

A STUDY ON EMPLOYEE ENGAGEMENT IN HOSPITALS OF UDAIPUR DIVISION

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ABSTRACT

The research paper focuses upon understanding the concept ‘employee engagement’ and attempt to explore the employee engagement level in the hospital sector. The study intendsto measure the level of employee engagement and to compare the level between the government and private sector hospitals. The research uses a mixed approachwhich includes surveysto measure the employee engagement leveland observation and interview to have a deeper understanding of internal dynamics of hospitals.

The findings of this study areproposed to illustrate the association between the engagement level of hospital staff and the demographic factors in government and private hospitals and compare the level of engagement in two different sectors. The results of the study are relevant to not only the hospitals but also to all the organisations that aim to improve the engagement of personnel and deliver quality service to customers.

Key Words: Employee Engagement, Organisation, Service quality, Government and private, Hospitals.

INTRODUCTION

The healthcare sector has interdependent relationship between employee engagement and delivery of service quality is crucial and significant for patient satisfaction and the overall organisational success. The research deals with an extensive assessment of the factors in the hospitals that affect employee engagement on different levels. Understanding these key factors is crucial for hospitals to anticipate the approaching challenges and to hire the skilful workforce for providing perceived services to customers and society.

EMPLOYEE ENGAGEMENT

Employee engagement is a multidimensional approach which includes commitment, satisfaction, loyalty and involvement that an employee experience in the organisation while performing the work. Employee engagement approach developed by (Kahn, 1990) is a concept that can be described by “vigor” “dedication” and absorption that employees show at their work (Schaufeli and bakker, 2004) .Engagement involves the emotional engrossment for the concerned organisation and its objectives (Kahn, 1990). Employee engagement is an approach where employees show their commitment and dedication using the potential and abilities for the organisation goals and success with their own development (Bakker & Leiter, 2010). It can be seen as physical, emotional and cognitional attachment towards the workplace (Kahn, 1990).

OBJECTIVES

- 1 To study various demographic factors affecting employee engagement in hospitals of Udaipur division.
2. To study the comparison of employee engagement between in government and private hospitals.
3. To propose suggestive measures for strengthening employee engagement in the hospitals of Udaipur division.

LITERATURE REVIEW

(Kahn, 1990) first developed the concept ‘employee engagement’ and gave a definition as “harnessing of organisation members ‘selves to their work roles, in engagement, people employ and express themselves physically, cognitively, and emotionally during role performance”

(Bakker et al., 2011)Explained different models, theories, measurement scale, challenges and factors affecting the employee engagement.

(Shuck & Herd, 2012)doesexplore the connection between leadership and employee engagement and their role in the development of human resources.”

(Alfes et al., 2013)has addressed the impact of HRM practises on engagement and behaviour outcomes of employees.

(Truss et al., 2013) has suggested that it is important to increase engagement practices in the organisation as it directly affects the performance of both individual and organisation.

(Jagannathan, 2014) had studied the key factors that influence employee engagement and the relationship on performance of employees.

(Guest, 2014) reviews the literature and understands how employee engagement can affect a critical part of management. It also differentiates work engagement and organisation engagement.

(Zhang et al., 2014) examines the style of leadership and its impact on employee engagement. It also draws attention to the components of employee engagement.

(Saks & Gruman, 2014) shows concerns over not having one meaning of employee engagement and discusses theory, model and definition of employee engagement.

EMPLOYEE ENGAGEMENT MODELS

“Employee Engagement Model of Aon Hewitt”

The Aon Hewitt model provides a framework to enhance employee engagement and improve performance. It emphasises upon three main features as:

Engagement drivers: These are the basic elements which affect employee engagement directly. These factors mainly include the workplace environment, training and development, growth opportunities, appreciation, rewards, managerial support, leadership and balancing life.

Engagement Outcomes: These are the expected results organisations intended to achieve by increasing employee engagement. The anticipated outcomes are higher productivity, lower turnover, increased consumer satisfaction and better organisational performance.

Engagement Enablers: These are the factors that help in advancement of employee engagement in organisations. These elements are strong leadership, employee welfare schemes, higher values and beliefs, equal remuneration, fair compensation, benefits, clear communication and many others. The organisations can implement the framework for creating a work culture that can result in overall increased performance.

Towers Watson’s model

The model for employee engagement focuses on the leadership area to improve the engagement factor in organisations. There are some factors according to the model that influence employee engagement-

Leadership effectiveness: It includes strong and supportive leadership, considerate management who can inspire, motivate and encourage the team members with effective communication. These leaders and managers bring the best out of employees.

Organisational culture: Culture represents the working environment for employees. The positive culture at workplace increases trust among employees and they feel connected to organisational values and beliefs. It assures their well-being at most which motivate them to be with organisation.

Rewards and recognition: Employees, who feel valued for their ideas, when their opinion matters to the organisation and when get reward and acknowledgement for their efforts, are more engaged. These rewards can be 'monetary' and 'non-monetary' which helps to enhance the engagement.

Development opportunities: employees who feel future with the origination for better they tend to be more engaged.

FACTORS INFLUENCING EMPLOYEE ENGAGEMENT

Employee engagement is the amalgamation of different traits, behaviour and Psychological involvement in work. It is difficult to identify definite factors that influence the engagement of employees. "Various studies over the period of times have identified different variables out of which a few are summed up in this Paper, based on a published article by 'the conference board' in 2006 and this study with different research firms came up with some key influences as Trust And Integrity, Nature Of The Job, the Line Of Sight Between Employees Performance And Company Performance, Career Growth Opportunities, Pride About The Company, Co-Workers/Team Members, Employee Development, Culture Of Respect Feedback, Counselling And Mentoring Fair Reward, Recognition And Incentive Scheme, Effective Leadership, Clear Job Expectations, Adequate Tools To Perform Work Responsibilities And Motivation."

RESEARCH METHODOLOGY

The research was in government and private hospitals of Udaipur division. A well-structured questionnaire is designed for the employee engagement and service quality. The employees were requested to fill the response according to their personal experience. The questionnaire is divided in 3 parts which asks questions which includes demographic information, employee engagement, service quality and factors affecting employee engagement.

SAMPLE

The total of 300 employees which consists of 150 employees from government hospitals and 150 from private hospitals of Udaipur division were asked to respond the questionnaire. The employees are from all the levels from top to bottom. The response was quite agreeable and most of the queries were handled positively.

DATA COLLECTION TECHNIQUE

The Data has been collected through a structured questionnaire from 300 respondents. The Questionnaire was divided in three parts A, B and C. Respondents were given the form via online or physical medium. In the Demographic questions, there were short answer type statements and other statements were asked on Likert Scale.

DATA ANALYSIS AND INTERPRETATION

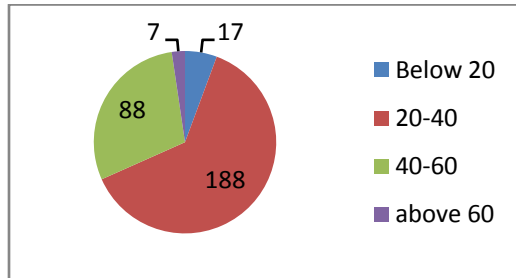
As per our objectives this part of research paper will contain analysis of data which was collected through a questionnaire during primary research. The sample size was 300 collectively, 150 from government and 150 from private hospitals. The data was evaluated with SPSS and MS Excel.

As per data collected and analysed the results are summarised here:

Demographic Results: Age, Gender, Sector, Experience, monthly income, marital status and the highest qualification, were the areas included in the questionnaire. The frequencies of data collected from different groups are depicted below in pie-chart form.

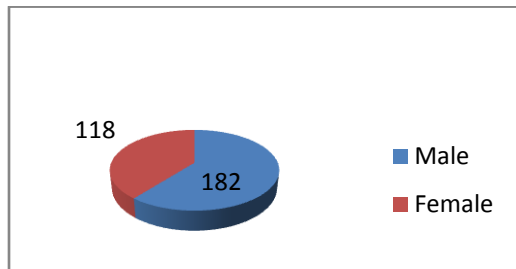
AGE

Figure 1



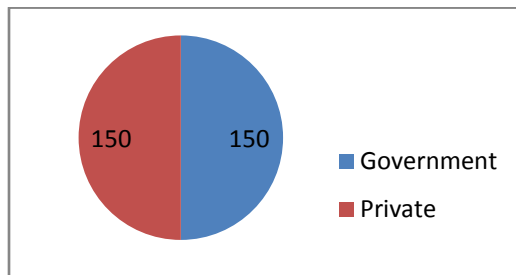
GENDER

Figure 2



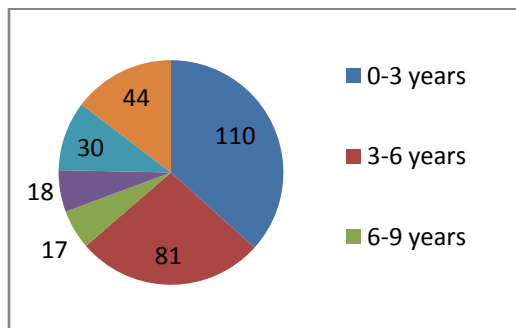
SECTOR

Figure 3



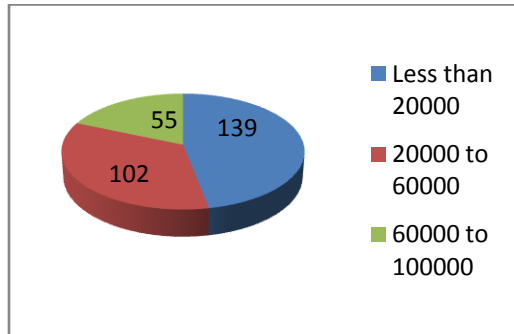
Experience

Figure 4



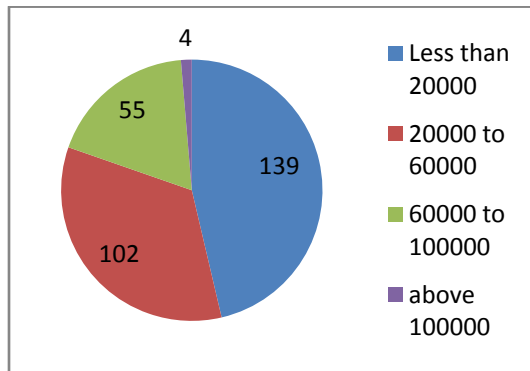
Area of work

Figure 5



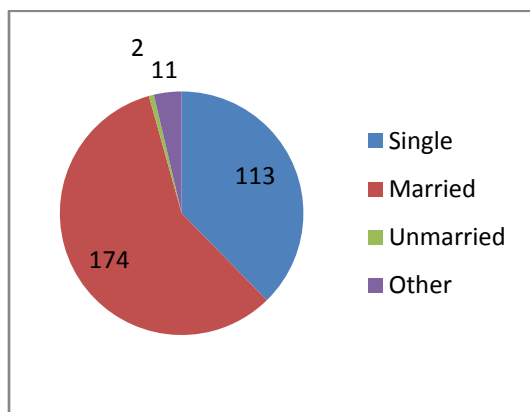
Monthly Income

Figure 6



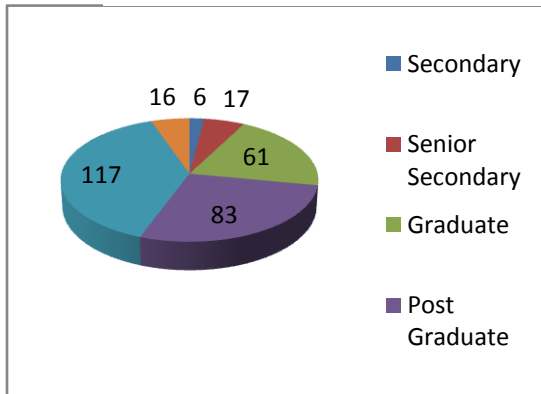
Marital Status

Figure 7



Highest Qualification

Figure 8



Data analysis observed “no significant association” between engagement and age and marital status as ‘p- value’ is greater than ‘the level of significance (0.05)’ and a significant association for gender, the sector, and experience, the area of work, monthly income and highest qualification where ‘p-value is less than level of significance’.

Table: 1 Association between Demographic factors and Employee Engagement

Demographic Factors	Chi- square (p-value)	Significance level
Age	11.726 (0.068) >	0.05
Gender	10.082 (0.006) <	
Experience	43.993 (0.000) <	
The Area of work	12.877 (0.002) <	
Monthly Income	19.959 (0.003) <	
Marital status	6.728 (0.347) >	
Highest Qualification	44.957 (0.000) <	

Comparison of Employee Engagement in government and private hospitals

The results in the table below show a significant alteration in the level of employee engagement in both the sectors. Employee engagement in the government sector is higher than that of the private sector.

Table 2: Employee Engagement Comparison in Government and Private Hospitals

Sector	N	Mean	S.D.	Mean difference	“t”	p value
Government	150	39.660	5.525	3.760	4.486	0.000
Private	150	35.900	8.653			

As per the above table Mean difference shows that there is substantial difference between the engagement level in the two sectors. The higher engagement in government hospitals can be due to factors like Job security, challenging social issues, diverse job-roles and many more. Private sectors can learn from government sectors to work for well-being of society, providing job-security to employees and many others.

Table 3 Employee Engagement in Government and Private Sectors

		Type Employee Engagement			Total	Chi-Square	
		Low	Average	High		p value	
Sector	Government	f	0	44	106	150	12.877
		%	0.0%	29.3%	70.7%	100.0%	0.002
	Private	f	12	36	102	150	
		%	8.0%	24.0%	68.0%	100.0%	
Total		f	12	80	208	300	
		%	4.0%	26.7%	69.3%	100.0%	

The table shows the high level engagement in government sectors.

Both the government and private sector hospitals have employee who efficiently work for organisations. It becomes critical for organisations to recognise problems and needs of employee's and solve those in time. Employee engagement is a crucial factor especially for the sectors like healthcare which need to be improved for organisational success.

FINDINGS, SUGGESTIONS AND CONCLUSION

The study is an effort to understand the employee engagement and compare the phenomena in two different types of sectors as government and private. There were different demographic factors taken into consideration and the results shows that most of the factors are significantly associated with employee engagement which means age, gender, marital status, qualification, working area, income etc. have an effect on employee engagement and the factors which do not show any association here might be due to some other factors. The results also show that employee engagement is higher in government sectors compared to private sectors.

The results offer crucial recommendations to hospitals operating in both private sectors. Government sectors have employees who are engaged higher than that of private employees because of factors like society well-being policies, organisational culture,

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