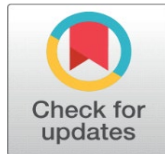
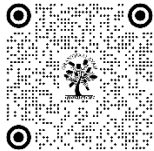


IMPACT OF EMPLOYEE ENGAGEMENT AND JOB SATISFACTION: A CASE STUDY OF SELECTED MULTISPECIALTY HOSPITALS AT HASSAN CITY

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ABSTRACT

The current scenario the business organizations are facing intense competition and challenges, the role of employees and their dedication towards the work has been one of the critical factors of concern for the business organization. In this connection this study mainly analyzes the relationship between employee work engagements between levels of job satisfaction in Multispecialty hospitals. In this study data has been collected through issuing of self-administrated structured questionnaire to the 150 employees (Nurse and doctors) of selected three popular Multi specialty hospitals in Hassan City. The researcher used to collect the data from the employees used porters five force model and binary style of collecting opinion of the respondents through using Google form and also conduct personal interview of the employees sharing their views about job satisfaction in hospital industry. The researcher used for data analysis for various statistical tools to identify the correlation between the employee work commitment and level of job satisfaction. The findings were identified that employee engagement is essential for especially for hospital sector how the satisfaction of the employees can affect their work performance, which has a direct link to the overall organization performance. It will reflect to the improve the quality of services provided by the Multispecialty Hospitals. Lastly this study recommends that today work commitment is most important in-service sector to increasing the employee work performance, the hospital should concentrate on employee's welfare and developing a scientific performance appraisal system with sincere appreciation, rewards and recognition, then it will enhance employee job satisfaction in Hospital sector.

Keywords: Multispecialty Hospital, Job Satisfaction, Work flow, Test of Homogeneity etc.

1. INTRODUCTION

Employee Engagement is defined as an employee's involvement with assurance to, and satisfaction with work. Employee engagement could be a part of employee retention. (Locke, 1976) defines Job Satisfaction as a delightful or optimistic spirit resulting from the appraisal of one's job or job experiences. With increasing diversity in workforce and firms stepping into new markets, it's become important for the organizations to stay its workforce engaged so on retain the highest talents. If the staff are engaged they have a tendency to be satisfied and motivated which successively ends up in retention of top talents and also it provides a competitive edge to organization. Employee engagement is that the state within which individual are sensitively and rationally committed to the organization. Employee engagement is inclusive of long-term emotional involvement and is an antecedent to more temporary generalities of employee sentiment, like job satisfaction and commitment. Engaged employees come to figure on a daily basis feeling a connection to their organization, have a high level of enthusiasm for his or her work.

Employee engagement has been discussed by many research with its linkages to job satisfaction. An employee who is satisfied together with his along with his job may not be engaged but on the contrary an employee who is engaged and who believes within the organization values will in most cases be satisfied with his or her job. Employee Engagement is

more of transformational concept which incorporates autonomy, growth, impact and connection whereas job satisfaction is transactional in nature. Organizations who have highly engaged employees tend to possess higher productivity, satisfaction levels and employee retention. Job satisfaction is an attitude that's simply how content a person is along with his or her job; whether he or she likes the work or not. Job satisfaction also can be seen within the broader context of the range of issues which affect an individual's experience of labor, or their quality of working life. Job satisfaction is one of the important factors of the organization to enhance the productivity of employee. Successful combination of two factors (finance & non-finance) is the outcome of proper job satisfaction. Management role is also considered as an important factor that gives proper job satisfaction to the employee satisfaction. However, more complicated then it appears. It is more imperative for any organization to put forward high satisfaction, as it mirror high loyalty and it will not lead to come back if they get better satisfaction in the work environment.

2. REVIEW OF LITERATURE

Deepa E, Kuppusamy S (2014) conducted a study on "The Effect of Performance Appraisal System in Organizational Commitment, Job Satisfaction and Productivity", This paper summarizes the conceptual foundation of performance appraisal system and its relationship between Job Satisfaction, Organization Values, Employee Engagement and thus with Productivity. The researcher has found that the performance appraisal system helps both the workers and therefore the organization in increasing their productivity.

Warnalatha (2015) conducted research "Impact of labor Engagement on Work Satisfaction: A study on teaching Faculties". The researcher conducted a literature search on work engagement and interview with 220 college faculties. This study is vital to beat the matter of labor engagement which affects the duty Satisfaction with the efficient implementation of strategies just like the training, Job rotation, and reward system etc.

Hotner Tampubolon (2017) conducted an enquiry on "The relationship between Employee Engagement, Job Motivation, and Job Satisfaction towards the worker Performance" found that the worker Engagement positively and significantly influenced employee performance. The aim of the study is to research the effect of employee engagement, job motivation and job satisfaction to employee performance in Ministry of Export and Import Department, the Indonesian Ministry of Trade.

Khyser Mohd (2019) made attempt study on pattern of employee engagement in private sector hospitals. The study examines various employee engagement practices and its impact on employee engagement levels in private hospitals. The study aims to measure the employee engagement by considering employee engagement dimensions and practices. This study find out that employee engagement leads to productivity and profitability, retention of employees leads to growth of organization.

Roopendra Singh (2021), this study attempts to identify the predictors of employee engagement and investigate its level among the employees in the hospital. This research is based on the primary data collected from 104 employees on multiple dimensions related to employee engagement. The study showed that the level of employee engagement it's dependent on job satisfaction, employee pay and financial benefits, sustainability and career progression, job profile, working environment and culture results that positive growth of the organization.

Aishwarya (2023), entitled research on "A study on work-life balance of nursing staff working in private hospitals in palayamkottai" At present every successful employee has to pass through the dilemma of work life balance in personal and professional life. For the sake of leading a successful life, people do not hesitate to give extra time for achieving the objectives of life. In addition, we tested whether perceived time control helps moderate the effects of working hours and occupational stress Methodology.

3. RESEARCH METHODOLOGY

In this study purely focused on empirical analysis the data has been collected through google form by issuing of structured questionnaire to 150 employees working in Sahyadri Multispecialty Hospital, Karna Multispecialty Hospital and Mani Super Specialty Hospital in Hassan City. The method of sampling used systemic random sampling. The secondary data was collected from research publications in books, journals and periodicals, dailies, dissertation work

and conference proceeding on human resources management. The analysis of data using SPSS 21.0 Version applying descriptive statistics, Chi square Test and paired sample T-Test etc.

4. OBJECTIVES OF THE STUDY

1. To assess the socio-economic variables of employees working in selected multispecialty hospitals at Hassan City.
2. To assess the impact of employee engagement and job satisfaction towards multispecialty hospital profitability in Hassan City.

5. HYPOTHESIS OF THE STUDY

- H0: There is no significant relationship between socio-economic variables of employees working in selected Multispecialty Hospital
- H1: There is a significant relationship between socio-economic variables of employees working in selected Multispecialty Hospital.
- H0: There is no significant relationship between impact of employee engagement and job satisfaction towards multispecialty hospital profitability.
- H2: There is a significant relationship between impact of employee engagement and job satisfaction towards multispecialty hospital profitability.

1. SOCIO-ECONOMIC VARIABLES OF EMPLOYEES WORKING IN SELECTED MULTISPECIALTY HOSPITALS:

The below table shows that socio-economic variables of employees working in selected study area. The overall respondents were numbering 100 respondents considered for data analysis out of that 50% of the doctors and another 50% of staff nurses. Majority average mean of 4.11, 4.78 and 4.88, this assigned values indicates that majority of the employees belongs to age group between 30 to 40 years and married employees, Around 4.12 and 4.44 employees, they are earning annual income of above 10 lakhs and had work experience of more than 10 years respectively. This category of socio economic background of employees correlated with employee engagement in selected Multispecialty Hospitals at Hassan City,

Table No.1 shows the Socio-economic variables of Employees

a) Age Pattern		
Variables	Average mean	Chi-square Test
Less than 30 years	2.89	Pearson Chi-Square =3.73 P Value=0.555 H0=Accepted
30 to 40 years	4.11	
Above 40	3.55	
b) Marital Status		
Married	4.78	Pearson Chi-Square =4.44 P Value=0.641 H0=Accepted
Unmarried	3.77	
c) Occupation Pattern		
Doctors	4.88	Pearson Chi-Square =3.14 P Value=0.000 H0=Rejected
Staff Nurses	3.96	
d) Annual Income		
Less than 5 Lakh	2.96	Pearson Chi-Square =2.87 P Value=0.000 H0=Rejected
5 lakhs to 10 Lakhs	3.11	
Above 10 Lakhs	4.12	
e) Work Experience		

Less than 5 years	3.21	Pearson Chi-Square =3.77 P Value=0.000 H0=Rejected
5 years to 10 years	4.44	
Above 10 years	3.98	

Sources: Primary data

The above chi-square test result shows the table value of χ^2 of, education occupation pattern, annual income and work experience, variables shows that less than the critical value which is 0.005, hence the null hypothesis is rejected at a 5% level of significance. For the age pattern and marital status, the table value of χ^2 is 0.555 and 0.641 which is more than the critical value, hence the null hypothesis is accepted at a 5% level of significance respectively.

2. IMPACT OF EMPLOYEE ENGAGEMENT AND JOB SATISFACTION TOWARDS MULTISPECIALTY HOSPITAL PROFITABILITY IN SELECTED STUDY AREA:

Table No.2 shows impact of impact of employee engagement and job satisfaction towards multispecialty hospital profitability in selected study area. The highest mean and standard deviation were found 4.83(1.639) and 4.56 (1.504), employees are opinioned that hospital provides opportunity for career development, Job promotions are awarded fairly and without bias and hospital pay policy helps attract and retain high performing employees etc. In the context of impact of job satisfaction of the employees. The highest mean and standard deviation were found that 4.58(1.89) and 4.44 (1.47), employees are opinioned that hospital provides health insurance coverage for the employees and stressed about the time spent at working environment, these are the major viewpoints influencing for level of job satisfaction among employees working in selected Multispecialty Hospitals. To sum up more employee engagement and high level of job satisfaction leads to increasing the organization performance as well as good amount of hospitals productivity and profitability of selected Multispecialty Hospitals at Hassan City.

Table No.2 Shows that impact of employee engagement towards hospital profitability

Independent Variables		Mean	SD
X ₁	I know what is expected of me at work.	4.55	1.465
X ₂	I have the materials and equipment to do my work right	3.98	1.049
X ₃	Hospital provides opportunity for career development, Job promotions are awarded fairly and without bias.	4.83	1.639
X ₄	Hospital pay policy helps attract and retain high performing employees	4.56	1.504
X ₅	Most of the systems and processes in the hospital support you, getting your work done effectively.	2.75	1.403
X ₆	Employees from all sort of different backgrounds, regardless of ethnicity, religion and culture.	3.83	1.508
X ₇	Mission/purpose of my company makes me feel my job is important	3.09	1.353
X ₈	My associates are committed to doing quality work	4.01	0.775
X ₉	work environment is transparent and have the open one to one discussion with the authority in the hospital	4.31	1.152
Impact of job satisfaction towards hospital profitability			
Independent Variables		Mean	SD
X ₁	Are u satisfied job satisfaction	4.20	1.03
X ₂	Need to work extra hours than the stipulated time	3.40	1.53
X ₃	Stressed due to traveling long distance for work	3.75	1.29
X ₄	Stressed about the time spent at working environment	4.44	1.47
X ₅	Provision of flexible work timings	3.80	1.57
X ₆	Lack of co-ordinations support	4.25	1.68
X ₇	Huge work less remuneration	3.70	1.38
X ₈	There is reward and reorganization at the work place	3.88	1.24
X ₉	Hospital provides health insurance coverage for the employees	4.58	1.89
X ₁₀	There is a career growth opportunity in the hospital	3.37	1.55
X ₁₁	Hospital provides weekly off and child care/ emergency and festival leave	3.88	1.22

Source: Field Survey

According to the paired sample T-Test of impact of employee engagement and job satisfaction towards multispecialty hospital profitability in selected study area. The all the independent variables of employees engagement in the hospital, all statements results that, the P value (Sig 2-tailed) is less than the Alpha value of 0.05, it was found to be significant. Therefore the results indicate that the stated null hypothesis to be rejected and alternative hypothesis is accepted.

Further the parameters of job satisfaction except the variables of stressed about the time spent at working environment, remaining all the statements results that, the P value (Sig 2-tailed) is less than the Alpha value of 0.05, it was found to be significant. Therefore the results indicate that the stated null hypothesis to be rejected and alternative hypothesis is accepted. Therefore employee engagement and job satisfaction positively impact on the multispecialty hospital profitability in Hassan city.

**Table No.2(a) Shows the results of Paired Sample T-Test
Impact of employee engagement towards hospital profitability**

Independent Variables	Paired Sample T-Test	P-value	Results
X ₁	5.41	0.004	<i>Ho = Rejected</i>
X ₂	2.05	0.000	<i>Ho = Rejected</i>
X ₃	5.80	0.002	<i>Ho = Rejected</i>
X ₄	3.38	0.012	<i>Ho = Rejected</i>
X ₅	6.70	0.000	<i>Ho = Rejected</i>
X ₆	4.34	0.003	<i>Ho = Rejected</i>
X ₇	2.10	0.001	<i>Ho = Rejected</i>
X ₈	3.54	0.000	<i>Ho = Rejected</i>
X ₉	2.11	0.000	<i>Ho = Rejected</i>
Impact of job satisfaction towards hospital profitability			
X ₁	3.17	0.001	<i>H0=Rejected</i>
X ₂	3.20	0.004	<i>H0=Rejected</i>
X ₃	3.85	0.001	<i>H0=Rejected</i>
X ₄	2.00	0.523	<i>H0=Accepted</i>
X ₅	4.01	0.004	<i>H0=Rejected</i>
X ₆	2.78	0.099	<i>H0=Accepted</i>
X ₇	2.11	0.001	<i>H0=Rejected</i>
X ₈	3.01	0.000	<i>H0=Rejected</i>
X ₉	2.22	0.000	<i>H0=Rejected</i>
X ₁₀	3.41	0.000	<i>H0=Rejected</i>
X ₁₁	4.01	0.000	<i>H0=Rejected</i>

Source: Field Survey

6. SUGGESTIONS OF THE STUDY

1. Every organization must promote and recognize team performance to have better employee engagement.
2. Awards and appreciation must be given to the employees based on their performance which enhances employee engagement.
3. Employee redressal unit can be formed to redress employees in case of intricate situations either private or social which help in improving employee engagement.
4. The top managers must keep employee recognition visible, so that it leads to increased involvement from other co-workers, which motivates employee engagement.
5. The hospital employees, the factor commitment is moderately related to overall employee engagement. Efforts should be taken to increase the commitment to higher levels. For this strong orientation and stimulation programme must be arranged by the organization on top.
6. The hospitals must and should focused on employee engagement this aspect to boost their growth and get a competitive advantage in the organization.

7. CONCLUSION

The present study focused on employee engagement leads to sharing of ideas among team members and boost the morale and innovative capabilities of employees. It is also proved that employee engagement plays a very crucial role so as to achieve higher job satisfaction among the employees. This study lastly summarized that employees are opinioned that high work engagement positively correlate and significantly affected on moderate level of job satisfaction and other ways of analysis results that more employee engagement and high level of job satisfaction leads to increasing the organization productivity and profitability in Hospitals. Therefore lastly this study concentrate on hospitals sector should realize the importance of employees, more than any other variable, as try to engage them to the utmost possible level by intriguing suitable measures among the welfare of the employees working in selected Multispecialty Hospitals at Hassan City.

CONFLICT OF INTERESTS

None.

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