 40 years.

•From total respondents 23.3 percent respondents were male and 76.7 percent respondents were female.

•The respondents includes 36.7 percent includes unmarried, and 63.3 percent are of married.

4.4 CRONBACH'S ALPHA

After pre-testing the research tool through a pilot study, a structured Questionnaire was designed and used as the survey instrument to collect responses from respondents. The questionnaire distributed

consists of 52 questions. Those questions were framed based on selected dimensions. The Dimensions identified were Work environment, Compensation, Team work, Career growth, Recognition and Reward, Superior and Employee engagement (Table 4.1).

Table 4. 1 Select Dimensions used in questionnaire and Cronbach's Alpha results

S.NO	DIMENSIONS	QUESTIONS	CRONBACH'S ALPHA
1	Work Environment	1-8	0.812
2	Compensation	9-13	0.897
3	Team Work	14-20	0.862
4	Career Growth Opportunities	21-27	0.890
5	Reward And Recognition	27-33	0.888
6	Superior	34-38	0.916
7	Employee Engagement – Empowerment, Commitment, Contribution, Loyalty, Involvement And Meaningfulness.	39-52	0.937

Cronbach's alpha is a measure of reliability, is maximum in the last group employee engagement and has a value of 0.937. The higher the value, the higher the reliability associated with this grouping.

4.5 Assessing the Most Strongly Agreed and Strongly Disagreed Questions

The questionnaire distributed consisted of 52 questions (Appendix II). The responses were collected on a Likert scale of 1-5. In order to find the most strongly agreed and strongly disagreed questions, the following procedure was followed. Weighted average of the responses where the weights assigned are 1 to Strongly Disagree, 2 to Disagree, 3 to Neutral, 4 to Agree and 5 to Strongly Agree

The questions are arranged in descending order of their mean (weighted average rating). Higher the Mean, higher is the rating towards Strongly Agree and vice versa. Standard deviation indicates the volatility in the responses, lower the standard deviation indicates more consistent responses from the employees and vice versa.

Self-understanding how own work contributes to overall success of the organization is perceived very highly by the respondents as a measure of Employee engagement. The other responses followed by loyalty to the organization, involvement in what one does, self-motivated to put extra effort, empowerment to do my job, having a clear idea about ones role in present job, to know what is expected of self at work and overall, to find the work one does as meaningful.

Test was conducted to see whether there is any difference in the perceptions of work environment, compensation, teamwork, career growth, reward & recognition, support from superior and employee engagement among people at different age levels.

Here we given a average scores for each questions and we observe that 10th question has a comparatively less average (3.09) and 55th question has a more average (4.74)

4.6 Perceptions among people at different age levels.

As the mean of all Indexes shows positive for all employees of all age groups, it indicates that engagement levels were uniform to juniors and senior people (Appendix III).

There is a moderate difference in the standard deviations across all age groups with regards to the responses on work environment, compensation, team work, career growth, recognition, support from superior and employee engagement.

Employees in age groups below 35 years have lesser satisfaction towards all factors other than compensation compared to those employees above 35 years.

The mean work environment index is positive for top and lower level employees.

Top and middle level employees are highly satisfied with work environment followed by the lower level employees.

Compensation Index is medium for Lower level employees, slightly higher for top level employees. There is a difference in satisfaction between different levels in the organization.

Team work index is positive for all level employees.

Career Growth Index is positive for all level employees, and not much of a significant difference between the perceptions of middle and lower level employees.

Recognition Index is also positive for all level employees. There is not much of a significant difference between the perceptions of middle and top level employees.

Superior Index is positive for all level employees and some variations among the levels. There is no much significant difference between the perceptions of middle and top level employees.

The satisfaction regarding the overall employee engagement is very high for top level employees, followed by middle level and then the lower level employees.

It is clearly evident from the descriptive statistics that the mean Index for all seven parameters is positive for employees working with various types of hospitals.

It is observed from descriptive statistics that the mean index for all the seven parameters is positive for male employees and female employees.

It is clearly visible from the descriptive statistics that the mean index for all the seven parameters is positive for married and unmarried employees.

There are significant differences in the perceptions of the employees based on educational qualification on various dimensions except that of career growth and their opinion on Superior.

The doctorates have a very positive opinion on work environment, compensation and overall employee engagement compared to post graduates who have a much better opinion than graduates.

Graduates expressed a lot of dissatisfaction towards their recognition in organization, on their team members compared to post graduates and Doctorates. Not much of significant difference exists between the post graduates and doctorates in this regard.

Analysis of perceptions of at different age levels using ANOVA.

Here we designed an experiment to access the employees satisfaction about 7 different indexes (Work Environment, Compensation, Team Work, Career Growth Opportunities, Reward And Recognition, Superior, Employee Engagement) among different age groups (21 – 25, 26 – 30, 31 -35, 35 – 40, 41 and above). Here Teamwork index has p-value less than 0.05 indicating that among different age groups they have different satisfaction perspectives about teamwork. In this Age group of 21 to 25 have more satisfied about teamwork where as age group of 26 to 30 have less satisfied about teamwork. For all other indexes, all age groups have same satisfaction level.

Perceptions of employees with different marital status using 't' test

To test the employees satisfaction about 7 different indexes among different marital status (married & unmarried) we carried out 't' test. Here Compensation & teamwork indexes has p-value less than 0.05 indicating that among different marital status they have different perspectives about Compensation & teamwork. For both the indexes Unmarried people are more satisfied about Compensation & teamwork and married people are less. For all other indexes, both marital statuses have same satisfaction level.

Perceptions of employees with different gender using 't' test

Perception of seven factors by gender was tested with 't' test. For all 7

factors there was no statistical significance difference between male and female. (Appendix V).

Analysis of perceptions o at different designation levels using ANOVA.

To test the employees satisfaction about 7 different indexes among different designation levels (junior level, middle level, senior level) we carried out ANOVA test. Here Teamwork Rewards & recognition indexes have p-value less than 0.05 indicating that among different designation levels they have different satisfaction levels (perspectives) about these indexes. Junior level employees have more satisfied about teamwork where as middle level employees have more satisfied about reward and recognition .

For all other indexes, all age groups have same satisfaction level.

Analysis of perceptions o at different Experience using ANOVA .

To test the employees satisfaction about 7 different indexes among different experience levels we carried out ANOVA test. Here Work environment, Carrier growth opportunities, Rewards and Recognition & Employee engagement indexes have p-value less than 0.05 indicating that among different experience levels they have different perspective about these indexes.

All the 7 indexes were compared using t test and the results are as follows:

Table: Comparative Study data

Comparative statistical data analysis between hospital 1 and Hospital 2

	Age				Gender			Marital Status		Qualification		Designation		Experience		Income					
	21-25	26-30	31-35	36-40	All Levels	Male	Female	Married	Unmarried	Graduate	Post Graduate	Junior level	Middle level	Senior level	Below 3 Yrs	3 Yrs - 10 Yrs	More than 10 Yrs	1-10 Lacs	10-15 Lacs	15 Lacs above	
Work Environment	Yes																				
Compensation		Yes																			
Teamwork			Yes																		
Career Growth				Yes																	
Reward & recognition					Yes																
Superior support																					
Employee engagement																					

Legend: Yellow box = Hospital 1 scored more, Green box = Hospital 2 scored more

1. Work Environment

A notable difference was observed in employees belonging to age group 26 - 30 wherein they considered Hospital 1 has a better work Environment.

People having experience of less than 3 years and also the batch of people having age above 41 years opined that Hospital II was having better work Environment.

2. Compensation

In Hospital I employees between age group 36 - 40 and employees having experience less than 3 years responded that compensation package is better in Hospital 1.

In Hospital II employees between age group 21 - 25, Female Staff and Married employees also Employees having experience between 3 - 6 years opined that hospital II has better compensation packages.

3. Team Work

In Hospital I team work is encouraged within male staffs and Senior Level staff.

4. Career Growth

In Hospital II employees in age group 31-35 and 41 & above, Married and Employees between age experience 6yrs - 10 years were happy with the career growth opportunities offered.

5. Reward & Recognition

Employees in age group 41 & above find Reward and Recognition better at Hospital I.

Employees in age group 36yrs - 40 years, Female Employees, Married and unmarried employees, Graduate, Post Graduate, Middle level and employees having experience less than 3 years have stated reward and recognition is better in Hospital II.

6. Superior Support

Hospital 1 scored more in the T- test analysis for Superior Support of employee in age group between 26 -30 years and also employee having Doctorate as qualification.

Hospital II having Employees aged between 31 - 35 years and having experience between 6 to 10 years have shown a strong satisfaction towards superior Support.

7. Employee Engagement

Hospital I Married Employees feel more engaged towards the hospital.

Hospital II Employees is having age 41 & above, employees in junior level and, Employees having experience less than 3 years are more engaged towards the organization.

5.0 CONCLUSIONS

The following are conclusions are drawn from the findings of statistical analysis:

The compensation plays a significant role in motivation and is not only a pay but a combination of bonus, financial benefits received by the employee for his contribution towards the organization.

The teamwork plays a major role in success of hospital organizations. Safe work environment of organization enhances the perception of the employee and acts as the antecedent towards the engagement of an employee.

Rewards and recognition is one of the important key drivers which increase engagement levels in organization.

The loyalty of the employees reflects on their duration of stay in the organization and it influences the engagement levels in the employees.

Employee commitment towards the organization enhances performance levels, reduced employee turnover and improves employee moral values.

The Employee engagement concept if it is framed as model representing the behavior it implies, it will be more useful in practice .In the present competitive scenario, just having skilled work force is not enough for hospitals while making them loyal and committed towards organization is also important

With a brief overview of the above key dimensions, the proposed model of employee engagement may help hospitals in Indian context to achieve competitive advantage by increasing engagement levels of their employees (Figure 1).

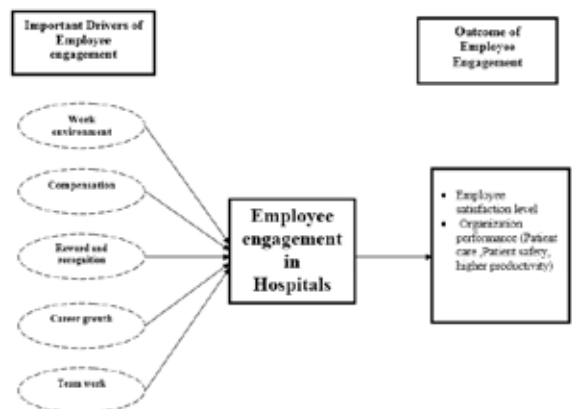


Figure 1: Model of Employee engagement in hospitals

RECOMMENDATIONS

- The following recommendations have been made based on the research study.
- It is necessary that employees at all levels need to be empow-

- ered with adequate access to resources in the organization.
- Participative approach may fetch better results particularly in this case where the executives at the lower levels feel denial of access to information.
- To enhance the engagement level, the top management should necessarily focus on transparency and fairness at all levels. It is advised that the critical information should be made available in writing with zero access to outsiders.
- The top management needs to promote shared vision and with this, executives at every level will have clarity of the deliverables and their role in achieving these deliverables.
- The jobs can be restructured to prevent the feeling of overloading and automation can be introduced leveraging the technological advantage at all levels. Periodical interaction among the executives across levels will develop appreciation to each other while minimizing the wrong perceptions about other's workload.
- Top level executives need to develop an understanding among the executives at the lower levels on how they play an active role in achieving the overall success of the organization. Role plays, activity based learning, performance management systems, role-focused and person focused OD interventions could be the possible strategies the top management can consider for involving the middle and lower level executives in this process.

**APPENDIX -I
Questionnaire**

Dear Sir / Madam,

Employee engagement is about the factors that you perceive in your organization and your opinion on the job satisfaction you get from the employee engagement factors. The factors under consideration in the questionnaire are pay, employee benefits, job satisfaction, work environment, reward and recognition, career growth and team work.

These data are collected only for academic purposes and will be kept confidential and will not be used for other purposes. Thank you for your valuable time.

PART – A (To be filled by the employers)

Name of the Hospital :

Year of starting the Hospital :

Nature of the Hospital

a. Government () b. Semi-Government () c. Private ()

Total no. of employees in the Hospital :

Total no. of Doctors: Total no. of other staff in the Hospital:

Size of the Hospital

a. Less than 500 () b. 500-1000 () c. more than 1000 ()

6. Has the hospital undergone accreditation?

Yes No

If Yes : Year of accreditation Name of the accrediting agency :

Result of accreditation :

PART – B (To be filled by the employees)

PERSONAL DETAILS

(Please Tick the appropriate box) :

Name (Optional) :

Age

a. 21-25 () b. 26-30 () c. 31-35 () d. 36-40 () e. 41 and above ()

Gender : Male () Female ()

Marital status: Married () Unmarried ()

What is your highest qualification?

a. Graduate b. Post Graduate c. Doctorate

Designation level

a. Junior level b. Middle level c. Senior level

How long you have been working with this hospital?

a. Less than 3 yrs b. 3-6 c. 6-10 d. more than 10 yrs.

Income level per annum (INR)

a. Less than 5 lacs b. 5-10 lacs c. 10-15 lacs d. 15 lacs and above

Please rate the following on 5 points scale (Tick)

S.No.	Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	I have sufficient access to resources to do my work well.					
2	I have the information to do my job effectively.					
3	In my work group, there is an atmosphere of openness and trust					
4	The environment in this organization supports work life balance.					
5	I know what is expected of me at work.					
6	I have reasonable work load.					
7	I understand how my work contributes to overall success of the organization.					
8	I am satisfied with my work at my organization.					
9	The compensation is proportional to the contribution that I make.					
10	The salary package including perks of my organization is on par with the best in the industry.					
11	I am aware of how the compensation structure is determined in my organization.					
12	I understand the parameters used to assess and evaluate my performance.					
13	Good performance is rewarded fairly here.					
14	My team members help each other.					
15	The members of my team have appropriate skills to do job well					
16	Team work is encouraged in this organization.					
17	Work is fairly distributed in my work group					
18	The members of my team produce high quality work					
19	I have a best friend at work					
20	I enjoy working with my team					
21	I have enough opportunities at my job to learn and grow					
22	Promotions in my organization are offered in a fair way					
23	My job allows me to make full use of my knowledge, skills and abilities.					
24	I am given adequate training to do my current job.					
25	My organization support employee career development					
26	I have onsite opportunities					
27	I am willing to give up some of my own time to further my training/ education					
28	I have a clear idea about my role in present job					

29	My organization encourages transparency					
30	I receive recognition for my contribution					
31	The reward system of my organization encourages us for perfection.					
32	We celebrate success in organization					
33	My organization gives non monetary rewards to the employees					
34	My superior gives me useful feedback					
35	I get support from my superior to perform my job.					
36	My superior treats all his/her employees fairly.					
37	My Boss/Superior is accessible.					
38	I trust my immediate superior					
39	I am emotionally attached to my organization					
40	I am loyal to my organization					
41	I would recommend to others this organization as a good place to work					
42	I am extremely proud to be a part of this organization					
43	I am personally motivated to put my extra effort.					
44	I feel a sense of commitment to this organization					
45	I get involved in what I do					
46	I am empowered to do my job					
47	I am valued in this organization					
48	My job is well structured					
49	I feel that I can question a policy or practice in my organization, without fear of being penalized					
50	My organization considers me as an asset					
51	I enjoy autonomy in work place.					
52	Overall, I find the work I do meaningful					
Suggestions/Comment :						

Thanking you for your consideration and valuable time.

APPENDIX-II
Assessing the most strongly agreed and strongly disagreed questions

	N	Mean	Std. Deviation
I have sufficient access to resources to do my work well	85	3.80	0.90
I have the information to do my job effectively	87	4.02	0.59
In my work group, there is an atmosphere of openness and trust	87	3.95	0.70
The environment in this organization supports work life balance	87	3.77	0.68
I know what is expected of me at work	87	4.10	0.65
I have reasonable work load	87	3.87	0.85
I understand how my work contributes to overall success of the organization	86	4.24	0.57
I am satisfied with my work at my organization	87	4.01	0.69
The compensation is proportional to the contribution that i make	85	3.46	0.95

The salary package including perks of my organization is on par with the in the industry	86	3.09	1.04
I am aware of how the compensation structure is determined in my organization	86	3.49	0.82
I understand the parameters used to assess and evaluate my performance	86	3.77	0.85
Good performance is rewarded fairly here	87	3.41	1.14
My team members help each other	87	4.16	0.78
The members of my team have appropriate skills to do job well	87	4.16	0.70
Team work is encouraged in this organization	86	4.01	0.90
Work is fairly distributed in my work group	86	3.87	0.81
The members of my team produce high quality work	86	4.13	0.59
I have a best friend at work	86	4.13	0.75
I enjoy working with my team	86	4.74	5.41
I have enough opportunities at my job to learn and grow	86	3.83	0.80
Promotions in my organization are offered in a fair way	86	3.35	1.07
My job allows me to make full use of my knowledge, skills and abilities	86	3.83	0.80
I am given adequate training to do my current job	85	3.94	0.85
My organization support employee career development	86	3.73	0.99
I have onsite opportunities	86	3.71	0.84
I am willing to give up some of my own time to further my training/education	86	4.12	0.74
I have a clear idea about my role in present job	85	4.25	0.58
My organization encourages transparency	86	3.64	0.88
I receive recognition for my contribution	86	3.64	0.96
The reward system of my organization encourages us for perfection	84	3.49	0.91
We celebrate success in organization	86	3.77	0.89
My organization gives non monetary rewards to the employees	83	3.54	1.04
My superior gives me useful feedback	85	4.07	0.78
I get support from my superior to perform my job	86	4.23	0.73
My superior treats all his/her employees fairly	86	4.07	0.88
My boss/Superior is accessible	86	4.21	0.75
I trust my immediate superior	85	4.16	0.70
I am emotionally attached to my organization	86	3.85	0.83
I am loyal to my organization	86	4.37	0.53
I would recommend to others this organization as a good place to work	86	3.93	0.85
I am extremely proud to be a part of this organization	86	4.12	0.64
I am personally motivated to put my extra effort	85	4.24	0.65
I feel a sense of commitment to this organization	85	4.12	0.54
I get involved in what i do	86	4.29	0.59
I am empowered to do my job	84	4.19	0.55
I am valued in this organization	85	3.94	0.82
My job is well structured	85	3.94	0.75
I feel that i can question a policy or practice in my organization, without fear of being penalized	87	3.62	1.09
My organization considers me as an asset	84	3.58	0.97

I enjoy autonomy in work place	87	3.87	0.73
Overall, I find the work i do meaningful	87	4.28	0.68
My superiors are very supportive in my work	87	4.26	0.75
I get constant encouragement from my superiors	87	4.16	0.79
Whenever i get a doubt about my work ,i consult my superiors	87	4.41	0.58

APPENDIX-III

Basic descriptive statistics of perceptions of work environment, compensation, teamwork, career growth, reward & recognition, support from superior and employee engagement among people at different age levels.

		Mean	Standard Deviation
Work Environment	21 - 25	4.21	.4189
	26 - 30	3.87	.3519
	31 -35	4.20	.4472
	35 - 40	3.80	.4472
	41 and above	4.50	.5774
Compensation	21 - 25	3.58	1.0174
	26 - 30	3.67	.7237
	31 -35	3.80	.8367
	35 - 40	3.60	1.1402
	41 and above	3.75	1.2583
Team Work	21 - 25	4.58	1.8654
	26 - 30	3.80	.7746
	31 -35	4.20	.8367
	35 - 40	4.20	.4472
	41 and above	4.25	.9574
Career Growth Opportunities	21 - 25	3.84	.6882
	26 - 30	3.80	.6761
	31 -35	4.20	.4472
	35 - 40	4.20	.8367
	41 and above	4.50	1.0000
Reward And Recognition	21 - 25	4.00	.6667
	26 - 30	3.80	.4140
	31 -35	4.20	.4472
	35 - 40	4.20	.8367
	41 and above	4.50	1.0000
Superior	21 - 25	4.16	.5015
	26 - 30	4.00	.7559
	31 -35	4.40	.5477
	35 - 40	4.20	.8367
	41 and above	4.75	.5000
Employee Engagement	21 - 25	4.21	.5353
	26 - 30	3.93	.4577
	31 -35	4.40	.5477
	35 - 40	4.20	.8367
	41 and above	4.75	.5000

APPENDIX IV

Perceptions of work environment, compensation, teamwork, career growth, reward & recognition, support from superior and employee engagement among people with different marital status.

	Marital Status	N	Mean	Std. Deviation
Work Environment	MARRIED	54	4.06	0.492
	UN MARRIED	33	4	0.354
Compensation	MARRIED	54	3.39	0.834
	UN MARRIED	33	3.55	0.905
Team Work	MARRIED	54	4.06	0.596
	UN MARRIED	33	4.33	1.514

Career Growth Opportunities	MARRIED	54	3.81	0.754
	UN MARRIED	33	3.79	1.023
Reward And Recognition	MARRIED	54	3.8	0.762
	UN MARRIED	33	3.79	0.893
Superior	MARRIED	54	4.19	0.754
	UN MARRIED	33	4.03	0.984
Employee Engagement	MARRIED	54	4.11	0.502
	UN MARRIED	33	4.06	0.556

	t	df	Sig. (2-tailed)
Work Environment	0.565	85	0.574
Compensation	-0.823	85	0.0413
Team Work	-1.207	85	0.0231
Career Growth Opportunities	0.141	85	0.888
Reward And Recognition	0.047	85	0.963
Superior	0.827	85	0.411
Employee Engagement	0.437	85	0.663

APPENDIX V

Basic descriptive statistics of perceptions of work environment, compensation, teamwork, career growth, reward & recognition, support from superior and employee engagement among people at different genders

	Gender	N	Mean	Std. Deviation
Work Environment	MALE	21	4.14	0.573
	FEMALE	66	4	0.392
Compensation	MALE	21	3.38	0.973
	FEMALE	66	3.47	0.827
Team Work	MALE	21	3.95	0.805
	FEMALE	66	4.23	1.107
Career Growth Opportunities	MALE	21	3.76	0.831
	FEMALE	66	3.82	0.875
Reward And Recognition	MALE	21	3.86	0.854
	FEMALE	66	3.77	0.8
Superior	MALE	21	4.29	0.784
	FEMALE	66	4.08	0.865
Employee Engagement	MALE	21	4.14	0.655
	FEMALE	66	4.08	0.474

	t	df	Sig. (2-tailed)
Work Environment	1.291	85	0.2
Compensation	-0.41	85	0.683
Team Work	-1.052	85	0.296
Career Growth Opportunities	-0.26	85	0.796
Reward And Recognition	0.415	85	0.68
Superior	0.99	85	0.325
Employee Engagement	0.513	85	0.609

APPENDIX VI

Basic descriptive statistics of perceptions of work environment, compensation, teamwork, career growth, reward & recognition, support from superior and employee engagement among people at different Designation levels.

		Sum of Squares	df	Mean Square	F	Sig.
Work Environment	Between Groups	0.881	2	0.44	2.392	0.097
	Within Groups	16.019	87	0.184		
	Total	16.9	89			
Compensation	Between Groups	3.584	2	1.792	2.564	0.083
	Within Groups	60.816	87	0.699		
	Total	64.4	89			

Team Work	Between Groups	4.732	2	2.366	2.261	0.011
	Within Groups	91.057	87	1.047		
	Total	95.789	89			
Career Growth Opportunities	Between Groups	0.406	2	0.203	0.273	0.762
	Within Groups	64.75	87	0.744		
	Total	65.156	89			
Reward And Recognition	Between Groups	2.381	2	1.19	1.917	0.0153
	Within Groups	54.019	87	0.621		
	Total	56.4	89			
Superior	Between Groups	1.093	2	0.546	0.758	0.472
	Within Groups	62.73	87	0.721		
	Total	63.822	89			
Employee Engagement	Between Groups	0.646	2	0.323	1.16	0.318
	Within Groups	24.242	87	0.279		
	Total	24.889	89			

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APPENDIX VII

Basic descriptive statistics of perceptions of work environment, compensation, teamwork, career growth, reward & recognition, support from superior and employee engagement among people at different Experience levels.

		Sum of Squares	df	Mean Square	F	Sig.
Work Environment	Between Groups	1.867	4	0.467	2.639	0.039
	Within Groups	15.033	85	0.177		
	Total	16.9	89			
Compensation	Between Groups	4.35	4	1.087	1.539	0.198
	Within Groups	60.05	85	0.706		
	Total	64.4	89			
Team Work	Between Groups	1.989	4	0.497	0.451	0.772
	Within Groups	93.8	85	1.104		
	Total	95.789	89			
Career Growth Opportunities	Between Groups	6.911	4	1.728	2.521	0.047
	Within Groups	58.244	85	0.685		
	Total	65.156	89			
Reward And Recognition	Between Groups	6.606	4	1.651	2.819	0.03
	Within Groups	49.794	85	0.586		
	Total	56.4	89			
Superior	Between Groups	3.55	4	0.888	1.252	0.295
	Within Groups	60.272	85	0.709		
	Total	63.822	89			
Employee Engagement	Between Groups	3.472	4	0.868	3.445	0.012
	Within Groups	21.417	85	0.252		
	Total	24.889	89			

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