

AN EFFECT OF EMPLOYEE ENGAGEMENT PRACTICES ON JOB SATISFACTION IN HEALTHCARE SECTOR WITH SPECIAL REFERENCE TO HYDERABAD AND SECUNDERABAD.

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ABSTRACT:

The main aim of this article is to unbridle the effect on job satisfaction in private hospitals with respect to employee engagement practices. Through the review of literature the researchers have notified and collected the most common engagement practices which influence job satisfaction in various sectors so as to strengthen the existing literature. In this research paper, various employee engagement practices adopted by corporate hospitals have been evaluated and have been demonstrated with their effect on job satisfaction. From this study it is found that there is a compelling relation and effect of employee engagement practices on job satisfaction in healthcare sector. Descriptive research design is used for this study. Factor analysis and paired t test are used as statistical tests for this study.

Key words: Employee engagement, Job satisfaction, Policies & Procedures, Personal growth, Rewards & benefits

Introduction:

Employee Engagement is an emotional commitment towards your work goals, usually in any organizations you will witness three different types of employees i.e. highly engaged, moderately engaged and low engaged employees, among these three categories it is proved that high engaged employees are more productive and result oriented. It is proved that highly satisfied employees will always remain highly engaged, organizations trying hard to implement effective

engagement practices to their capacity to make their employees highly satisfied and to attain high engagement during the course of time.

It is known fact that employee engagement practices play a key role in job satisfaction, if employees are highly satisfied; they remain with the organization for longer time besides working productively. The higher the engagement practices are on, the more the job satisfaction the lower the turnover.

This study is intended to find the impact of employee engagement practices on job satisfaction in healthcare sector with special reference to Hyderabad and Secunderabad region.

Health care is one of the widest sectors contributing to world economy. Under healthcare sector the author has taken a group of Hospitals from Hyderabad region for the study. Hospital is a place for hope. People depend on hospitals for their minor and major treatments. Medical and Non-Medical staff are the back bone to hospitals, staff associated with hospitals are seen too busy all the time treating and servicing patients round the clock. Hospital management are putting more attention and concern to protect the interest of the Staff so as to create job satisfaction and make them highly engaged. Hospital management is showing utmost concern about their staff and has been initiating many new employee engagement practices to uplift and strengthen performance and productivity at work place. The higher the management concern towards their staff leads to the higher the staff commitment, “the more enthusiastic the employees are, the better the operating results they achieve for the Hospital”

It is observed that there are multiple reasons for an employee to remain with the same organization for longer tenure. Job satisfaction is one among them, to make employees highly satisfied with their job, health care sector especially Hospitals are trying hard through attracting and initiating more and more reward and recognition policies. Management has announced and offered many benefit schemes to safeguard its employees and their family members and made them comfortable while service.

Review of Literature:

Sefnedi, Sefnedi et.al (2023)^[13]. This study examines the factors that influence employee work satisfaction at the 115-person Directorate General of Sea Transportation in West Sumatra. Results show that psychological empowerment raises employee engagement, which in turn raises job satisfaction. However, HR procedures have no effect on employee happiness or job engagement. The relationship between psychological empowerment and job happiness is mediated by employee participation, but not by HR procedures.

Yadav, M. et. al (2022)^[14]. This study investigates how HRM procedures affect university employees' performance and offers an integrated model that emphasizes performance evaluation, training, and research and development. Smart PLS 3.0 and SEM, which received 281 replies, confirm the high correlation and provide managers and HR specialists with useful information on

how to improve employee performance through focused initiatives. The study adds theoretical and empirical understanding of HRM procedures and employee performance metrics.

Adnan Jawabri et.al (2022)^[2]. The study looks into how employee motivation, engagement, and job satisfaction in the UAE service sector are affected by remote work, which has become more common due to technology advancements and the COVID-19 epidemic. Based on 316 employees' comments, it emphasizes both good and negative effects, highlighting the necessity of fixing flaws and creating an inspiring work atmosphere to achieve long-term success in a cutthroat market.

Abdul Aziez (2022)^[1]. This study explores the critical relationship between worker engagement and business performance. It investigates how pay and job satisfaction influence this link using a qualitative methodology and literature review method. The results derived from 13 different sources highlight how important employee involvement is for overall performance, pay, and work happiness.

Ismiyanti, I., & Andriyani, D. (2022)^[10]. This study examines the direct impact of work placement and job satisfaction on employee performance, with employee engagement serving as a mediating factor in this relationship. It was conducted quantitatively at PT. Plywood Kayu Lestari, Mojokerto City, and involved 120 male employees. For better employee performance, it is essential to increase job placement, job happiness, and staff engagement.

Dr. R. Shanthi and P. Sumathi (2021)^[7]. This study investigates the relationship between job satisfaction and employee engagement among employees of the Shri Kannan Departmental Store in the districts of Erode, Salem, and Coimbatore. Regression analysis in SPSS is used to analyze data from 107 employees, and the results show that job happiness at the business is much improved by employee engagement.

Aziz, H. M., Othman, B. J., Gardi, B., Ahmed, S. A., Sabir, B. Y., Ismael, N. B., Hamza, P. A., Sorguli, S., Ali, B. J., Anwar, G. (2021)^[6]. In their study titled The Relationship between Employee Commitment and Job Satisfaction which is published in Journal of Humanities and Education Development, it is observed in their study that organization commitment (like conduct, and employment execution, part stretch, strengthening, work shakiness, appropriation of authority) and job satisfaction interrelated to each other.

Ali, B. J., & Anwar, G. (2021)^[3]. A study on "How Does Employee Work Engagement influence Employee Satisfaction?" which is published in International Journal of Advanced Engineering, Management and Science, the study reveals that there is a notable relationship between workrelated engagement practices and job satisfaction.

Sangeeta and Nisha Chanana,(2020)^[11], the study reveals that employee engagement practices can be best implemented during lockdown by introducing online learning and development by utilizing digital platforms, e-books, e-courses, meditation, to collect feedback, e-conferences, and virtual

social interactions etc. to make employees stay connected and motivated during this pandemic situation.

G. Delina (2020)^[9] The study indicates that employee engagement initiatives in the organization make employees highly engaged and subsequently satisfy with their jobs.

Ruechuta Tepayakul and Idsaratt Rinthaisong, (2018)^[12], Job Satisfaction and Employee Engagement among Human Resources Staff of Thai Private Higher Education Institutions, The Journal of Behavioral Science, , Vol. 13, Issue 2, The findings reveal that both intrinsic and extrinsic factors of job satisfaction like strategy, teamwork, empowerment, collaboration, growth, support and recognitions are equally important to build engaged work life.

Bellani A, Sri Rezky Ramadhani, Muhammad Tamar (2017)^[8], study reveals that job satisfaction is the outcome of employee engagement. The results suggested that the job satisfaction factors like working conditions, coordination among team members, communication and job responsibilities are playing a key role on employee engagement.

Anton Vorina, Miro Simonic, Maria Vlasova (2017)^[5] study indicates that there is a direct correlation between Employee Engagement and Job satisfaction [15].

May et al (2014)^[4] study reveals that employee engagement is closely connected with job involvement and flow. Researcher stated that engagement is concerned with how an individual employs themselves while performing their jobs while managing emotions and behaviour [16] [17].

Need for the Study:

It is a known fact that Job Satisfaction and Employee Engagement go Hand in Hand. It is observed from the previous studies that, the higher job satisfaction levels puts the employee in to high engagement and dedication, whereas the moderate job satisfaction levels leads to moderate engagement towards their work and organization, similarly the lower the job satisfaction leads to avoid the work and show disinterest in work and are little engaged. Employees feel satisfied with their jobs for different reasons. Eg: Organizational policies, competent salaries, growth, benefits, reward and recognition, growth opportunities, environment, management support, facilities and many more. Organization considers these factors as some of the employee engagement practices, which in turn result in job satisfaction.

Ultimately, it is observed that there is strong connectivity between Job satisfaction and employee engagement practices. Employee keep changing their way of doing based on the job satisfaction level which is the end result of employee Engagement practices.

In this scenario the researcher aimed to find the impact of Employee Engagement Practices on Job Satisfaction. The Researcher has chosen employees of hospitals for this study which is one of the categories in health care sector, as there are very few studies identified on this topic

Objectives of the Study:

- 1) To Study whether Employee Engagement Practices adopted in Health care sector duly in Corporate Hospitals
- 2) To explore different employee engagement practices which impact on job satisfaction in hospital sector
- 3) To study the relation between Employee Engagement practices and Job satisfaction.

Hypothesis:

H₀₁: There is no significant difference in employee engagement variables which impact on job satisfaction.

H₀₂: There is no significant relationship Employee Engagement Practices on job satisfaction for Personal growth

Methodology

Descriptive study is used as research design, and the data is collected from both primary and secondary sources. Population for the study is taken from 4 different hospitals(Apollo Hospital, (Secunderabad) Kamineni Hospital (LB Nagar, Hyderabad), Yashoda Hospital (Somajiguda), Medisys Hospital (Hyderabad) stratified random sampling technique is used to collect 180 samples from above population. The sample population included Nursing staff, duty medical officers and administrative staff (includes Front desk, billing and Insurance and floor in-charges, patient relation executives). The samples are collected only from lower level and middle level employees using schedule approach.

The questionnaire contains closed and open ended questions, this questionnaire framed and constructed based on review of literature. This questionnaire tested reliability (0.826). The exploratory factor analysis and paired t test are used as statistical tests in this study, and data also followed normal distribution to test that KMO and Bartlett's test is used, the SPSS 25 software used to run all data analysis.

Analysis & Findings: Based on the above objectives which are drawn from the review of literature, researcher used to find out the differences in employee engagement practices using paired T-test.

Factor analysis: it is used to identify the different employee engagement variables which impact on job satisfaction

Table 1.1: KMO and Bartlett's test

Kaiser – Adequacy of Sampling of Olkin Measure	.616
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Chi-Square – Approx of Bartlett’s Test	772.374
Sphericity Dof	190
Significance.	.000

As table – 1.1 Sampling adequacy is 0.616 shows KMO which is applicable and is significant for Bartlett’s sphericity test as well as factor analysis. Both tests indicated suitability of data to proceed with factor analysis.

Table 1.2: Factor Analysis

S.No	Items	Factor Loadings			Factors
		1	2	3	
1	Q16	.825			Factor - 1
2	Q25	.797			
3	Q30	.794			
4	Q41	.768			
5	Q2	.766			
6	Q12	.740			
7	Q13	.694			
8	Q22	.660			
9	Q26	.639			
10	Q29	.628			
11	Q21	.566			
12	Q31		.831		Factor - 2
13	Q34		.747		
14	Q32		.739		
15	Q35		.711		
16	Q23		.574		

17	Q14		.560		Factor – 3
18	Q36		.698		
19	Q10			.858	
20	Q15			.809	
21	Q17			.801	
22	Q19			.798	
23	Q27			.784	
24	Q36			.774	
25	Q37			.758	
26	Q38			.739	
27	Q39			.727	
28	Q09			.683	
Eigen value		1.162	1.56	2.514	
% of variance		13.846	20.4	35.679	
Cumulative variance		13.846	34.3 21	70	

Extraction method: An analysis of principal component.

Rotation method: Normalization of varimax with Kaiser. Arotation converged in 3 replications.

The exploratory factor analysis (principal component analysis and varimax rotation) conducted for all 47 items. After factor analysis the communalities are greater than .50 and Eigen values are also greater than 1. The variance explained by the factors is 70%

From the factor analysis table 1.2 Factor 1 reflected the Organisational policies & procedures with 11 items loading and it explained 13.846% of total variance. Factor 2 reflected the Reward&Benefits with 7 items loading and it explained by 20.475% of total variance. Factor 3 named as Personal growth with 10 items loading and it explained 35.679% of total variance. The 3 factors were explained total 70% of total variance.

The researcher had notified six factors and is converted in to two constructs under rotated component analysis. The reliability values as follows.

Table – 1.3 Factors with Reliability

Constructs	Cronbach's alpha
Factor – 1 (Organisational policies & procedures)	.746
Factor – 2 (Rewards & Benefits)	.713
Factor – 3 (Personal growth)	.773
Total Cronbach's alpha value 0.826	

Table – 1.3 the cronbach's alpha is found to be 0.826 and all sub scales are above 0.700. Which are higher than the minimum acceptable level suggested by nunally (1978).

Table 2: The impact of employee engagement practices on job satisfaction using paired t test

Impact of Employee engagement on job satisfaction	N	Mean	Correlations	sig	T	df	sig	Hypothesis accepted
Policies& Procedures impact on job satisfaction	400	2.12	.174	.000	8.925	399	.000*	H _{1a}
Policies& Procedures impact on job satisfaction	400	4.66						
Rewards & Benefits	400	1.13	.491	.000	7.154	399	.000*	H _{1b}
Rewards & Benefits	400	4.12						
personal Growth	400	2.36	.256	.000	7.177	399	.000*	H _{1c}
Personal Growth	400	4.34						

*significant at 1% level, Source: primary data

From table:2 researcher find that there is a significant difference [$\{t=8.925, P(.000<0.01)\}$, $\{t=7.154, P(0.000<0.01)\}$, $\{t=7.177, P(0.000<0.01)\}$] between employee engagement practices and job satisfaction at 1% level of significance. By observing mean differences we can conclude that employees are satisfied with engagement practices (policies& procedures, rewards & benefits and personal growth) that there is very less impact of engagement practices on their job satisfaction.

Conclusion:

From the study is observed that Hospitals do adopt wide variety of employee engagement practices to keep their staff engaged, as the reputation of hospital depends on the care and service the staff shown and given to their patients. It is much important for the hospitals to keep their staff highly engaged and is highly job satisfied. The study reveals that though many employee engagement factors do influence job satisfaction levels of staff, but rewards and benefits, personal growth, policies and procedures do have a major share in contributing towards higher job satisfaction among the staff. Among these three factors the rewards and benefits and job satisfaction are highly correlated. Hence the null hypothesis is rejected. The results will be helpful to the healthcare sector to make their employees engaged and to increase their employee's job satisfaction levels. Job Satisfaction has a direct relation with all the three employee engagement practices.

In further research, there is scope to add more independent variables such as age, level of education, amount of salary etc in linear model.

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