A Study on Employee Engagement on Work Life Balance in Private Hospitals in Tamilnadu

¹Saravanan.M   ²Dr.Kiruthiga. V

¹Research Scholar   ²Assistant Professor
¹Department of Management Studies,
¹SRM Institute of Science and Technology, Chennai.

Abstract
Employee engagement has become a popular theme among industrial and organizational psychologists today as a result of the global dictum "perform or perish" and the fierce competition among organizations for projected profits and continued existence. Employee engagement is a widely researched and elaborately defined concept in the corporate sector. In general, it is defined as an employee's emotional attachment and commitment to his or her job, colleagues and organization, which profoundly influences the level of performance, commitment, and loyalty because the defining concept and parameters used to explain employee engagement are solely from the industrial sector. The authors of this study speculate on the possibility of using this concept in private hospitals. The purpose of this study is to assess employee performance and engagement in private hospitals in Tamil Nadu, with a focus on private hospitals in Chennai. To carry out the study, both primary and secondary data were used. A descriptive research design was used in this study. Questionnaires were used to collect information on the impact on employee engagement and performance. The study's sample size is 100 employees.

Key words: *Employee Engagement, Employee's Emotion, Employee Performance*.

INTRODUCTION
Why the organizations need Engaged Employees:

The survey of various firms' says that,

- Engaged Employees generate 43% more revenue.(**Hay Group, 2004**)

- The Disengaged workers cost the UK 44 Bn a year. (**IES, 2003**) and the US $270Bn-$343Bn(**Gallup, 1999**) in lost productivity.
- Engaged Employees have 2.7 sick days per year, rather than the 6.2 disengaged employeestake.(**Gallup**)
- 87% Engaged Employees are less likely to leave.(**Corporate Leadership Council, 2006)**

- 67% Engaged Employees advocate their organization. (**Gallup, 1999**).

- 59% of Engaged Employees says, "Work brings out their most creative ideas". (**Gallup, 1999**)

THE DRIVERS OF EMPLOYEE ENGAGEMENT:

There are several drivers of employee engagement. Some of them are,
- Employee Empowerment
- Communication
- Team work
- Training and Development
- Recognition
- Leadership Quality
- Decision making
- Work-life-balance

Employee Empowerment:
Employee empowerment is the capacity to make choices within one's sphere of influence without requiring consent from others. It entails giving workers the power to make decisions and the funding necessary to carry those decisions out.
Communication:
A contemporary industrial organization's lifeline is communication, particularly one that is vast, complicated, and has its components dispersed across a wide geographic area. An efficient organization is one that has clear, open lines of communication that provide unrestricted information flow both horizontally and vertically within the organizational structure.
Team Work:
 Employees are encouraged to work in teams in an employer that emphasizes teamwork. Employees in such an organization actively participate in resolving organizational issues on a daily basis and share accountability for achieving departmental goals.
Training and Development:

The availability of suitable facilities for the training and general development of the workforce is referred to by this variable. Emp loyees require training from time to time in order to effectively carry out
their existing duties as well as to equip   them for upcoming difficulties.

Recognition:

Recognizing and appreciating employees who come up with original ideas or who are real, honest, and diligent is one of the key factors in employee engagement. The act of appreciation or acknowledgment is what the employees cherish, not whether it is given via monetary or non-monetary ways.

Leadership Quality:

The most critical part of a leader's job is not what they do themselves, but what they convince others to do. Consequently, senior managers are expected. Should encourage their employees to work hard in order to achieve the objectives of the company. They must be neutral, unbiased, and objective in order to be Along with empowering them and giving each employee regular feedback on how they are doing, employers should be compassionate while interacting with their staff.

Decision-Making:

Studies in behavioral science and OD studies have demonstrated that staff members voluntarily support and carry out choices in which they are closely intertwined. By enabling and encouraging future employees to make appropriate choices within the parameters of their jobs, a business may foster employee engagement.

Work-Life Balance:

For the great majority of people, work is their main area of interest (CLI). Although important, job is merely one of the interests that people have in life. A crisis and the ensuing pressures and strains among the employees are likely to emerge when the demands of the job interfere with the pursuit of other interests in life. This variable is used to determine if (and, if so, to what extent) the company supports its employees in maintaining a healthy work-life balance.

Relevance of Employee Engagement:

For several years now, 'employee engagement' has been a hot topic in corporate circles. It's a buzz phrase that has captured the attention of workplace observers and HR managers, as well as the executive suite. And it's a topic that employers and employees alike think they understand, yet can't articulate very easily

In 2006, The Conference Board published "Employee Engagement, A Review of Current Research and Its Implications". According to this report, twelve major studies on employee engagement had been published over the prior four years by top research firms such as Gallup, Towers Perrin, Blessing White, the Corporate Leadership Council and others.

IDENTIFICATION OF THE PROBLEM:

Employee engagement is the zeal, enthusiasm, or fire that workers possess for their jobs and the company. The main cause of disengagement is a "positive stroke" or lack of appreciation. By identifying the key "Drivers" of engagement practices, knowing the present level of employee engagement at Private Hospitals, Chennai will also allow us to make actionable discoveries. Finding productive employees that are psychologically dedicated to their roles within the company and understanding employee motivation levels are also helpful. Employee involvement was the theme that had been chosen.

RESEARCH DESIGN

OBJECTIVES:

1. To ascertain the level of Employee Engagement.

2. To identify the drivers of Employee Engagement.

3. To analyze and recommend strategies for improvement

RESEARCH METHODOLOGY

The researcher has adopted descriptive research design for the purpose of this survey. The questionnaire was designed to cover 9 drivers related to employee engagement. The primary data was collected from the 100 employees conveniently selected from five private hospitals in Chennai, through structured questionnaire. In this research, mean score calculation and Pearson chi-square is used for data analysis.

DATA ANALYSIS AND INTERPRETATION

Table – 1

Demographic data of respondents.

Demographic elemet						Total
Gender	Male	Female				
	54	46				100
Age	20-25	25-30	30-35	35-40	40 & Above	
	13	41	21	14	11	
Education	High School	Diploma	Arts and Science degree	With Management qualification	Engineering Degree	
	3	8	27	46	16	100
Marital status	Single	Married				
	47	53				100
Monthly Income	< 10000	10K – 15K	15K-20K	20K-25K	Above 25K	
	15	39	41	9	5	100
	Freshers	Less Than 1 Year	1-3 Years	3-5	Above5Years	
Experience	4	10	41	15	30	100

Table 2 Respondents

S.No	Department	No of Respondents	%
1.	Administration	12	12
2.	Personnel	13	13
3.	Finance	12	12
4.	Maintenance	43	43
5.	Others	22	22
	Total	100	100

Table 3 Mean score

S.No	Drivers	Mean Score	Mean %	Overall	
				Mean	SD
1.	Employee Engagement	9.1	76		
2.	Empowerment	6.1	68		
3.	Communication	5.8	65		
4.	Training & Development	7.3	61		
5.	Team work	6.2	68	5.75	2.22
6.	Decision Making	7.5	63		
7.	Recognition	3.7	63		
8.	Leadership Quality	3.9	66		

9.	Work Life Balance	2.2	37		

Table 4 Pearson chi square test

Drivers of Employee Engagement	Factors	Value	df	Asymp.Sig (2-sided)	Relationship
Recognition	Praise for good work	.449(b)	1	0.503	Related
	Innovative ideas				
Team work	Effectiveness	8.239(a)	4	0.083	Related
	Constructive feedback				
	Senior's care				
LeadershipQuality	Encouragement	.258(a)	2	0.879	Not Related
	Opinion seems to count				
Communication	Job is important	3.175(a)	4	0.529	Related
	Progress & growth				
	Transparent				
Training & Development	Future challenges	9.636(a)	6	0.141	Not Related
	Job requirement				
	Regular Feedback				
	Development				
Employee Engagement	To be proud	3.565(a)	3	0.312	Related
	Job interesting				
	Learnt mistakes				

Table 5 The Status of "Employee Engagement"

S.No	Drivers	No. Of Items	Score Range	Mean Score	Mean Score as %
1	Employee Engagement	4	0-12	9.125	76.04
2	Team work	3	0-9	6.15	68.33
3	Employee Empowerment	3	0-9	6.09	67.67
4	Leadership	2	0-6	3.935	65.58
5	Communication	3	0-9	5.83	64.78
6	Recognition	2	0-6	3.765	62.75
7	Decision Making	4	0-12	7.52	62.67
8	Training & Development	4	0-12	7.3	60.83
9	Work-life Balance	2	0-6	2.2	36.67

FINDINGS:

❖ In Table 5, the status of this study is reported in a condensed manner. Statistics-speaking, the mean scores for teamwork, employee empowerment, leadership, and communication are higher than the benchmark level of 69%. The degree of employee involvement in the business should, however, be a top priority for the hospitals management due to these ratings being fairly high.

❖ In compared to the international standard value of 69%, the mean scores for Recognition, Decision Making, and Training & Development indicate that these values are rather low. It will certainly worry the management about their capacity to succeed in the future.

❖ The last driver in this table has the lowest mean score when compared to the other eight drivers, as can be seen. Work-life balance only has a mean score value of 36.67%. The respondents find it hard to balance work and family obligations. So they continue to be dissatisfied.

SUGGESTIONS:

❖ To enhance Work-Life Balance The regularity of social gatherings for workers and their families ought to increase. Employees require flexible work schedules and amenities like childcare Centre's, gyms, recreational areas, etc. to help them deal with stress. The management must do more to assist staff in balancing work, family, and social obligations.

❖ With regular evaluations, training should assist personnel in meeting not just their present duties but also upcoming obstacles.

❖ Bureaucratic snags in decision-making must be avoided. Future management must support prompt and autonomous decision-making.

❖ Those with innovative ideas and those who are true, honest, and diligent deserve to be acknowledged and praised. Successful employees should be recognized at public events.
❖ There is a need to make the communication channels more open and transparent.

CONCLUSION:

Only one of the eight independent drivers utilized in this study (work-life balance) stood up as a key factor in determining employee engagement. Together, these factors accounted for 87.50% of the variation in employee engagement. The management may simultaneously focus on decision-making, training & development, and recognition. When a group of people cooperate to accomplish a goal for both their own benefit and that of others, an organization is formed. There aren't any bricks and mortar in it. It is not a jumble of equipment and stocks. People that have a good attitude toward the company and its principles are the ones who make up this group.Considering the human element, HRM is given more weight in every firm, and employee engagement is a crucial component of HRM. Therefore, the main goal of modern management is to inspire employees to work toward the organization's objectives. The researcher comes to the final conclusion that Private Hospitals in Chennai have high levels of employee engagement. Focusing on work-life balance, training programmes, and performance reviews will undoubtedly raise employee engagement levels in the organisation.

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