



## A STUDY OF EMPLOYEE ENGAGEMENT AT SPS APOLLO HOSPITALS

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**ABSTRACT**

In this Global and competitive scenario, it is very important for any organisation to keep its employees engaged with the organisation to keep them satisfied. Employee engagement is the level of commitment and involvement an employee has towards its organization and its values. It is a measurable degree of an employee's positive or negative attachment to their job, colleagues and organization which profoundly influences their willingness to learn and perform at work. Employee engagement has a direct impact on the employee's productivity. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. Understandably, the most productive employees are those that are not only committed and loyal, but also those whose outputs are healthy and gratifying both for themselves as well as for the organization they work for. Obviously these are the employees who can be called 'engaged'. In almost a bottom-up fashion, the organization as a whole benefits from employees that are committed, loyal, productive and engaged. The present study was undertaken to know what are the employee engagement initiatives taken by SPS Apollo Hospital and how does these initiatives keep the employees satisfied. This research is based on a survey of 100 selected respondents: from four different departments: Administration, Medical, Nursing and Paramedical in SPS Apollo Hospital.

**KEYWORDS:** Employee, Engagement, Satisfaction.

**INTRODUCTION**

Employee engagement is a state in which, "employees are connected both at the head and the heart and they are willing to do whatever it takes to get the job done." A lack of employee engagement can manifest in the form of poor customer service, low morale, and missed business opportunities.

**Employee Engagement Initiatives at SPS Apollo Hospital, Ludhiana****Incentives & Recognition**

To keep up the morale of people and drive them towards excellent performance, Apollo has various incentives such as recognition letters, Gift vouchers, loyalty awards, long performance awards, Best Dressed Award.

**Work-life Balance**

To maintain a balance between personal/professional lives, there are recreational activities. There is "chak de" event in which types of games like fusion, painting, singing, various sports games: volley ball, tug of war, long jump etc.

**Employee referral scheme**

SPS Apollo hospital has launched a "refer a buddy scheme". Under this scheme employees are encouraged to refer a talented person for vacant position. Cash prize is given for referring a talented person.

**Express yourself**

Under this scheme if any employees have any type of grievances or problem. He is free to tell through "express

yourself" cards. It encourages employee participation in management.

**Kaizen "Ideas unlimited"**

To innovate and nurture your own business ideas by getting support and guidance from the company itself. "Ideas unlimited"@Apollo hospital is one such forum that enables employee involvement and participation towards innovations in their work environment and beyond. Under this employee can give new ideas to bring improvement in existing system.

**Training & Development**

Rigorous training and development, from technical to soft skills to leadership development programmes. Strong induction and orientation programme. Various training programs are held for nurses, doctors & technicians.

**Privilege Cards**

Privilege cards have been issued to all the employees to avail discounts from various shopping stores and eating outlets.

**Birthdays & Farewells**

The birthdays of the employees are celebrated and are given a memorable farewell party when they depart from the organization.

**OBJECTIVES OF THE STUDY**

- To study the various initiatives taken by SPS Apollo Hospital to keep its employees engaged.
- To understand the satisfaction level related to the engagement initiatives taken by SPS Apollo Hospital.

## REVIEW OF LITERATURE

**Ivan T. Robertson Et Al (2012)** in their paper "Job and work attitudes, engagement and employee performance: Where does psychological well-being fit in?" carried research using data collected from 9,930 employees across 12 UK public and private sector organizations including police forces, utilities, manufacturing, higher education, a local council and the financial services found a correlation between engagement and psychological well-being of 0.35, and that these two variables collectively explained a meaningful proportion of the variance in performance.

**Alfes Et Al. (2013)** in their research paper titled 'Linking Perceived Supervisor Support, Perceived HRM Practices and Individual Performance: The Mediating Role of Employee Engagement' examined data from over 2,000 employees of a recycling and waste management company and found results indicating that line manager behavior and perceived organizational practices drove employee engagement, which in turn was strongly linked to innovative work behavior.

**Jenkins and Delbridge (2013)** in their research paper titled 'Context matters: examining 'soft' and 'hard' approaches to employee engagement in two workplaces' proposed that it was possible to distinguish between hard and soft management approaches to enhancing engagement. In their case studies of two companies, one adopted a soft approach that centered on work design and promoting positive workplace conditions and relationships between management and employees. Enhanced employee engagement was seen as a positive outcome – productivity was not the primary goal. In the other case, a 'hard' approach concentrated on directly increasing employee effort to improve organizational performance. In the company using a soft approach high levels of engagement were reported, while in the other company high levels of employee disengagement were evident.

**Rees Et Al (2013)** in their research paper titled 'Employee voice and engagement: connections and consequences' suggested that there is a direct relationship between the effectiveness of communication policies and levels of employee engagement. They invoked social exchange theory, which states that employees engage in reciprocal relationships that can develop into trusting, loyal and mutual commitments when certain 'rules of exchange' are observed. Employees will demonstrate positive attitudes and behaviors when they perceive that their employer values them and their contribution. They will demonstrate higher levels of performance if the work environment is one in which employees have a voice in the sense that they can share their concerns, opinions and ideas with their employers.

**Sparrow (2013)** in 'Employee Engagement in Theory and Practice' warned against over-confident claims that high engagement results in high performance. He suggested that it is possible that being in a well-performing unit makes employees engaged, not the other way round a possible. In other words 'reverse causation' (A situation where A might have caused B but it is just as likely that B caused, A).

## RESEARCH METHODOLOGY

### Research design

The research design is descriptive in nature since the research laid down the impact of employee engagement initiatives at SPS Apollo Hospitals on the job satisfaction of employees.

### Need of study

In today's highly competitive scenario and healthcare being the sensitive industry, research will help us in knowing the employee engagement initiatives by SPS Apollo Hospital and the satisfaction level of employees associated with those initiatives.

### Data collection

In this study the data has been collected through two sources:

- **Primary data**  
The source of primary data has been the questionnaires.
- **Secondary data**  
In this, Data has been collected through various published forms such as journals, research papers, articles, various online sites.

### Sampling Design:

- **Population:** All the employees of SPS Apollo Hospitals of Administration, Medical, Nursing And Paramedical departments.
- **Sampling Technique:** In this study the sampling technique has been Convenience Sampling
- **Sampling Unit:** The sample unit includes those people who are working in SPS Apollo Hospital.
- **Sampling Size:** The sample size has been 100 respondents from all the employees of SPS Apollo Hospitals of Administration, Medical, Nursing And Paramedical departments.

## FINDINGS

### Basic Details

- Majority of the respondents agreed that they were aware of Company's overall vision and mission. The mean score for the statement on likert scale was near 1.64.
- Almost all of the respondents said that they had the materials and equipments needed to do their job efficiently. The mean score for the statement on likert scale was near 1.69.
- Around 86% of the respondents said that they knew what was expected from them in their job. The mean score for the statement on likert scale was near 1.66.
- Most of the respondents agreed that SPS Apollo cared for their security & health. The mean score for the statement on likert scale was near 1.83.

### Team Work

- 92% of the respondents enjoyed working with their co-workers. The mean score for the statement on likert scale was near 1.68.

- Most of the respondents felt that the people they worked with, help each other whenever needed. The mean score for the statement on likert scale was near 1.78.

### **Opportunities**

- 84% of the respondents agreed that they had ample opportunities to learn & grow. The mean score for the statement on likert scale was near 1.76.
- Majority of them had clearly established career path at SPS Apollo Hospitals. The mean score for the statement on likert scale was near 1.88.
- Most of the respondents felt that their ideas & suggestions were worked upon. The mean score for the statement on likert scale was near 1.84.
- 85% of the respondents said that they had the opportunity to receive trainings whenever required. The mean score for the statement on likert scale was near 1.79.

### **Compensation & Benefits**

- Around 81% of the respondents agreed that SPS Apollo recognized or praised whenever they did a great job. The mean score for the statement on likert scale was near 1.92.
- Most of the respondents felt that their compensation was apt for the contribution they made in the company. The mean score for the statement on likert scale was near 1.98.
- 72% of the respondents were satisfied with the performance appraisals and the benefits they received. The mean score for the statement on likert scale was near 2.12.

### **Superior -Subordinate Relationship**

- Almost all the respondents freely approached their superiors with problems. The mean score for the statement on likert scale was near 1.79.
- Around 88% of the respondents said that there was good communication between them and their supervisor. The mean score for the statement on likert scale was near 1.71.
- Most of the employees agreed that their Supervisor provided regular feedback on job performance. The mean score for the statement on likert scale was near 1.72.

### **Recreational facilities**

- 72% of the respondents said that the recreational facilities (movies, outings etc) made them more engaged to this organization. The mean score for the statement on likert scale was near 2.2.

- Most of the respondents were satisfied with the stress relief programs conducted in the hospital. The mean score for the statement on likert scale was near 1.89.

### **Overall satisfaction**

60% of the respondents said that they were overall satisfied from their job. The mean score for the statement on likert scale was near 2.27.

### **SUGGESTIONS & RECOMMENDATIONS**

- Employees should be engaged in decision-making; they must be given the authority to act in the best interests of the company.
- Management should find out what employees want from their career and do what the company can do to provide for their needs. It should take a real and genuine interest in people's career aspirations and personal lives.
- Money is not always the primary motivator for most employees. Recognize the people frequently for their good work and they will repeat the performance frequently. Be sure to give people credit and rewards for good ideas they come up with that benefit the company.
- Lack of effective communication from management is usually the greatest cause for employee dissatisfaction and premature departure. The best managers listen to and communicate frequently with all employees; and they make it easy for employees to tell them about problems and concerns.
- A performance-based compensation plan should be designed to encourage the employees to behave in ways that will result in attainment of the goals of the Company, while also meeting employees' personal objectives. The pay plan must be objective and fair to all employees.
- Regular feedback should be given to the employees. Close attention should be paid to the feedback given by the staff. This is the only way to identify their specific concerns. When leaders listen, employees respond by becoming more engaged.
- Company should provide its employees opportunities for to share their knowledge via training sessions, presentations, mentoring others and team assignments. This will enhance employee engagement level.

### **CONCLUSION**

In order to strive competitively in this period of globalization, managers must possess relevant competencies for effective implementation in the employee engagement policies and practices. Engaged employees lead to better business outcomes. Engaged employees work with passion and feel connected to the company's overall objectives. A company's capacity to manage employee engagement is closely related

to its ability to achieve high performance levels and superior business results. Engaged employees are committed and loyal. From the above research it was concluded that the level of employee engagement in SPS Apollo Hospital was moderate. It was neither very high nor very low. The various initiatives taken by SPS Apollo Hospitals help to keep all the employees engaged with the organisation.

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