A STUDY ON THE IMPACT OF FACTORS ADOPTED BY HOSPITALS TO INCREASE STAFF PRODUCTIVITY

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A STUDY ON THE IMPACT OF FACTORS ADOPTED BY HOSPITALS TO INCREASE STAFF PRODUCTIVITY

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Introduction

With increase in competition in healthcare industry, employee's turnover rate is also very high. To retain them for long term, management have to plan strategies. In my study, I have survey on factors that are adopted by management to increase their output. The study will help in deciding, which factor has major or direct effect on employee's efficiency and has major concern on which group employees.

Objectives of the Study:

To identify the impact of factors those improve the performance of available health workers

Sub-objectives of the Study:

1. To evaluate role of various factors affecting employee's productivity among various job roles in hospital.
2. To evaluate employee's productivity affecting age among various job roles in hospital.
3. To evaluate employee's productivity affecting gender among various job roles in hospital.
4. To evaluate employee's productivity affecting years of service in hospital among various job roles in hospital.
5. To evaluate employee's productivity affecting total years of experience hospital among various job roles in hospital.

Hypothesis

1. $H_0$1- There is no significant difference in opinion of underlying statement between respondent of different age.
2. $H_0$2- There is no significant difference in opinion of underlying statement between respondent of different years of experience in this hospital.
3. $H_0$3- There is no significant difference in opinion of underlying statement between respondent of different years of total experience in hospital.
4. $H_0$4- There is no significant difference in opinion of underlying statement affecting staff productivity between respondent of different gender.

RESEARCH METHODOLOGY

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Research design

The Research design is descriptive cross- sectional study. The Population of the study is the employees of a Trust based Hospitals in Vadodara City. Total sample of 280 will be taken using following formula:

$$Sample\ Size = \frac{\frac{z^2 \times p(1-p)}{e^2}}{1+(\frac{z^2 \times p(1-p)}{e^2 N})}$$

Where,

Population Size = N | Margin of error = e | z-score = z

Sample size 280

Designation	**Sample**
Doctors &Consultant	58
Nursing Staffs & Other Paramedical Staffs	109
Admin	37
Others	76

Data collection

Primary data- The Primary data was collected from the respondents by administering a structured questionnaire on 5 - point Likert scale by personal survey. The scale is as follow:

1 = Strongly Disagree 2 = Disagree 3= Neutral 4 = Agree 5= Strongly Agree

Data Analysis & Interpretation

The demographic distributions of participants are as follow:

Table – I : Demographic Distribution of Respondents

Gender		**Age**		**Occupation**		**Years of Service**	
Male	38.6%	Under 21 Yrs.	22.8%	Doctors	20.7%	0-3	40%
		21 to 34 Yrs.	33.9%	Nursing &Paramedical staffs	38.9%	4-7	46%
		35- 44 Yrs.	27.5%				
Female	61.4%	45 to 54 Yrs.	12.8%	Administration	13.2%	8-11	13%
		More than 55 Yrs.	0.02%	Class IV workers	27.1%	15 or More	1%

From the above table it can be interpreted that majority of the employees are Female of age between 21-34 years employed in Nursing and Paramedical department and having 4 to 7 years of service experience.

Table – II : PERSONAL AND PROFESSIONAL GROWTH OPPORTUNITIES

Statement	**Median**	**Occupation**	**P Value of Hypothesis Test**			
			***$H_0$1**	**#$H_0$2**	**#$H_0$3**	**#$H_0$4**
	3.00	Doctors	**.015**	.451	**.000**	.508
		Nursing & Paramedical Staffs	**.000**	**.000**	**.000**	**.000**

Opportunities for Professional Growth provided by management enhances employee's productivity		Administration	**.000**	**.010**	**.007**	**.003**
		Class IV workers	**.000**	**.005**	**.002**	**.000**
Increase in employee's Satisfaction because of personal growth, skills updating and job training.	3.00	Doctors	.075	.986	.452	**.021**
		Nursing & Paramedical Staffs	**.000**	**.004**	**.002**	**.000**
		Administration	**.000**	**.016**	**.022**	**.001**
		Class IV workers	**.000**	**.002**	**.004**	**.025**
Increase in employee's productivity because of job autonomy.	3.00	Doctors	**.001**	**.000**	**.000**	**.018**
		Nursing & Paramedical Staffs	**.000**	**.029**	**.000**	**.000**
		Administration	**.008**	**.038**	.522	**.049**
		Class IV workers	**.000**	**.002**	**.004**	**.025**
***Mann Whitney U Test** || **#Kruskal Wallis Test**						

From the above table the interpretation is as follows:

The opportunity for professional growth provided by the management to increase staff productivity. Age & total years of experience have significant association with all health care providers to the opportunity for professional growth provided by the management to increase staff productivity. Total years of service in hospital& gender have significant association with all class of health professional except doctors.

Increase in employee's Satisfaction because of personal growth, skills updating and job training. Gender has significant association with all classes of the health care professionals with the above statement. Age, experience in hospital& total years of experience have significant association with all healthcare groups except doctors.

Increase in employee's productivity because of job autonomy.

Age, gender & service in hospital have significant association with all healthcare professionals. Total years of experience have significant association with all class except administrators.

Table – III : PERFORMANCE /COMPENSATION

Statement	Median	Occupation	P Value of Hypothesis Test			
			*$H_0$1	#$H_0$2	#$H_0$3	#$H_0$4
Recognition of job performance has an impact on Employee's productivity.	3.00	Doctors	**.006**	**.000**	**.000**	**.012**
		Nursing & Paramedical Staffs	**.042**	**.001**	**.003**	**.025**
		Administration	**.002**	**.000**	**.002**	**.005**
		Class IV workers	**.000**	**.001**	**.001**	.369
Employee's productivity is related to the compensation given.	3.00	Doctors	**.002**	**.001**	**.000**	.134
		Nursing & Paramedical Staffs	**.000**	**.044**	**.000**	**.000**
		Administration	**.000**	**.027**	**.000**	.150
		Class IV workers	**.000**	.516	.578	.984
Increased employee productivity is related to the bonus given.	3.00	Doctors	**.008**	.516	.000	.765
		Nursing & Paramedical Staffs	**.000**	**.000**	**.001**	**.000**
		Administration	**.000**	**.000**	**.000**	.375

		Class IV workers	.513	.874	.348	.837
***Mann Whitney U Test** || **#Kruskal Wallis Test**						

Recognition of job performance has an impact on Employee's productivity.

Age, experience in hospital& total years of experience have significant association with all healthcare groups with the above statement. Gender and all health groups have significant association with all health care professionals except class IV workers.

Employee's productivity is related to the compensation given.

Age has significant association to all groups of healthcare professionals in increasing employee's productivity. Service in hospital and total years of experience have significant association to all groups of healthcare professionals except class IV employees. Gender has significant association with nursing – paramedical staffs to the compensation given.

Table – IV : COMMUNICATION

Statement	Median	Occupation	P Value of Hypothesis Test			
			*H_01	#H_02	#H_03	#H_04
Formal Interaction among employees has an impact on employee performance.	3.00	Doctors	**.004**	**.001**	**.000**	.227
		Nursing & Paramedical Staffs	.442	.635	.450	.625
		Administration	**.001**	.417	**.001**	**.000**
		Class IV workers	**.000**	.412	.469	**.000**
Communication of Goals and Strategies enhances employee performance.	3.00	Doctors	**.000**	**.000**	**.000**	.143
		Nursing & Paramedical Staffs	**.000**	**.008**	**.001**	.044
		Administration	**.000**	**.090**	**.001**	.115
		Class IV workers	**.003**	**.001**	.075	.764
***Mann Whitney U Test** || **#Kruskal Wallis Test**						

Formal Interaction among employees has an impact on employee performance. Age has significant association with all class of healthcare professionals except the nursing and paramedical staffs. Gender has significant association to administrators and class IV workers. Service in hospital and total years of experience has significant association with doctors.

Communication of Goals and Strategies enhances employee performance. Age has significant association with all groups in relation to communication about goals and strategies explained to them. Gender has significant association to nursing & paramedical staffs. Service in hospital has significant association with doctors, nursing-paramedical staffs and class IV workers with the above statement. Total years of experience have significant association with doctors, nursing-paramedical staffs and administrators.

Table – V : SOCIAL SECURITY MEASURES

Statement	Median	Occupation	P Value of Hypothesis Test			
			*H_01	#H_02	#H_03	#H_04
Old age benefit to the employee after superannuation (PF,	3.00	Doctors	**.002**	.082	**.000**	.194
		Nursing & Paramedical Staffs	**.000**	**.001**	**.000**	.477

pension, Gratuity) has an impact on Employee's satisfaction.		Administration	**.000**	.082	.522	**.004**
		Class IV workers	**.000**	**.000**	**.004**	**.020**
The maternity benefit scheme provided here has an impact on employee's productivity.	3.00	Doctors	**.000**	.083	**.001**	**.002**
		Nursing & Paramedical Staffs	**.000**	.110	**.000**	**.000**
		Administration	.044	.110	**.000**	.136
		Class IV workers	**.000**	**.003**	.201	**.000**
Employees Insurance Scheme provided here has an impact on employee's productivity.	3.00	Doctors	.011	.570	.017	**.004**
		Nursing & Paramedical Staffs	**.006**	**.001**	**.000**	**.003**
		Administration	**.001**	**.021**	.646	.075
		Class IV workers	**.000**	.516	.578	.984
Mann Whitney U Test || #Kruskal Wallis Test						

Old age benefit to the employee after superannuation (PF, pension, Gratuity) has an impact on Employee's satisfaction. Age has significant association with all groups in relation to the above statement. Gender has significant association with administrators and class IV workers. Service in hospital to the above statement has significant association with nursing-paramedical staffs and class IV workers. Total years of service have significant association with doctors, nursing-paramedical staffs and class IV workers with the above statement.

The maternity benefit scheme provided here has an impact on employee's productivity. Age has significant association with all class of health workers in relation to the maternity benefit scheme provided by management. Gender and service in hospital significant association with all except administrators. Total years of experience have significant association with doctors, nursing-paramedical staffs and administrators.

Employees Insurance Scheme provided here has an impact on employee's productivity. Age has significant association with all class of health workers in relation to above statement. Gender has significant association with doctors, nursing-paramedical staffs and administrators. Service in hospital has significant association with nursing-paramedical staffs and administrators. Total years of experience have significant association with doctors & nursing-paramedical staffs.

Table – VI : WELFARE MEASURES

Statement	Median	Occupation	P Value of Hypothesis Test			
			*H_01	#H_02	#H_03	#H_04
The free transportation facility provided by management has an impact on employee's Satisfaction.	4.00	Doctors	.076	.086	.110	.130
		Nursing & Paramedical Staffs	**.049**	.083	.179	.074
		Administration	.061	.225	**.000**	.795
		Class IV workers	**.000**	.196	.092	.970
The free accommodation facility provided by management has an impact on employee's Performance.	4.00	Doctors	.321	.325	**.001**	.008
		Nursing & Paramedical Staffs	**.002**	**.020**	**.020**	**.017**
		Administration	.096	.100	**.000**	.591
		Class IV workers	.513	.874	.348	.837

Scholar ship and other free education help provided by organization have an impact on employee satisfaction.	3.00	Doctors	**.001**	**.000**	**.001**	.091
		Nursing & Paramedical Staffs	**.000**	.087	**.000**	**.000**
		Administration	**.000**	**.000**	**.000**	.375
		Class IV workers	**.000**	**.012**	.143	**.005**
Other recreational facilities for in campus residents provided has an impact on employee Performance	3.00	Doctors	.006	**.000**	**.000**	**.027**
		Nursing & Paramedical Staffs	.001	**.000**	**.003**	**.001**
		Administration	**.000**	**.000**	**.000**	.375
		Class IV workers	.915	.962	.018	**.005**
Health Card/Coverage facility enhances employee's productivity	4.00	Doctors	.059	.077	.029	.066
		Nursing & Paramedical Staffs	**.000**	**.000**	**.000**	.180
		Administration	**.000**	.082	**.000**	**.004**
		Class IV workers	**.000**	.196	.092	.970
****Mann Whitney U Test*** **‖** ***#Kruskal Wallis Test***						

The free transportation facility provided by management has an impact on employee's Satisfaction. Age has significant association with nursing-paramedical staffs & class IV workers. Total years of experience have significant association with administrators.

The free accommodation facility provided by management has an impact on employee's performance. Age has significant association with nursing-paramedical staffs. Gender has significant association with doctors & nursing-paramedical staffs. Total years of experience have significant association with doctors, nursing-paramedical staffs & administrators. Service in hospital has significant association with nursing-paramedical staffs.

Scholar ship and other free education help provided by organization have an impact on employee satisfaction. Age has significant association with all class of healthcare professionals. Gender has significant association with nursing-paramedical staffs & class IV workers. Service in hospital has significant association with doctors & nursing-paramedical staffs. Total years of experience have significant association with doctors.

Other recreational facilities for in campus residents provided has an impact on employee Performance Age and hospital has significant association with all class of healthcare professionals except class IV workers. Gender has significant association with all class of healthcare professionals except administrators. Total years of experience have significant association with all healthcare groups.

Health Card/Coverage facility enhances employee's productivity. Age has significant association with all class of healthcare professionals except doctors. Gender has significant association with administrators of the hospital. Service in hospital has significant association with administrators & nursing-paramedical staffs. Total years of experience have significant association with doctors & nursing-paramedical staffs.

RECOMMENDATIONS

1. Management of hospital should reconsider their policy for employees as most group of the employees especially class IV workers were not agree with the factors that are imposed to increase employee's efficiency.
2. No crèche facility within the hospital premises, management can consider for the same, as in my collected sample, 62% are female employees.
3. Between age group 18-44 years, 84% employees from total 280 have been recorded and this age group need career planning and development opportunity in their job related activity so, management should plan the training & development program for their career.
4. Time flexibility is also a major factor for employee satisfaction & this directly relate to their productivity and here, within the campus most of the staffs are residing so, hospital management can consider for the same.
5. Job autonomy and delegation of power should implicate in job and service for their staffs so that they can flourish in their career and can give good treatment & care to their patient.
6. Maternity benefit, old age benefit and scholarship for children, should also be given to their class IV workers, simultaneously management should employee them same as other group of healthcare professionals.
7. From the collected data, more than half of the total sample size, employees has total experience not less than of 4 year so; management should have good policy and plan to retain them as cross tabulation of occupation and service in hospital shows, high turnover rate of staffs here.
8. Most of the class IV workers are on contractual or on daily basis. Due to it, they are not getting security measures by hospital as other groups have.

CONCLUSION

The purpose of this paper was to analyze the effect of HRM policies on Potential of employee Productivity (PEP) in a healthcare organization as essential requirement for success. The study verifies and visualizes that different policy of human resources, may result in important change in PEP. Financial and non- financial incentives have positive relation with staffs efficiency and effectiveness.

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