
Employee Satisfaction Survey at a Super-Specialty Hospital in Nagpur

¹Jasmeet Oberoi, ²KiranTahalramani, ³Mr. P Santosh

^{1,2} Student of Shri Ramdeobaba College of Engineering and Management (RCOEM), Nagpur

³AGM, HR, Super-Specialty Hospital

Email: jasmeetoberoi212@gmail.com, tahalramanikiran@gmail.com, psantosh@outlook.in

Received: 20th September 2018, Accepted: 11th October 2018, Published: 31st October 2018

Abstract

Employee satisfaction is a very effective tool that measures and maintains a positive culture within the organization. Measuring employee satisfaction is critical because unhappy employees are less likely to satisfy their clients and do work properly. It helps with various other factors like increase in productivity, retaining employees thereby saving the costs and time, uncover issues quickly by conducting anonymous satisfaction survey. It is important to ensure employee satisfaction to deliver health services effectively because health care sector is more people centric sector which is growing rapidly in the recent years. The study addresses the employee satisfaction survey carried out at a known super-specialty hospital in Nagpur. Primary data was collected through standardized questionnaire given to employees of all the departments in the organization consisting of nine parameters which gave insights on different areas where the employee needs to be satisfied in order to reflect positively in the organization. For the matter of research under consideration only three parameters viz Working Conditions (WC), Relationship with Immediate Supervisor (RS) and Training Program (TP) is taken to formulate the hypothesis for the study. The reason behind selecting these parameters for the research is the organization's greater emphasis on the three out of all the nine parameters as the overall satisfaction was comparatively high for the three. Study of satisfaction level of employees amongst various departments present in the organization (support staff, customer care, doctors, nursing and technicians) with respect to each of the three parameters was also undertaken.

Keywords

Employee Satisfaction, Environment, Super Specialty Hospital

Introduction

The satisfaction of employees is directly associated with the efficiency of an organization and that is why it is important for the organization to ensure if their employees are happy with their work or not. One of the leading challenges in management is implementing effective human development strategies which results on emphasizing on performance which can be done through satisfaction surveys. It is viewed as the degree of an employee's affective orientation towards the work role occupied in the organization. It gives the employees an opportunity for both, personal and professional development that contributes to the performance of an organization. It is indeed, one of the most effective HR surveys that actually makes employee feel that they are being listened and their queries are being noticed by the higher authorities.

Employee satisfaction specially among the hospitals have become really important to study for researchers because hospital personnel these days have difficulties in meeting the needs of patients, if their own needs are not met. Hence, hospital managers have responsibilities of both, staff and patients. This is how employee satisfaction as well as patient satisfaction becomes important from health care settings point of view. Ensuring hospital employees to be satisfied helps in the overall growth and effectively deliver health services where the employees can directly influence patient satisfaction by their involvement and interaction.

This study is an attempt to explore the satisfaction level amongst the employees in a super-specialty hospital. The hospital is one of the tertiary care, super specialty healthcare networks in India offering healthcare services. It was first established in the year 1989. It has various departments like support staff, customer care, doctors, nursing and technicians and two units in Nagpur. It is India's 5th largest pharmaceutical and healthcare company with a presence in 20 countries across the globe. A specialty hospital is something that primarily or exclusively is engaged in the care and treatment of patients with a specific condition. Here the hospital provides special services to cardiac patients. Employee Satisfaction Survey is a continuous practice in the organization under consideration. The questionnaire has nine parameters like working condition, relationship with immediate supervisor, fairness, training program, opportunities for growth, welfare and benefits, personal expression/diversity, work life balance and appreciation and engagement having four statements under each of them. It takes time to conduct surveys and make action steps afterwards. In the last cycle of the survey, the overall satisfaction rate was identified to be 79% and now it came out to be 94.74% which shows that the organization is trying best to incorporate practices which helps to

employees to be happy and lead to a higher satisfaction rate. There were a lot of employee engagement activities held for the engagement of the employees and due care was taken each time for their grievances. Significant events that were taken place during the year were celebrating Employee of the Month, Birthday Celebrations, RRT price distribution, International nurse day, International Women's Day, Poster competitions etc. Responses were collected on three-point scale indicating 1 being 'disagree', 2 being 'neutral' and 3 being 'agree'. For obtaining the overall satisfaction percentage responses on 'agree' and 'neutral' were clubbed for all the statements and percentage of satisfaction was calculated for every individual parameter average of which constitutes the overall satisfaction of the employees with the organization which can now become a base for further research on employee satisfaction survey for the researchers.

Objective

To understand the level of satisfaction of a super-specialty hospital at Nagpur with respect to working condition, training program and relationship with immediate supervisor and how it differs department wise for each of the three parameters.

Hypothesis

1. Null hypothesis: irrespective of three different parameters the satisfaction level of employees is same
Alternate hypothesis: Irrespective of three different parameters the satisfaction level of employees is not same
H0: $\mu_{WC} = \mu_{RS} = \mu_{TP}$
H1: $\mu_{WC} \neq \mu_{RS} \neq \mu_{TP}$
2. Null hypothesis: irrespective of different departments the satisfaction level of employees with respect to the working conditions is same.
Alternate hypothesis: irrespective of different departments the satisfaction level of employees with respect to the working conditions is not same.
3. Null hypothesis: irrespective of different departments the satisfaction level of employees with respect to relationship with immediate supervisor is same.
Alternate hypothesis irrespective of different departments the satisfaction level of employees with respect to relationship with immediate supervisor is not same.
4. Null hypothesis: irrespective of different departments the satisfaction level of employees with respect to training program is same.
Alternate hypothesis: irrespective of different departments the satisfaction level of employees with respect to training program is not same.

Literature Review

Kaarna M.19 (2004) conducted a study to evaluate the level of job satisfaction and to describe factors related to the job satisfaction among the staff at an Estonian hospital. The respondents were divided into 5 occupation categories; physicians, nurses and nursing associates, other health professionals, administrative staff and support staff. Study results showed a positive correlation of job satisfaction with the variables- planning, relationship with supervisor and feeling part of the organization. There was a significant negative correlation between job satisfaction and knowledge, work stress, unrealistic expectation. Kaur S., et.al.12 (2011) studies the job satisfaction and the various factors related with it among doctors in a tertiary hospital in Delhi. Data collection was among 250 doctors by using self-administered questionnaire. In this study a significant proportion of doctors were found to be dissatisfied with the average number of their work hours and salary. Many employees felt that their working environment was not good. Factors like the average number of work hours per day and the number of nightshifts per month were found to have a significant relation with dissatisfaction. Singh Raj Kumar G. 6 (2013) conducted a study on hospital employees to probe the factors influencing job satisfaction. Author states that positive performance of the employees in the organization is an outcome of his satisfactory job experience. Study investigated the factors influencing the job satisfaction among the private hospital employees of Manipur in India. There was a significant association between job satisfaction of employees and relationship behavior factors, pay and compensation factors and training and career growth factors. Pay and compensation factors were the most important factors positively correlated with employee job satisfaction. Elarabi.H. M., & Johari F. 7 (2013) studies the factors that affect job satisfaction and job performance and the relationship between job satisfaction and job performance. Study identified four factors; work comfort, work treatment, salary, incentives and evaluated their impact on job satisfaction of the medical staff working in government hospitals in Libya. Employees and medical staff were not satisfied with all the factors affecting job satisfaction which lead to low job performance in the hospital. The study concluded that the

performance of medical staff and medical service quality in hospitals could be enhanced when employees are satisfied and are well treated by their managers in addition to good salaries and effective incentive system.

Materials and Methods

Sources of Data

Primary data was collected through standardized questionnaire wherein the survey form was distributed among all the 113 on-role employees of the organization. Also, some secondary data was used from journals, books and websites.

Scope of the Study

Survey conducted at one of the units of known super-specialty hospital at Nagpur. There were two categories of employees-on role and off role (contractual employees). Current research is conducted by collecting data from only on role employees of various departments' viz support staff, customer care, doctors, nursing and technicians. Also, the questionnaire has in total nine parameters out of which only three are considered for the current research.

Research Tool

Researchers have used Anova as the research tool to test all the four hypothesis. It is to be applied if more than two groups of data sets are there over a single sample set. Out of the universe of 113 employees, researchers were able to obtain responses of 84 employees which implies that the percentage of strength covered is 74.

Decision criteria was based on p-value. If p-value < 0.05 , then reject the null hypothesis (H0) or else fail to reject H0 Calculation of p-value was done using excel wherein all the individual responses on three-point scale indicating 1 being disagree, 2 'neutral' and 3 being 'agree' were tabulated to obtain their mean values and single factor Anova as the data analysis tool was applied.

Results and Discussion

Hypo#	statement	p-vale	Status
First Hypothesis	Null hypothesis: irrespective of three different parameters the satisfaction level of employees is same Alternate hypothesis: Irrespective of three different parameters the satisfaction level of employees is not same	0.85 $>$ 0.05	Fail to reject null hypothesis
Second Hypothesis	Null hypothesis: irrespective of different departments the satisfaction level of employees with respect to the working conditions is same. Alternate hypothesis: irrespective of different departments the satisfaction level of employees with respect to the working conditions is not same.	0.14 $>$ 0.05	Fail to reject null hypothesis
Third Hypothesis	Null hypothesis: irrespective of different departments the satisfaction level of employees with respect to relationship with immediate supervisor is same. Alternate hypothesis irrespective of different departments the satisfaction level of employees with respect to relationship with immediate supervisor is not same.	0.36 $>$ 0.05	Fail to reject null hypothesis
Fourth Hypothesis	Null hypothesis: irrespective of different departments the satisfaction level of employees with respect to training program is same.	0.006 $<$ 0.05	reject null hypothesis

	Alternate hypothesis: irrespective of different departments the satisfaction level of employees with respect to training program is not same.		
--	---	--	--

The table above clearly shows that researchers fail to reject the first three null hypothesis and were able to reject the fourth one which implies that though overall the employees are happy with the organization, the satisfaction level with respect to the training program is not same for each department under consideration which indicates the scope of improvement for the organization in this particular area.

Conclusion

From the above analysis we can conclude that irrespective of the different parameters the satisfaction level of the employees is same that is they are happy with the organization. They are provided with the resources that are required to do their job well, interaction with the associates present around enhance their work experience, they find their workplace to be safe and are informed on how to deal with hazardous situation. Employees receive useful and constructive feedback from their superior and are happy about it, they feel that their superiors value their ideas and talents, treats all their associates fairly and handles work related issues satisfactorily. They also believe that the robust training given to them actually helps them to understand the system and policy and to their job well. Strong belief is there towards training and development and they take every opportunity to learn and grow. Also, it can be said that irrespective of the different departments in the organization employees are satisfied with the working conditions and the kind of relationship with the immediate supervisor.

References

1. Text book: Research methodology by C.R.Kothari (second revised edition) ch.9, page no. 184, ch.11, page no. 256
2. The relationships of customer satisfaction, customer loyalty, and profitability: an empirical study <https://www.emeraldinsight.com/doi/abs/10.1108/09564239610129931> accessed on 2.09.18
3. A study of relationship between managers' leadership style and employees' job satisfaction <https://www.emeraldinsight.com/m/doi/abs/10.1108/13660750610665008?fullSc=1> accessed on 2.08.18
4. Do types of organizational culture matter in nurse job satisfaction and turnover intention? <https://www.emeraldinsight.com/doi/abs/10.1108/17511870910928001> accessed on 2.08.18
5. Impact of Employee Participation On Job Satisfaction, Employee Commitment And Employee Productivity <http://bizresearchpapers.com/Bhatti.pdf> accessed on 17.09.18
6. The benefits of employee-satisfaction surveys <https://insidesmallbusiness.com.au/planning-management/benefits-employee-satisfaction-surveys> accessed on 17.09.18
7. Relationship between Working Conditions and Job Satisfaction: The Case of Croatian Shipbuilding Company http://www.ijbssnet.com/journals/Vol_4_No_2_February_2013/22.pdf accessed on 18.09.18
8. Job satisfaction of hospital nursing staff <https://sajhrm.co.za/index.php/sajhrm/article/viewFile/66/66> accessed on 17.09.18 accessed on 18.09.18
9. The progress of reforms: job satisfaction in a typical hospital in Estonia <https://academic.oup.com/intqhc/article/16/3/253/1814542> accessed on 18.09.18
10. A study on job satisfaction of employees at the multi-specialty hospital in Chennai http://www.ijariie.com/AdminUploadPdf/A_STUDY_ON_JOB_SATISFACTION_OF_EMPLOYEES_AT_THE_MULTI_SPECIALTY_HOSPITALIN_CHENNAI_ijariie6912.pdf accessed on 18.09.18