



A Study on Employee Engagement and Empowerment of Health Workers during Pandemic Period

Dr. Roqsana Taher Shajahan, M.com, M.Phil, M.Ed, M.B.A, Ph.D.

Management Science Department, Yanbu university College -Women Campus, RYCI- Institutes & Colleges, Yanbu Al Sinaiyah, Kingdom of Saudi Arabia.

Abstract

Employee engagement and empowerment has close association with the performance and job satisfaction of medical professionals to a greater extent. Job satisfaction represents positive feelings that an individual have towards his/her work. Job satisfaction represents the extent to which expectations are and match the real awards in terms of safety, hygiene and protection from virus mutations to Health workers and the family members. The present study is focused on assessing the role of engagement and empowerment on the job satisfaction of Health workers in hospitals during Pandemic Period in selected hospitals in India. It is necessary to create professional environment and positive motivated measures to enhance the satisfaction of the Health workers in the hospitals.

Key words: Engagement-Empowerment-satisfaction- safety –Medical Professionals

1.1 Introduction

Job satisfaction is defined as the extent to which an employee feels self-motivated, content & satisfied with his/her job. Job satisfaction happens when an employee feels he or she is having job stability, career growth and a comfortable work life balance. This implies that the employee is having satisfaction at job as the work meets the expectations of the individual. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski, 2007). Job satisfaction can be defined also as the extent to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation (Statt, 2004).

2.0 Review of Literature

Herzberg's Two Factor Theory is probably the most often cited point of view. In fact the main idea is that employees in their work environment are under the influence of factors that cause job satisfaction and factors that cause job dissatisfaction. Therefore all factors that have derived from a large empirical research and divided in factors that cause job satisfaction (motivators) and factors that cause job dissatisfaction (hygiene factors). During the post COVID- engagement and empowerment are changed from motivators to hygiene factors. This is due to risk of life and personal safety and Health reasons. Paul E. Spector (1997) summarizes the findings concerning how people feel towards work, including: cultural and gender differences in job satisfaction and personal and organizational causes; and potential consequences of job satisfaction and dissatisfaction. He provides with a pithy overview of the application, assessment, causes and consequences of job satisfaction. Sophie Rowan (2008) reveals how to create a happier work life, without changing career. She provides practical and realistic guidance on how one can achieve optimal job satisfaction and overcome the obstacles that make so many of us unhappy at work. Robert M. Hochheiser (1998) reassessed the meaning of the workplace and proposed a simple formula for success- Forget the idea that hard work alone leads to success and instead focus on building good relationships. He asserts that the best way to win at work is to understand what is needed to support the egos of bosses, peers, and subordinates. Accurate assessment of those needs can then be indirectly associated with one's own personal goals and exploited to make substantive workplace gains. Methods of determining needs are given for a variety of situations, and strategies are offered to help make some of the worst work situations at least marginally better through networking and personal development. C. J. Cranny, Patricia Cain Smith, Eugene F. Stone (1992) reveals perceiving future opportunity can actually be more motivating than actually receiving a raise, getting promoted, or being given additional responsibilities. Jane Boucher (2004) offers practical advice for improving both your attitude about your job and the job itself. She shows workers how to cope with keeping their jobs in this difficult economy. Chris Stride, Toby D. Wall, Nick Catley (2008) presented widely used measurement scales of Job Satisfaction, Mental Health, Job-related Well-being and Organizational Commitment, along with benchmarking data for comparison. The benchmarking data is based on a sample of almost 60,000 respondents from 115 different organizations across a wide spectrum of industries

3.0 Research Methodology

Majority of these hospitals are 24X7 in nature and dealt with multi specialty care services. Many hospitals are equipped with latest medical and surgical and diagnostic care facilities for treating the Corona Virus. Few hospitals have the foreign patients and also have NRI and foreign patient facility centres. The study covers all age groups of Health workers and all divisions of medical care. Outpatient service care is also considered for the study. The only parameter is the Health workers should be working in Pandemic Period.

TYPE AND SOURCE OF DATA Both primary and secondary data are used for the study. The primary data are collected by using questionnaire method. Secondary data are collected from books, journals, company manuals, company website, company magazines and informal talk with the officers and the employee

Objectives of the Study

1. To study the demographic profile of Health Workers in the sample area.
2. To study the engagement and empowerment affecting the job satisfaction of Health Workers newly recruited in hospitals during PANDEMIC PERIOD in the sample area.

Hypothesis

1. H₁: Demographical variables (personal) have a direct significant effect on job satisfaction of Health Workers in hospitals used as Pandemic Period in wards
2. H₂: engagement and empowerment have a direct significant effect on job satisfaction of Health Workers in hospitals used as PANDEMIC PERIOD in wards
- 3.

4. Engagement and empowerment of the HEALTH WORKERS working in PANDEMIC PERIOD in Hospitals:

Table 4.2.1 Distribution of sample on the basis of working department

Working department	Frequency	Percentage	Valid percentage
General- out patient service	161	31.4	31.4
Casualty	110	21.5	21.5
ICU	151	29.5	29.5
Ward and in patient	90	17.6	17.6
Total	512	100.0	100.0

Source: Primary data/

It is noted from the table 4.2.1 that the sample distribution of Health workers on the basis of department of work is observed as follows. 31.4 percent of the Health workers are in general and outpatient service, 29.5 percent are in ICU services, 21.5 percent are in casualty and 17.6 percent are in ward and inpatient services. It indicates the requirement of Health workers in different departments of a hospital on the basis of nature of treatment and urgency. The alarming figure here is the requirement of Health workers in casualty and ICU departments for treating Pandemic Period patients. It indicates the increasing number of casualties in the hospitals and the specialized nursing services and medical services. The state of public Health can be estimated based on the above and it is advisable to have check on the Health of the individuals from time to time. Preventive measures on casualty can be reduced. The ICU and casualty Health workers may be having more work pressure and there by some amount of stress at work. If the level of positive stress is exhausted, the negative job satisfaction may start.

Table 4.2.2 Distribution of sample on the basis of marital status

Marital status	Frequency	Percentage	Valid percentage
Married	351	68.6	68.6
Unmarried	161	31.4	31.4
Total	512	100.0	100.0

Source: Primary data

It is observed from the table 4.2.2 that 68.6 percent of the Health Workers working in Hospitals are married and the remaining 31.4 percent of them are unmarried. The marital status is one of the major factors influencing the job satisfaction in any one of the fields. It is due to increased number of responsibilities along with marriage. The work life and personal life balancing is required from the Health Worker's end. Similarly, some amount of concession at work for the married ones may help in boosting the confidence levels among the Health Workers and there by the level of job satisfaction may goes up from time to time.

Table 4.2.3 Distribution of sample on the basis of suitability of the job

Suitability of the job	Frequency	Percentage	Valid percentage
Perfectly suited	120	23.4	23.4
Suitable to a considerable extent	271	52.9	52.9
Suitable to some extent	121	23.6	23.6
Total	512	100.0	100.0

Source: Primary data

It is noted from the table 4.2.3 that 52.9 percent of the Health Workers in the sample indicated the job suitability to them as suitable to a considerable extent, another 23.4 percent indicates as perfectly suited and finally 23.6 percent quoted as suitable to some extent among the sample. The suitability of the job and the level of job satisfaction have some relation in the work places. The nature of job, the suitability, working conditions and climate are some of the factors influencing job satisfaction. The more suitable the job leads to higher levels of job satisfaction. It is necessary to have suitability of the job in order to improve the level of job satisfaction.

Table 4.2.4 Level of management of Health Workers

Level of management	Frequency	Percentage	Valid percentage
Lower level	311	60.7	60.7
Middle level	165	32.2	32.2
Senior level	36	7.0	7.0
Total	512	100.0	100.0

Source: Primary data

It is noted from the table 4.2.4 that 60.7 percent of the Health Workers working in the Hospitals in the sample area are working in bottom level management, 32.2 percent are in the middle level management and the 7 percent are in the top level positions. It indicates that the strong bottom level force to manage shop floor operations from time to time. It also indicates that the low span of control at bottom level and moderate span of control at middle level is observed. It is appreciable to have junk and sufficient number of Health Workers at bottom level for effective ground operations. Having more number of Health workers at bottom level can ease the job of every one and lesser level of work pressure and stress can help in improving the job satisfaction. In a way, the number of staff and the job satisfaction is correlated. In this way the sample area, indicates the favorable bottom level work environment by having sufficient level of Health workers to manage the medical and paramedical services to the patients from time to time in a relaxed and professional manner. Such hygiene factors can help to improve the job satisfaction of the Health workers from time to time along with motivators.

Table 4.2.5 Degree of interpersonal relations

State of interpersonal relations	Frequency	Percentage	Valid percentage
Extremely good	100	19.5	19.5
Good	291	56.8	56.8
Good to some extent	121	23.6	23.6
Total	512	100.0	100.0

Source: Primary data

It is observed from 4.2.5 that, 56.8 percent of the Health Workers stated their interpersonal relations as good, 23.6 percent indicated as good to some extent and 19.5 percent indicated as extremely good. Interpersonal relations are one among the hygiene factors in determining the level of job satisfaction. It is noted that more than 75 percent of the Health Workers in the sample area indicated their level of interpersonal relations is good and there by the level of job satisfaction is supposed to be good to the same extent. Hence, a constant and positive communication should give a boost. Interpersonal relations help the individuals to understand the environment and to take good and reliable decisions from time to time. On the other hand it is interpersonal relations helps to learn by listening and observation. Interpersonal relations bring lot of enlightenment among the employees and thereby performance of the individuals becomes easy. In medical industry and in hospitals majority of the work requires lot of co-ordination and communication.

Table 4.2.6 Descriptive of the variables indicating job satisfaction along with mean and SD

Factors influencing Professional job satisfaction	Mean	SD
Protection from virus mutations	3.78	1.290
Personal safety	3.58	1.395
Communication with doctors	4.14	1.014
Work place safety	3.54	1.402
Amount of work pressure	3.77	1.300
Leisure time	3.66	1.409
Working conditions	3.52	1.425
Nature of work	3.74	1.342
Role of immediate boss	3.78	1.302
Work load and working hours	3.89	1.195
Self expression possibility	3.95	1.251
Family protection	3.58	1.409
Financial security to self and family	3.92	1.205
Job rotation shifts	3.78	1.393

Source: Primary data

It is noted from the above table 4.2.6, that the professional factors influencing the level of job satisfaction along with the mean scores and the weightage s are as follows. The primary engagement and empowerment affecting the level of job satisfaction among the Health Workers working in Hospitals used as Pandemic Period observed in the sample survey are, Protection from virus mutations, Personal safety, Communication with doctors, Work place safety, Amount of work pressure , Leisure time, Working conditions, Nature of work, Role of immediate boss, Work load and working hours, Self expression possibility, Family protection, Financial security to self and family, and Job rotation shifts respectively.

Table4.3.1 Factors of job satisfaction of Health Workers working in PANDEMIC PERIOD

Factors influencing job satisfaction of HEALTH WORKERS in private hospitals	Type of employment				t-value	P value
	Permanent		Temporary			
	Mean	SD	Mean	SD		
Profession factors affecting job satisfaction	52.99	5.43	51.83	5.97	2.146	0.320*

Source: Primary data

Since P value is less than 0.05, the null hypothesis, Hence, it is concluded that, there is a significant difference between the perceptions of permanent and temporary Health Workers with regard to factors of job satisfaction of Health Workers working in PANDEMIC PERIOD with regard to the dimension of professional factors among the sample.

Based on the mean value, it is noted that the level of job satisfaction is high among the permanent Health Workers when compare to the temporary Health Workers working in Pandemic Period in wards of Hospitals. It may be due to the type of facilities and the benefits given to permanent Health Workers are better than the others in the sample survey. The improved level of life style and working conditions, the fringe benefits can be provided to enhance the level of job satisfaction among the Health Workers in Hospitals

Hypothesis-II

Ho: There is no significant difference between the perceptions of Health Workers working in different leadership styles with regard to factors influencing job satisfaction in hospitals used as PANDEMIC PERIOD

Table4.3.1 showing the t-test results showing the perceptual differences between the HEALTH WORKERS with regard to factors influencing job satisfaction

Factors influencing job satisfaction of HEALTH WORKERS in private hospitals	Leadership style				t-value	P value
	Autocratic		Democratic			
	Mean	SD	Mean	SD		
Profession factors affecting job satisfaction	51.43	6.35	53.12	5.24	3.079	0.002**

Source: Primary data/

Since P value is less than 0.01, the null hypothesis, There is no significant difference between the perceptions of Health Workers working in different leadership styles with regard to factors of job satisfaction of health workers working in Pandemic Period. Hospitals is rejected at 1% level of significance. Hence, it is concluded that, there is a highly significant difference between the perceptions of Health Workers working in different leadership styles with regard to factors influencing job satisfaction in the dimensions professional factors related to Health Workers in Hospitals used as Pandemic Period. Based on the mean value, it is noted that the level of job satisfaction is high when compared to others among the Health Workers working in the hospitals where democratic management style is observed among the sample. It may be due to the democratic set up gives opportunity to act independently and to have freedom to express. It is behavioral in nature and influences to a greater level when compared to others.

5.0 Summary and Conclusion

The study reveals that, the professional factors influencing the level of job satisfaction along with the mean scores and the weightage s are as follows. The primary engagement and empowerment affecting the level of job satisfaction among the Health Workers working in Hospitals observed in the sample survey are, mutual communication among the peers with the mean score of 3.78, amount of autonomy with the mean score of 3.77, nature of work with the mean score of 3.74, role of immediate boss with the mean score of 3.78, self-expression with the mean scores of 3.95, financial security with the mean score of 3.92 and job security with the mean score of 3.78 respectively. The inferential statistical analysis, finds that there is no significant relationship between the type of employment, department of working and the level of job satisfaction among the Health Workers working in the Hospitals. Hence, it is necessary to create safe environment and life protection from the mutations of Corona Virus and positive motivated measures to enhance the satisfaction of the Health Workers working in Pandemic Period in wards of Hospitals.

References:

- Agho AO, Mueller CW, Price JL. Determinants of employee job satisfaction: an empirical test of a causal model. *Hum Relations*. 1993;46(8):1007-1027.
- Buchan, J (2004): Commentary. HEALTH WORKER workforce planning in the UK: policies and impact. *Journal of Nursing Management* 12:388-392.
- Dawes, (2004), "Job satisfaction", In M. Hersen & J.C. Thomas (Eds.) *Comprehensive Handbook of Psychological Assessment: Vol. 4*, pp: 470-481. Hoboken, N.J.: John Wiley & Sons.
- Leung, K. (1997). Relationships among satisfaction, commitment and performance: A group level analysis, *Applied Psychology: An International Review*, 46, 199-205.
- Ma, X., & MacMillan, R.B. (1999), Influences of workplace conditions on teachers job satisfaction. *Journal of Educational Research*, 93, 39-47.
- Melamed, S., Kushnir, T., & Meir, E.I. (1991), Attenuating the impact of job demands: Additive and interactive effects of perceived control and social support. *Journal of Vocational Behavior*, 39, 40-53.
- Ouzouni C.(2005) An exploratory study of the factors causing stress to the nursing staff of short term psychiatric units. *Nosileftiki* 2005, 44 (3), 355-363.
- Rodriguez, I., Bravo, M.J., Peiro, J.M., & Schaufeli, W. (2001), The demands-control-support model, locus of control and job dissatisfaction: a longitudinal study. *Work and Stress*, 15, 97-114.
- Siu O. Predictors of job satisfaction and absenteeism in two samples of Hong Kong HEALTH WORKERS. *J Adv Nurs*. 2002;40(2):218-229.
- Tang, JH 2003: Evidence-based protocol: HEALTH WORKER retention, *Journal of Gerontological Nursing*. 29 (3): 5-14.
- Ulrich C, O'Donnell P, Taylor C, Farrar A, Danis M, Grady C. Ethical climate, ethic stress, and the job satisfaction of HEALTH WORKERS and social workers in the United States. *Soc Sci Med*. 2007;65(8):1708-1719.