A STUDY ON EFFECTIVENESS OF EMPLOYEE ENGAGEMENT TOWARDS ORGANIZATIONAL PERFORMANCE IN SELECTED MULTI-SPECIALITY HOSPITALS AT BANGALORE

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Abstract: *The market for healthcare in India has significant and large potential in the coming year. The healthcare industry is growing at a rapid pace and is expected to become a US $280billionindustry by 2020.The large population growth of 15-20million a year and rising living standards are two important indicators that lead to an increasing demand for more and better healthcare facilities in India. The healthcare sector is currently a US$65 billion industry that is expected to reach US$ 100 billion by 2015-16, growing at around 20 per cent a year. During the past decade there has been a great change in the availability of healthcare facilities in the country. The number of public hospitals grew from 4600 in 2000 to more than 7600in 2006 that is an increase of more than 67% in just 6 years. The Multi-speciality hospitals have been growing at a similar pace during these years. Multi-speciality healthcare boosts of superior quality and facilities. It accounts for more than65% of primary care and more than 40% of hospitals, resulting in personnel shortages in the public sector. The Study was conducted in Multi-speciality Hospitals, Bangalore on the topic "Effectiveness of Employee Engagement towards Organizational Performance" to study the various employee engagement programs in the hospitals and how these programs have their impact towards the organizational performance, also to study whether the employees are satisfied with the various employee engagement programs or not.*

Key Words: Employee Engagement, Healthcare sector, Organizational Performance, Multi-speciality hospitals

1)   INTRODUCTION TO EMPLOYEE ENGAGEMENT:

Engagement is consistently shown as something given by the employee who can benefit the organisation through commitment and dedication, advocacy, discretionary effort, using talents to the fullest and being supportive of the organisation's goals and values. Engaged employees feel a sense of attachment towards their organisation, investing themselves not only in their role, but in the organisation as a whole. Engagement levels can vary according

to different biographical and personality characteristics. Younger employees may be positive when they first join an organisation, but can quickly become disengaged. Highly extravert and adaptable individuals find it easier to engage. Engagement is a choice; dependent upon what the employee considers is worth investing themselves in. Engagement levels vary according to seniority, occupation and length of service in an organisation but not by sector.

1.1) ACADEMIC DEFINITIONS:

Whilst academic definitions of engagement also tend to focus on the outcomes of engagement (advocacy, dedication, discretionary effort), much in the same way as companies, they do, however, pay more attention to the psychological state of engagement. They describe engaged employees as being fully involved in their task, absorbed, charged with energy, vigour and focused, so much so that they lose track of time at work. The academic definitions are consistent with those posed by the companies in their view of engagement as an outcome. However, they pick up on additional outcomes such as fostering change, being innovative and doing something different. They also point to the two-way beneficial relationship between employer and employee, but do not mention anything about what organisations do in practice to enable experience of the state of engagement and to experience the outcomes. However, as Balain and Sparrow (2009) also note, the problem with academic definitions is they often do not offer an explanation of how engagement is distinct from other concepts such as job commitment and involvement.

2) HOSPITALS SELECTED FOR THE STUDY:

➢ APOLLO HOSPITALS:

The Apollo Hospital in Bangalore is the one of the addition in the healthcare scenario in India. With its phenomenal progress in the sector industry, Bangalore is today one of the most happening metros in India. The medical experts in Apollo Hospital in Bangalore include a few names renowned all over the world in their field. Add to that the state of the art diagnosis facilities. More than a hundred nursing staff would take care of you round the clock. Call them anytime at the 24x7 helpline. Be it pre-hospital or in-hospital care, cordial services with a touch of traditional Indian hospitality, would pamper you with personalized attention at Apollo Hospital Bangalore.

➢ NARAYANA HRUDAYALAYA

Narayana Hrudayalaya located in the city of Bangalore, India, is one of the world's largest paediatric heart hospitals. It is the brainchild of the renowned cardiac surgeon, Dr. Devi

Shetty. Narayana Hrudayalaya also receives patients from outside India, and it has created a record of performing nearly 15,000 surgeries on patients from 25 foreign countries. It is also a renowned centre for telemedicine and it offers this service free of cost. Despite helping so many poor patients, it is known for being so efficient, that it has a higher profit margin (7.7% after tax) than most American Multi-speciality Hospitals (6.9%). It is building large hospitals across India totalling 30,000 beds, to enable it to gain large economies of scale and bargain down the cost of supplies to the hospitals. Apart from cardiology, the hospital also offers treatments in the area of Paediatrics, Neurology, Gastroenterology, General Surgery, Dental, Nephrology, Urology, Transplants, Nuclear Medicine, Medical Imaging and Radiology. It also houses a Blood bank and Laboratory. With the help of ISRO, Narayana Hrudayalaya has pioneered some of the aspects of Telemedicine.

➢ FORTIS HOSPITALS:

Fortis Healthcare Ltd was incorporated on February 28, 1996.Fortis Healthcare Ltd is one of the largest multi-specialty healthcare companies in India. The company is having a network of Hospitals, Satellite Centre and Heart Command Centre. These hospitals include multi-specialty hospitals as well super-specialty centers providing tertiary and quaternary healthcare to patients in areas such as cardiac care, orthopedics', neurosciences, oncology, renal care, gastroenterology and mother and child care. They are delivering quality healthcare services to our patients in modern facilities using advanced technology.

➢ MALLYA HOSPITAL

Mallya hospital is located in the heart of the Bangaluru city. It opened on 6th June 1991, Dr. Vijay Mallya, the founder of the hospital. Mallya Hospital has grown over the years with substantial increase in bed strength, infrastructure and an assurance of quality patient care with human touch using state-of-the art technology with quality health care under one roof. Today, the hospital is managed by Chaparral Health Services Limited with Dr. D.K. Audikesavulu as the Managing Director and Commodore IndruWadhwani as the President. Mallya hospital has its credit as the first Multispecialty hospital in the country to receive the coveted ISO-9002 certification award which has been recently upgraded toISO9001:2008. In Mallya Hospital "Individual care to deliver the best results – that is what hospital focus at every step". With the 360-degree care, patients experience the concept of Total Quality Management. The consultants and Nursing staff are not only just experts in their specialty; they are also driven by the vision of quality and commitment in giving individual attention

for maximum treatment outcome. Mallya hospital is well known for its clinical skills, friendly ambience and motivated staff; patients who admit here leave with delight and pat the memorable moments of their stay.

3) LITERATURE REVIEW:

➤ The popularity of the term "employee engagement" over the past decade has been shown to be a critical area for organizational competitiveness and success. This does not mean that the construct is not without its criticism. While scholars utilize specific definitions and measures such as the that popularized by Schaufeli, Salanova, Gonzalez-Roma and Bakker(2002), the concept remains inconsistently defined and conceptualized (Ludwig & Frazier, 2012)[i]

➤ VanRooy, Whitman, Hart and Caleo (2011)[ii] posit that much more needs to be done so as to comprehend antecedents, process mechanisms and outcomes of engagement.

➤ What distinguishes the two concepts is that employee engagement is concerned with the employee's main responsibilities at work while OCB deals primarily with extra-role behavior outside one's main area of responsibility (Shuck&Wollard, 2010)[iii].

➤ In the extant literature, motivation is not considered one of the *main* constructs with which employee engagement overlaps. However, job resources play a motivational role that causes employees to be engaged at work. Therefore, it is worthwhile to consider the importance of motivation and motivational theories in relation to the construct of engagement. People are motivated by a large variety of needs which may vary in importance over time or in different situations (Lundberg, Gudmundson, &Andersson, 2009)[iv].

➤ Bakker and Demerouti (2008)[v]indicate that engaged workers perform better because they experience positive emotions, happiness, joy and enthusiasm, better health, and may even transfer their engagement to others in the organization.

➤ Christian and Slaughter (2007)[vi] found that dedication and vigor(dimensions of engagement) were related to organizational commitment.

➤ Saks (2006)[vii] attempted to show the difference by purporting that organizational Commitment differs from engagement in that it deals with a person's attitude and the level of attachment with the organization.

➢ Job involvement was defined by Cooper-Hakim and Viswesvarans (2005)[viii] as "the degree to which an employee psychologically related to his or her job and the work performed therein" (p. 244)

4) DESIGN OF THE STUDY:

a) Statement of the problem: Although many researchers have been done in the past on employee engagement still, the researcher could not find any study pertaining to Employee Engagement in Multispecialty Hospitals, Bangalore in particular. So, the researcher has taken the title **"a study on Employee Engagement towards organizational performance in selected Multispecialty Hospitals at Bangalore"** and has taken the opportunity to do further research on it.

b) Scope of the study:

➢ It will help to understand how the various employee engagement programs help towards organizational performance.

➢ The study covers only selected Multispecialty Hospitals in Bangalore.

c) Objective of the study:

➢ To study the various employee engagement programs in Multispecialty Hospitals.

➢ To study the demographic details of the respondents.

➢ To analyse the satisfaction of the employees from the various employee engagement programs.

➢ To analyse the effectiveness of the various employee engagement programs towards organizational performance.

d) Methodology of data collection

Sources of data collection:

Study was done based on the collection of primary data and secondary data.

➢ **Primary data:** Primary data was collected with the use of questionnaires.

➢ **Secondary data:** Secondary data was collected by:

✓ Referring several books on employee engagement.

✓ Referring company Brochures, journals etc.

✓ Also referring various research papers.

e) Sampling plan:

• **Type of research:** Research carried out in this study is descriptive in nature.

- **Sample population frame:** Employees of various departments (Customer care, Nursing,

- Finance, Stores, Medical, Marketing and Human Resource)

Stage I:

The permanent employees of the following departments are taken:

➢ Customer care, Nursing, Finance, Stores, Medical, Marketing, Human resource

And the employees who work under contract basis are not included. So, the researcher has **purposively** taken permanent employees for the study. The departments who take employees under contract basis are:

➢ Food and Beverages, Security, Ambulance Drivers, Maintenance, House Keeping

Stage II:

Out of the total number of from each department some employees were selected through **conveniently sampling.**

Sample size: 150

Sampling method: Multi stage sampling

- Convenience sampling

- Purposive sampling

g) Tools and techniques for data collection:

Research tools: Self-administered Questionnaire

Statistical tools: Cross tables, Bar chart, Correlation and Chi square.

h) Limitations of the study:

The main limitations of my project is –

✓ Sample size is confined to 150 respondents only.

✓ This survey is only to certain period of time.

✓ The data collected from the respondents may be biased.

✓ Study restricted to Bangalore city only.

5) ANALYSIS AND INTERPRETATIONS

Analysis of Hypothesis:

1. **Null Hypothesis (Ho):** There is a positive correlation between the Employee Engagement programs and Organizational Performance.

Alternative Hypothesis (H1): There is a negative correlation between the Employee Engagement programs and Organizational Performance.

Table 1: Employee engagement

Drivers	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Training, development and career	83	67	0	0	0
Health and safety	83	67	0	0	0
Cooperation	83	67	0	0	0
Communication	83	67	0	0	0
Appraisals: Salary Rewards, bonus and benefits	83	67	0	0	0
Equal opportunities and fair treatment	83	67	0	0	0
Management	83	67	0	0	0

Source: Primary Questionnaire

Now, the ratings assigned for, Strongly agree=5, Agree=4, Neither agree nor disagree=3, Disagree=2, and Strongly disagree=1

Now, 83*5=415; 415/25=16.6[25 is the total number of questions]

67*4=268; 268/25=10.72

Table 2: Similarly for organizational performance

Particulars	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Total
Return on investment	10	8	10	10	2	**40**
Value added per employee	5	8	10	2	10	**35**
Productivity	10	10	8	2	5	**35**
Absenteeism	15	5	0	0	0	**20**
Work cost per employee	10	5	5	0	0	**20**
Total	**50**	**36**	**33**	**14**	**17**	**150**

Source: Primary Questionnaire

Now, the ratings assigned for, Strongly agree=5, Agree=4, Neither agree nor disagree=3, Disagree=2, and Strongly disagree=1

Now,

50*5=250; 250/5=50[5 is the total number of questions]

36*4=144; 144/5=28.8

33*3=99; 99/5=19.8

14*2=28; 28/5=5.6

17*1=17; 17/5=3.4

Table 3: Calculation of correlation

X	Y	$D_X = (X - \bar{X})$	$D_Y = (Y - \bar{Y})$	$(X - \bar{X})^2$	$(Y - \bar{Y})^2$	$(X - \bar{X})(Y - \bar{Y})$
16.60	50.00	11.14	28.48	124.01	811.11	317.15
10.72	28.80	5.26	7.28	27.63	53.00	38.26
0.00	19.80	-5.46	-1.72	29.86	2.96	9.40
0.00	5.60	-5.46	-15.92	29.86	253.45	86.99
0.00	3.40	-5.46	-18.12	29.86	328.33	99.01
27.32	**107.60**			**241.20**	**1448.85**	**550.81**

(Analysed by using MS Excel 2010)

$$\bar{X} = \frac{\sum X}{n} = \frac{27.32}{5} = 5.46$$

$$\bar{Y} = \frac{\sum Y}{n} = \frac{107.6}{5} = 21.52$$

$$r = \frac{\sum(X - \bar{X})(Y - \bar{Y})}{\sqrt{\sum(X - \bar{X})^2 \sum(Y - \bar{Y})^2}} = \frac{550.81}{\sqrt{221.20 * 1448.85}} = 0.93$$

Interpretation: There is high positive correlation between the satisfaction of employees towards the employee engagement programs and the organizational performance. Thus, the null hypothesis can be accepted and the alternate hypothesis can be rejected.

2. **Null Hypothesis (Ho):** Employees are satisfied with the employee engagement programs in Multi-speciality hospital.

Alternative Hypothesis (H1): Employees are not satisfied with the employee engagement programs in Multi-speciality hospital.

Table 4: Employee engagement programs in Multi-speciality hospital

Departments	Strongly Agree		Agree		Neither agree nor disagree		Disagree		Strongly disagree		Total	
	TR	%	TR	%	TR	%	TR	%	TR	%	TR	%
Customer care	17	11.3%	7	4.75	0	0%	0	0%	0	0%	**24**	**16.0%**
Nursing	23	15.3%	2	1.3%	0	0%	0	0%	0	0%	**25**	**16.7%**
Finance	0	0%	17	11.3%	0	0%	0	0%	0	0%	**17**	**11.3%**
Stores	0	0%	17	11.3%	0	0%	0	0%	0	0%	**17**	**11.3%**
Medical	15	10.0%	10	6.7%	0	0%	0	0%	0	0%	**25**	**16.7%**
Marketing	17	11.3%	0	0%	0	0%	0	0%	0	0%	**17**	**11.3%**
Human Resource	11	7.3%	14	9.3%	0	0%	0	0%	0	0%	**25**	**16.7%**
Total	**83**	**55.2%**	**67**	**44.65%**	**0**	**0%**	**0**	**0%**	**0**	**0%**	**150**	**100%**

Source: Primary Questionnaire

Table 5: Chi square calculation

Observed(O)	Expected(E)	(O-E)	$(O-E)^2$	$(O-E)^2/E$
17	24*83/150=13.28	3	9	.5
7	24*67/150=10.72	-3	9	.6
0	0*0/150=0	0	0	0
0	0*0/150=0	0	0	0
0	0*0/150=0	0	0	0
23	25*83/150=13.83	9	81	4
2	25*67/150=11.16	-9	81	5
0	0*0/150=0	0	0	0
0	0*0/150=0	0	0	0
0	0*0/150=0	0	0	0
0	0*0/150=0	0	0	0
17	17*67/150=7.59	9	81	10
0	0*0/150=0	0	0	0
0	0*0/150=0	0	0	0
0	0*0/150=0	0	0	0
0	0*0/150=0	0	0	0
17	17*67/150=7.59	9	81	10
0	0*0/150=0	0	0	0
0	0*0/150=0	0	0	0
0	0*0/150=0	0	0	0
15	25*83/150=13.83	1	1	.07
10	25*67/150=11.16	-1	1	.08
0	0*0/150=0	0	0	0
0	0*0/150=0	0	0	0
0	0*0/150=0	0	0	0
17	17*83/150=9.40	7	49	5
0	0*0/150=0	0	0	0
0	0*0/150=0	0	0	0
0	0*0/150=0	0	0	0
0	0*0/150=0	0	0	0
11	25*83/150=13.83	-2	4	.28
14	25*67/150=11.11	3	9	.81
0	0*0/150=0	0	0	0
0	0*0/150=0	0	0	0
0	0*0/150=0	0	0	0

(Analysed by using MS Excel 2010)

Total of $(O-E)^2/E$=36.34

Now degrees of freedom= (r-1)*(c-1) = (7-1)*(5-1) =24

At .05% level of significance the value of chi square is 36.415

Thus, we can conclude that the employees are satisfied with the employee engagement programs. So, the null hypothesis is accepted and the alternative hypothesis is rejected.

Table 6: Shows Respondents Department with Age Group

Particulars		AGE						Total	
		20.1-35		35.1-50		50 and Above			
		TR	% of Total	TR	% of Total	TR	% of Total	TR	% of Total
DEPARTMENT	Customer care	24	16.00%	0	0.00%	0	0.00%	24	16.00%
	Nursing	25	16.70%	0	0.00%	0	0.00%	25	16.70%
	Finance	17	11.30%	0	0.00%	0	0.00%	17	11.30%
	Stores	17	11.30%	0	0.00%	0	0.00%	17	11.30%
	Medical	25	16.70%	0	0.00%	0	0.00%	25	16.70%
	Marketing	17	11.30%	0	0.00%	0	0.00%	17	11.30%
	Human resource	0	0.00%	24	16.00%	1	0.70%	25	16.70%
Total		125	83.30%	24	16.00%	1	0.70%	150	100.00%

Source: Primary Questionnaire

Graph 1: Shows No. of Respondents Department with Age Group
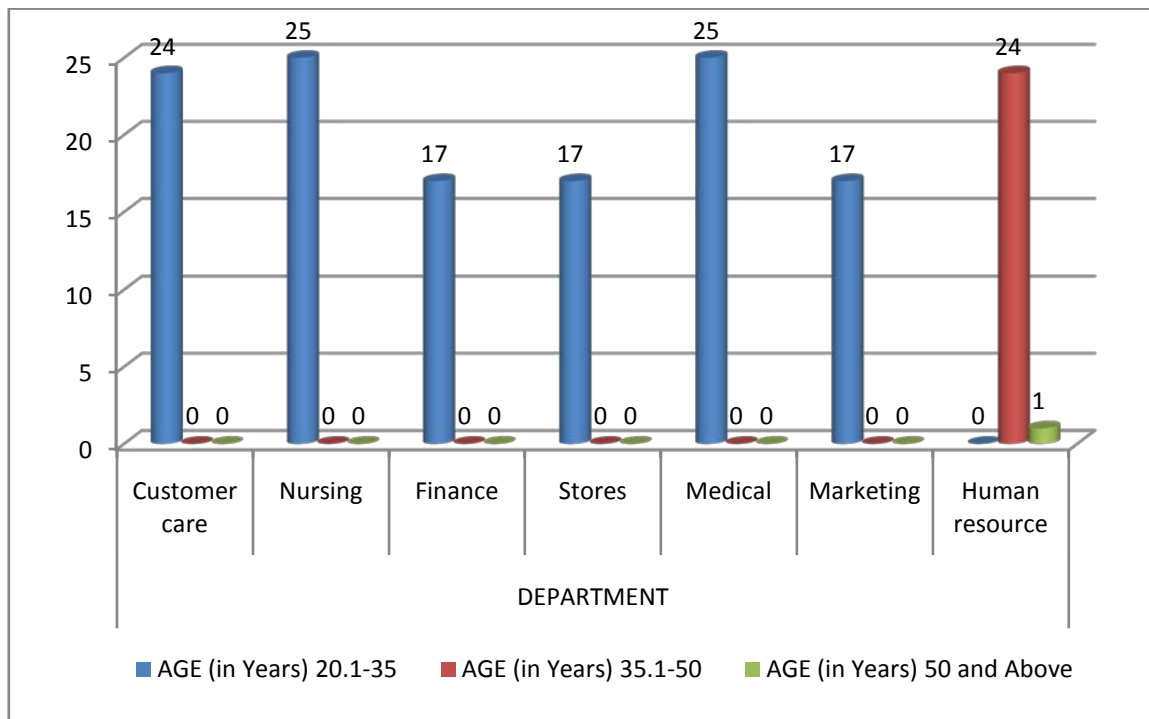
(Compiled by using MS Excel 2010)

Interpretation: 83.3 per cent belong to the age group 20.1-35, 16.0 per cent belong to the age group of 35.1-50 and .7 per cent belongs to the age group of 50 and above.

Inference: Thus, most of the respondents belong to the age group of 20.1-35.

Table 7: Shows Respondents Department with Gender

Particulars		GENDER				Total	
		MALE		FEMALE			
		TR	% of Total	TR	% of Total	TR	% of Total
DEPARTMENT	Customer care	10	6.70%	14	9.30%	**24**	**16.00%**
	Nursing	14	9.30%	11	7.30%	**25**	**16.70%**
	Finance	7	4.70%	10	6.70%	**17**	**11.30%**
	Stores	9	6.00%	8	5.30%	**17**	**11.30%**
	Medical	8	5.30%	17	11.30%	**25**	**16.70%**
	Marketing	7	4.70%	10	6.70%	**17**	**11.30%**
	Human resource	7	4.70%	18	12.00%	**25**	**16.70%**
Total		**62**	**41.30%**	**88**	**58.70%**	**150**	**100.00%**

Source: Primary Questionnaire

Graph 2: Shows No. of Respondents Department with Gender
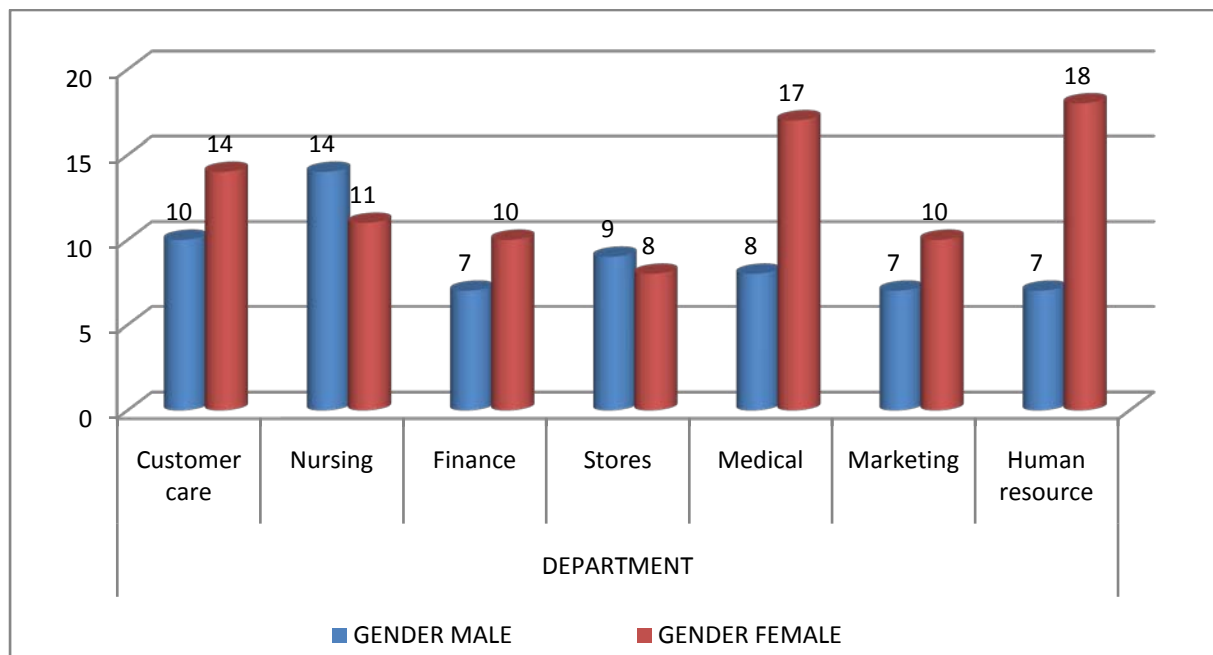
(Compiled by using MS Excel 2010)

Interpretation: 41.3 per cent of the total respondent is male and 58.7 per cent of the total respondent is female. The above table shows that 16.0 per cent of the total respondents are from customer care, 16.7 per cent from nursing, 11.3 per cent from finance, 11.3 per cent from stores, and 16.7 per cent from medical, 11.3 per cent from marketing and 16.7 per cent from human resource.
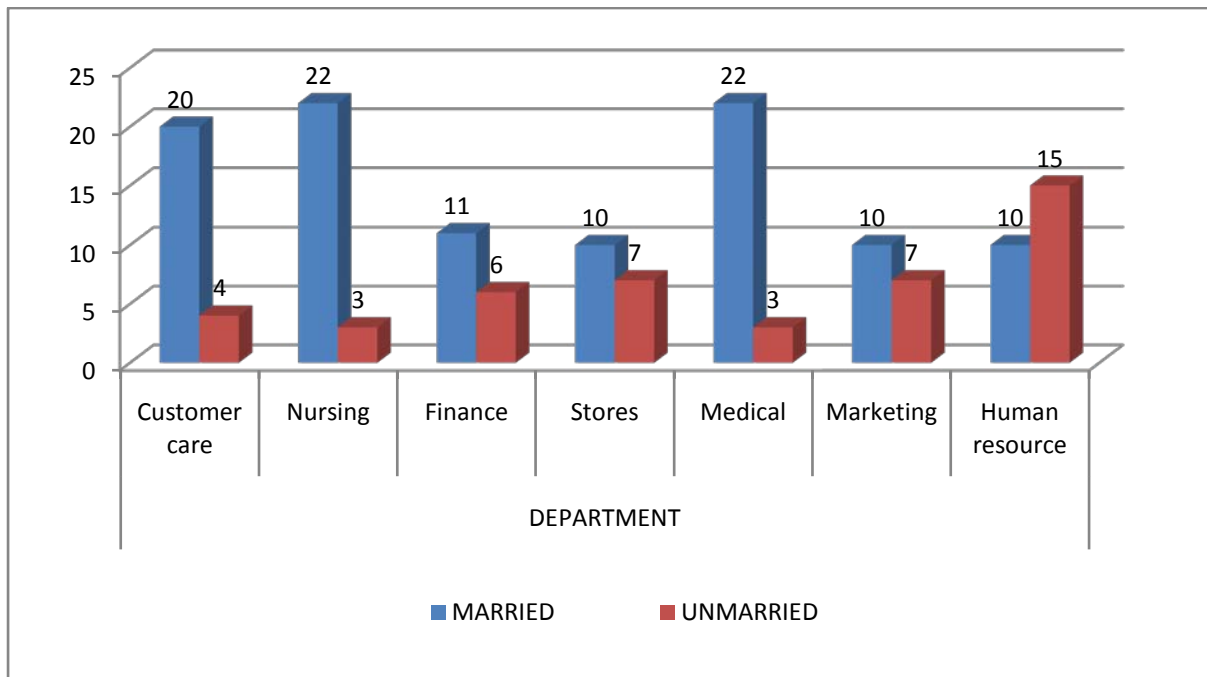
Inference: Majority of the respondents belong to Nursing, Medical, Human Resource department. As gender wise majority of the respondents are female.

Table 8: Shows Respondents Department with Marital status

Particulars		MARITALSTATUS				Total	
		MARRIED		UNMARRIED			
		TR	% of Total	TR	% of Total	TR	% of Total
DEPARTMENT	Customer care	20	13.30%	4	2.70%	**24**	**16.00%**
	Nursing	22	14.70%	3	2.00%	**25**	**16.70%**
	Finance	11	7.30%	6	4.00%	**17**	**11.30%**
	Stores	10	6.70%	7	4.70%	**17**	**11.30%**
	Medical	22	14.70%	3	2.00%	**25**	**16.70%**
	Marketing	10	6.70%	7	4.70%	**17**	**11.30%**
	Human resource	10	6.70%	15	10.00%	**25**	**16.70%**
Total		105	70.00%	45	30.00%	150	100.00%

Source: Primary Questionnaire

Graph 3: Shows No. of Respondents Department with Marital status

(Compiled by using MS Excel 2010)

Interpretation: 70.0 per cent of the total respondents are married and 30.0 per cent of the total respondents are unmarried.

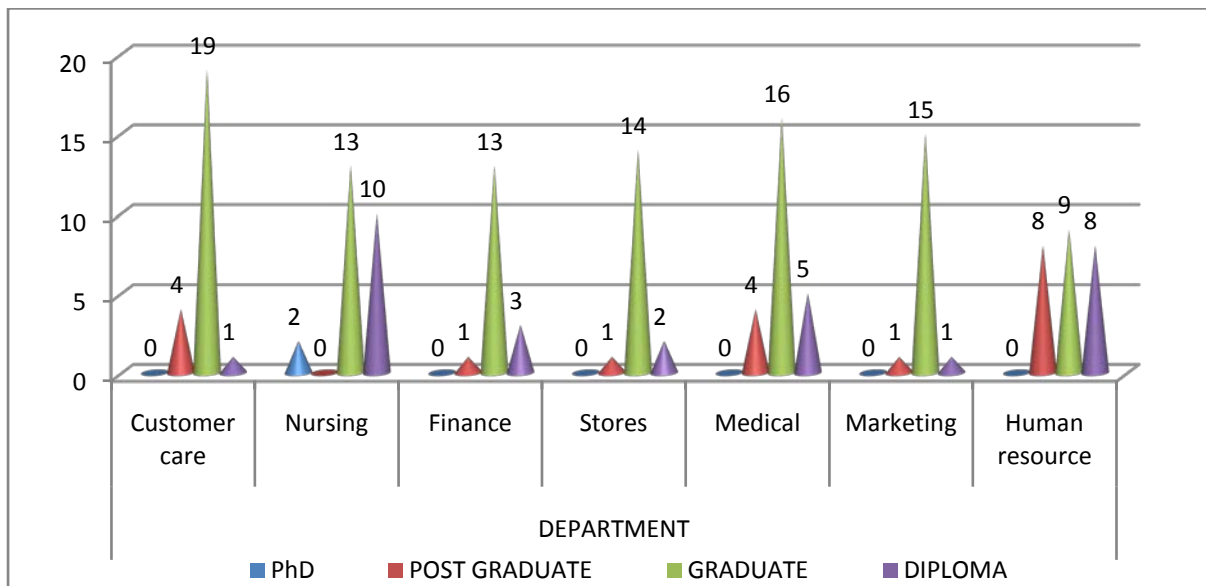**Inference:** Majority of the respondents are married.

Table 9:Shows Respondents Department with Qualification wise

Particulars		QUALIFICATION								Total	
		PhD		POST GRADUATE		GRADUATE		DIPLOMA			
		TR	% of Total	TR	% of Total	TR	% of Total	TR	% of Total	TR	% of Total
DEPARTMENT	Customer care	0	0.00%	4	2.70%	19	12.70%	1	0.70%	24	16.00%
	Nursing	2	1.30%	0	0.00%	13	8.70%	10	6.70%	25	16.70%
	Finance	0	0.00%	1	0.70%	13	8.70%	3	2.00%	17	11.30%
	Stores	0	0.00%	1	0.70%	14	9.30%	2	1.30%	17	11.30%
	Medical	0	0.00%	4	2.70%	16	10.70%	5	3.30%	25	16.70%
	Marketing	0	0.00%	1	0.70%	15	10.00%	1	0.70%	17	11.30%
	Human resource	0	0.00%	8	5.30%	9	6.00%	8	5.30%	25	16.70%
Total		2	1.30%	19	12.70%	99	66.00%	30	20.00%	150	100.00%

Source: Primary Questionnaire

Graph 4: Shows No. of Respondents Department with Qualification wise

(Compiled by using MS Excel 2010)

Interpretation: 1.3 percent of the total respondents are PhD holders, 12.7 percent of the total respondents are post graduates, 66.0 percent are graduates and 20.0 percent are diploma holders.

Inference: Majority of the respondents are graduates.

Table 10: Shows Respondents Department with Experience wise

Particulars		EXPERIENCE (in Years)						Total	
		0-5		5.1-10		10.1-20			
		TR	% of Total	TR	% of Total	TR	% of Total	TR	% of Total
DEPARTMENT	Customer care	20	13.30%	4	2.70%	0	0.00%	24	16.00%
	Nursing	19	12.70%	6	4.00%	0	0.00%	25	16.70%
	Finance	10	6.70%	6	4.00%	1	0.70%	17	11.30%
	Stores	9	6.00%	5	3.30%	3	2.00%	17	11.30%
	Medical	17	11.30%	6	4.00%	2	1.30%	25	16.70%
	Marketing	11	7.30%	6	4.00%	0	0.00%	17	11.30%
	Human resource	14	9.30%	9	6.00%	2	1.30%	25	16.70%
Total		100	66.70%	42	28.00%	8	5.30%	150	100.00%

Source: Primary Questionnaire

Graph 5: Shows No. of Respondents Department with Experience wise

(Compiled by using MS Excel 2010)

Interpretation: 66.7per cent of the total respondent has 0-5 years of experience, 28.0 per cent of the total respondent have 5.1-10 years of experience and 5.3 per cent of the total respondent have 10.1-20 years of experience.

**Inference:** Majority of the respondents have 0-5 years of experience.

Table 11: Shows Respondents Department with Income wise

Particulars			DEPARTMENT							Total
INCOME (In Rs)	<10000	TR	19	18	10	13	17	9	19	**105**
		% of Total	12.7%	12.0%	6.7%	8.7%	11.3%	6.0%	12.7%	**70.0%**
	10001-20000	TR	5	7	7	1	6	1	6	**33**
		% of Total	3.3%	4.7%	4.7%	.7%	4.0%	.7%	4.0%	**22.0%**
	20001-30000	TR	0	0	0	3	2	3	0	**8**
		% of Total	.0%	.0%	.0%	2.0%	1.3%	2.0%	.0%	**5.3%**
	30001-40000	TR	0	0	0	0	0	1	0	**1**
		% of Total	.0%	.0%	.0%	.0%	.0%	.7%	.0%	**.7%**
	40001-50000	TR	0	0	0	0	0	3	0	**3**
		% of Total	.0%	.0%	.0%	.0%	.0%	2.0%	.0%	**2.0%**
Total		TR	**24**	**25**	**17**	**17**	**25**	**17**	**25**	**150**
		% of Total	**16.0%**	**16.7%**	**11.3%**	**11.3%**	**16.7%**	**11.3%**	**16.7%**	**100.0%**

Source: Primary Questionnaire

Graph 7: Shows No. of Respondents Department with Income wise
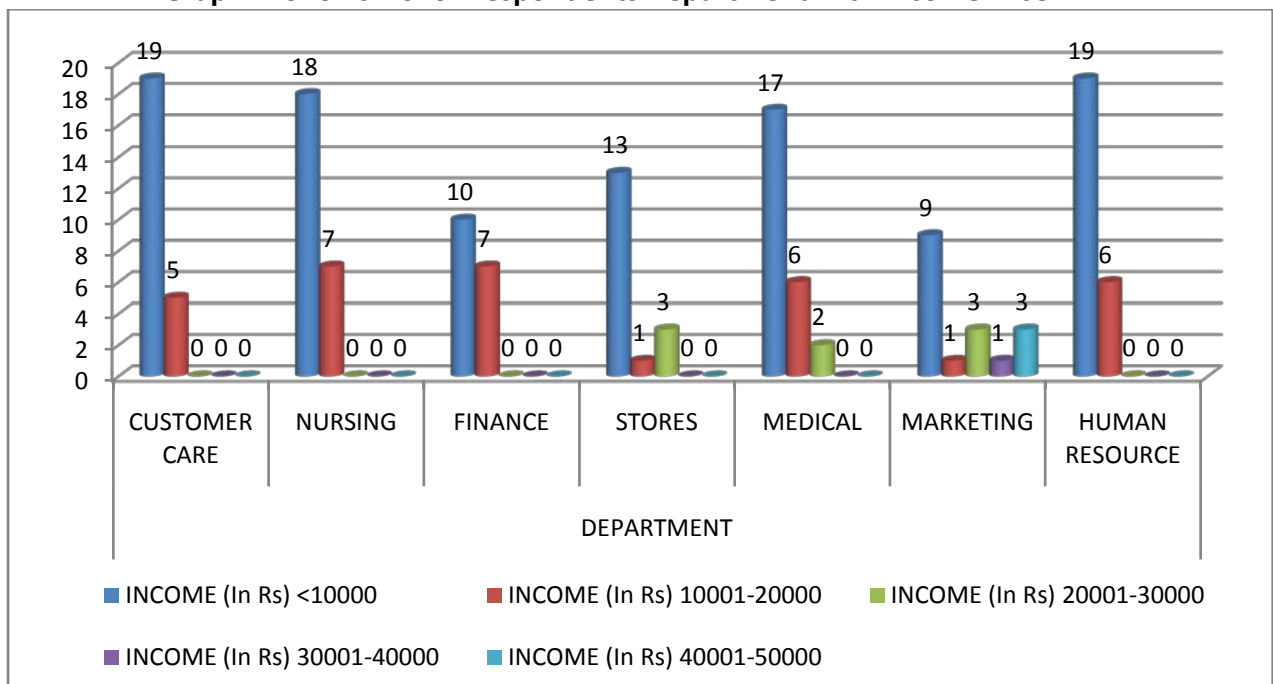
(Compiled by using MS Excel 2010)

Interpretation: 70.0 per cent of the total respondents salary is less than 10000, 22.0 per cent of the total respondents salary is 10001-20000, 5.3 per cent of the total respondents salary is 20001-30000, .7 per cent of the total respondents salary is 30001-40000 and 2.0 per cent of the total respondents salary is 40001-50000.

**Inference:** Majority of the respondent's salary is less than 10000.

Table 12: Showing different parameters of Organizational performance

Particulars		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly	Total
Return on investment in our hospital is well above the industry average.	TR	10	8	10	10	2	**40**
	% of Total	6.70%	5.30%	6.70%	6.70%	1.30%	**26.70%**
Value added per employee is well above the industry average.	TR	5	8	10	2	10	**35**
	% of Total	3.30%	5.30%	6.70%	1.30%	6.70%	**23.30%**
Productivity in our hospital is well above the industry average.	TR	10	10	8	2	5	**35**
	% of Total	6.70%	6.70%	5.30%	1.30%	3.30%	**23.30%**
Absenteeism in our hospital is very low.	TR	15	5	0	0	0	**20**
	% of Total	10%	3.30%	0%	0%	0%	**13.30%**
Work cost per employee in our hospital is low below the industry average.	TR	10	5	5	0	0	**20**
	% of Total	6.70%	3.30%	3.30%	0%	0%	**13.30%**
Total	TR	**50**	**36**	**33**	**14**	**17**	**150**
Total %	% of Total	**33.33%**	**24%**	**22%**	**9.30%**	**11.30%**	**100%**

Source: Primary Questionnaire

Graph 14: Showing No. of Respondents for different parameters of Organizational performance
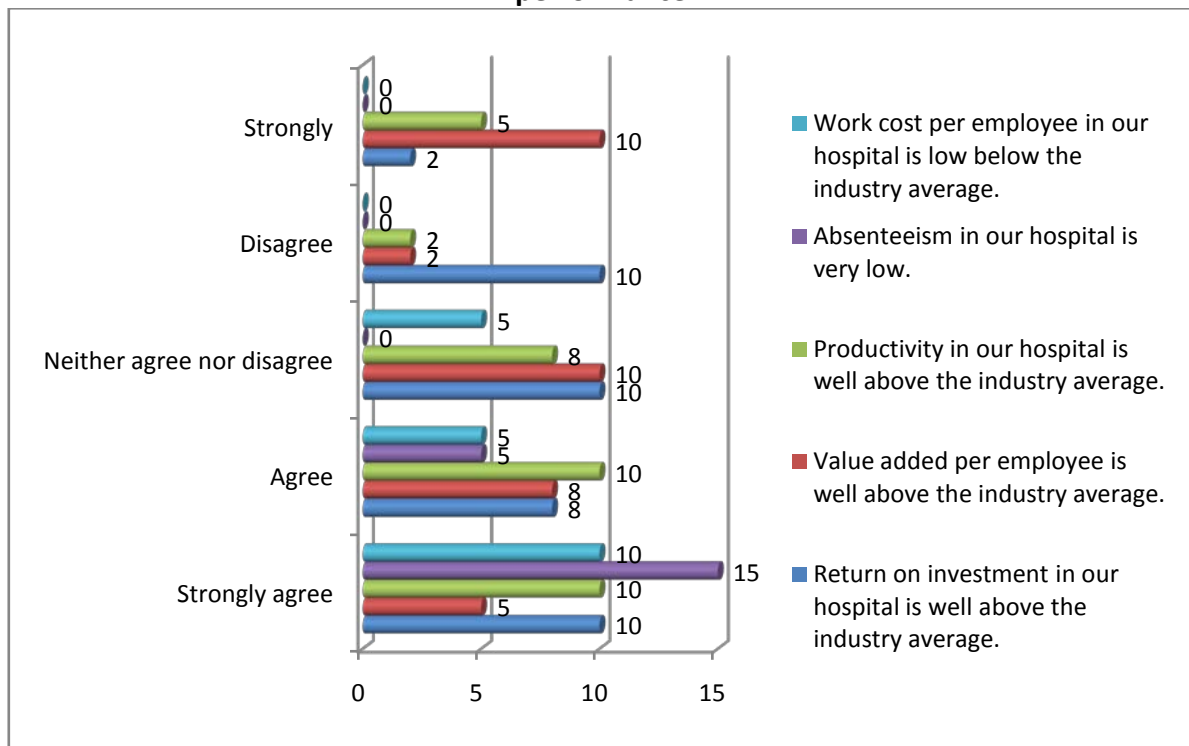
(Compiled by using MS Excel 2010)

Interpretation:33.33 per cent of the respondent strongly agrees that the organizational performance of the Multi-speciality hospital is good, 24per cent agree, 22 per cent neither agree nor disagree, 9.3 per cent disagree and 11.3 per cent strongly disagree.

Inference: Majority of the respondents feels that the organizational performance is good.

6)   FINDINGS:

- ➢ 53.3 per cent of the total respondent feels that the training, development and career in Multispecialty hospitals is very good, 39.3 per cent feels excellent and 5.3 per cent feels good.

- ➢ 49.3 per cent of the total respondent feels that the health and safety measures in Multi-speciality hospitals is very good, 7.3 per cent feels excellent and 43.3 per cent good.

- ➢ 60.7 per cent of the total respondent feels that the level of cooperation in Multi-speciality hospitals is very good, 16.7 per cent feels excellent and 22.7 per cent feels good.

- ➢ 29.3 per cent of the total respondent feels that the appraisals, benefits, salary and rewards in Multispecialty hospitals is excellent, 45.3 per cent feels very good, 25.3 per cent feels good.

- ➢ 20.7 per cent of the total respondent in multispecialty hospitals strongly agrees that the flow of communication is good, 60.7 per cent agree, 18.7 per cent neither agree nor disagree.

- ➢ 30.0 per cent of the total respondent in multispecialty hospitals agree that they get equal opportunities and are fairly treated, 52.7 per cent strongly agree, 15.3 per cent neither agree nor disagree.

- ➢ 53.3 per cent of the total respondent of multispecialty hospitals strongly agrees that they are satisfied with the employee engagement programs, 15.3 per cent agree.

- ➢ 30.7 per cent of the total respondent of multispecialty hospitals strongly agrees that the management is good, 36.7 per cent agree, 30.7 per cent neither agree nor disagree and 2.0 per cent strongly disagree.

7)   RECOMMENDATIONS:

As the pressure is very high the hospitals should concentrate more on work-life-balance, training program and performance feedback, it will surely increase the level of Employee

Engagement in the hospitals so that the employees are satisfied and organizational performance can be increased.

8) CONCLUSION:

The employees are not highly satisfied but they are only satisfied with the employee engagement programs and there is a positive correlation between the employee engagement programs and organizational performance it is necessary for them to introduce new engagement programmes which helps multispecialty hospitals to attract more employees and retain long time in the same organization.

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