



Employee Performance in the success of a Hospital

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ABSTRACT

Employee performance plays a pivotal role in the success of hospitals, impacting patient care, satisfaction, and overall healthcare service quality. This paper explores the multifaceted dynamics of employee engagement, satisfaction, and their interconnectedness with customer satisfaction in hospital settings. It delves into the principal drivers of employee engagement, emphasizing the importance of job stability, professional growth opportunities, merit-based compensation programs, and work-life balance. Furthermore, it investigates the interrelationship between work engagement and employee performance, highlighting the significance of motivating factors and their impact on productivity and efficiency. Psychological empowerment emerges as a critical factor influencing employee performance, encompassing self-confidence, autonomy, meaningfulness in work roles, and a balanced work-life role. Drawing on research findings, this paper underscores the importance of aligning employee engagement strategies with organizational goals to enhance hospital performance and stakeholder satisfaction. Through a comprehensive analysis, it provides insights into fostering a supportive work environment conducive to employee motivation, satisfaction, efficiency, and ultimately, hospital success.

Key words: Employee performance, Hospital success, Employee engagement, Customer satisfaction, Psychological empowerment, Work-life balance, Efficiency.

1.0 Introduction

Employee engagement is regularly given more attention by businesses as a crucial tactic for increasing motivation and ardour to accomplish the targets set forth in the mission statement. When workers are appropriately engaged, an organisation's output eventually rises, which has a big positive effect on the workforce. The organisation's commitment to its values and readiness to assist its stakeholders are two components that makeup employee engagement. As a result, increased production, the development of novel ideas, and higher learning are all outcomes of employee engagement. Although organisational commitment is a by-product of employee engagement, the two are not the same.

This is since organisational commitment is used to gauge employee satisfaction levels, whereas employee engagement is a strategy for achieving goals and objectives. Because of this, organisational commitment contributes to job satisfaction, whereas employee involvement frequently does not. There are many important components that makeup employee engagement, including the physical, cognitive, and emotional dimensions. The degree to which employees exert both mental and physical effort while carrying out their duties is the subject of the element of physical involvement. It entails the capacity to exert extraordinary mental and physical effort while carrying out tasks, as well as heightened confidence.

2.0 Related Works and Hypothesis formulation

2.1 Importance of employee performance in the success of a hospital

The productivity of both the hospital and its staff increases when staff participation in the patient care process is increased, resulting in improved patient care and increased patient satisfaction with healthcare services. In light of this, increasing the number of physicians available to patients on the ward is the first step in enhancing the quality of patient care. Employees have a significant impact on customer satisfaction in service-oriented industries. Customer interactions are one of the most significant influences on employee performance (Wanget al., 2019). As a result, it is essential for businesses to comprehend concepts like employee engagement and satisfaction, as well as their connection to customer satisfaction and the customer experience as a whole.

The same regulations govern the medical industry. Patients want to be treated like customers who are in control of when and who receives care. In order to support this brand-new and dynamic healthcare system, hospitals all over the world need to cut costs and work more efficiently. This could alter how healthcare is perceived in Poland and around the world (Wanget *al.*, 2019). The establishment of accountable nursing organizations is encouraged by healthcare organizations. It is a concept that aims to change the country's healthcare system by putting in place a structure that monitors the quality and effectiveness of a group of doctors to evaluate performance and set hospital practice standards. Another step toward shifting reimbursement infrastructure away from cost of service toward improving patient health and overall care efficiency is this value-based purchasing program for hospitals. Numerous publicly funded healthcare systems are implementing market-oriented healthcare reforms (Sahni, 2019). Equity is the goal of these reforms, which aim to allocate healthcare resources more effectively, creatively, and in accordance with consumer preferences. Consumers and payers have difficulty measuring care quality, allowing providers to compete at the expense of fairness and quality in hospital services. The health care system will be effectively altered and the ineffectiveness of health care organizations will be eliminated by utilizing market-based measures and tools for measuring and evaluating the quality of the health care sector, such as the Health Care Quality Act (Sahni, 2019). The components have been removed. Because patients frequently do not know how much it will cost for them to receive treatment or receive hospital services, this has been a crucial aspect of the health care system's cost-effectiveness and quality of care.

2.2 Principal drivers of employee engagement

There are a lot of factors that affect employee engagement. Some of these include job stability, employee well-being, opportunities for professional progress, and a merit-based compensation program (Nazir and Islam, 2020). By combining organisational business strategies, the main drivers play a crucial role in maximising employee efficiency and gaining a competitive edge. In this instance, work satisfaction emerges as a metric that reveals how effectively the drivers have improved staff engagement techniques (Sahni, 2019). The personnel would be driven to improve their competencies when firms offer motivating reasons like increasing compensation and prospects for promotion. Additionally, staff members will be more motivated to participate in each and every organisational activity (Oluwatayo and Adetoro, 2020). Growth opportunities will, therefore, not only increase the organisation's production to the highest possible level but will also improve the workforce's skill set.



Figure 1: Represents the drivers of employee engagement

(Source: Dilmini and Thalgaspiyab, 2020)

Those who are content with their employment stability, however, will work to maintain their positions. However, when employees are unsure about their job security, they may not always act confidently in their roles and this will have a bad effect on their attitudes since they worry about losing their jobs. In light of this, a lack of job security may prevent a person from being effective (Sahni, 2019). Furthermore, it's been reported that job uncertainty may have an impact on the rate of employee turnover. In a similar vein, job stability serves as motivation, and inspiration, in turn, fosters healthy competition among workers. Each worker aspires to put in a lot of effort in order to increase the performance and productivity of the company.

For the purpose of organising staff tasks and activities and minimising potential future inefficiencies brought on by new issues, every hospital should carefully analyse the challenges and goals of its employees. The success of a hospital as a whole is a direct outcome of its stakeholders, who are greatly impacted by engaged personnel. A motivated worker in the hospital will also gain the respect of important stakeholders like patients and consumers (Mahajan and Lele, 2021).

Employers and employees working together to improve organisational culture have a positive effect. The alignment of employee engagement with organisational goals and objectives is crucial as a result (Yadav, Kumar, and Mishra, 2020). The alignment with a worker's sense of belonging is also important. The development of a supportive managerial attitude toward employees is a necessary component of achieving alignment since it gives them the chance to further their careers. To achieve goals and objectives, the work environment of the hospitals in India serves as an impetus for putting in long hours (Narayanamurthy, Gurumurthy and Lankayil, 2018). It is crucial to keep in mind that dissatisfied workers won't be motivated to provide high-quality input when performing their various responsibilities, which is why it is so important to take this into account (Tirastittamet *al.* 2020).

2.3 Interrelationship between work engagement and employee performance

Engaged employees are very crucial to the massive success of a particular organization. This context mainly goes for healthcare centres. Employers in hospitals are taking steps for improving hospitals one by one. To get success in the work field it is very important to keep motivating the employers so that they can do more work efficiently and energetically. It can be said that the motivation is proportional to the employee's performance (Niati et al., 2021). It creates an energetic team member to create a productive work environment. Motivating the employees can help to create work efficiency. Motivation can help to operate wealth fully by enhancing the intent to work with employees. As per Paais et al, (2020) It reduces the gap between the ability to work and eagerness to do work. The motivated employee does the work in an energetic manner which results in great productivity. A positive work atmosphere can only be created by communicating and inspiring with each other which helps to achieve a definite goal.

If the employee gives their full effort but not receiving the positive feedback it can deteriorate the working power of the employee. At about 68% of technicians and more than 45% can take decisions. For the development of the organizational growth, it is very crucial to look for the satisfactory factors and motivating factors that enhance the working power of the employee. It is evident from many types of research that there are mainly four factors that need providing safety, accomplishment, appraisal, and complete the basic needs, at about 39% of employees are satisfied by the providing incentives that are stated by Pang et al. (2018). Social protection is very important for the organization's growth.

Providing medical requirements is necessary for the development of the organization's success. The good environment of the health sector like the behaviour of the staff, cleanliness, and hygiene mode leaves a significant impact on the performance of the worker that induces the success of the hospitals. Staff with bad behaviour are ready to make bury the hatchet in the surroundings. The factors that are motivating sometimes work against them so that employees easily give up on their duty. Sometimes employees are influenced by the external factors which run them in a bad way (Bose et al., 2018).

Healthcare centre is the most expanding portion in India. The Govt. of India has provided many hospitals after independence. Employee involvement is essential to the improvement of the hospitals. Hospitals in India suffer from a lack of employee engagement. According to Pang et al, (2018) This context mainly focuses on the employee's performance in India and Uttarakhand hospitals. The main motto of this subject is to find out the employee's motivational status in different hospitals. The present research is mainly identifying the relationship between employee motivation as well as their work performance to the growth of the hospital in Uttarakhand state (India).

2.4 Psychological empowerment of an employee and employee performance

Psychological empowerment means the self-confidence that induces the willingness towards the work in both the Indian and Uttarakhand hospitals and helps to differentiate from other hospitals. It contains some factors like self-confidence, thinking power, sociability, and active involvement. Psychological empowerment helps to give a wide range of positive results like reducing stress, creating innovative ideas, job fulfilment, and increasing motivation. Financial stability and continuity are the fundamentals of improving employees' performance. According to Shah et al, (2018), it relates to the motivation that the employees believe that they can perform their assigned work on their own exclusionary motif. It hinges upon the theories of substitute for hegemony and psychological development.

It provides support for the hypothesis. It implies the competence to master the skill for the particular job and self-determination. The empowerment speaks of work so delicate and responsibility. It also gives an assurance to the employees to have proper resources. It makes a specific periphery and expectation and the empowerment also makes the employees more flexible to set to work of their own accord (Sair et al., 2020). Research has evidenced that psychological empowerment is positively related to employees' tasks, competence and work

involvement, etc. The psychological empowerment of the employees is linked with high job satisfaction levels bringing the positive outcome for the employees.

The motto of the study is to investigate the significance of psychological empowerment on employees. This is also related to self-efficacy and natural motivation. This psychological empowerment deals with the perception of the employees leading to doing better in the workplace. The motivation of the employee, greater trust in leadership, creativity, and recognition of empowerment are considered to the benefit of employee empowerment. This empowerment is a process to strengthen the individuals in feelings of their own effectiveness among other members of an organization like the hospital. According to Boise et al, (2018), team empowerment includes four elements namely on potency, meaningfulness, autonomy, and impact. The four genres that are meaning, competence that reflects, and active orientation to the work role.

Competence helps the employees to make proper utilization of their skills, knowledge, and ability to do the job and grow belief that the job is their responsibility oriented. This empowerment encourages employees to resolve difficult tasks confidently to perform them with great success. Observed from the above discussion it can be summarised that highly competent employees have a significant quality of the job. As per Joo et al, (2019), self-determination is another dimension of psychological empowerment and is associated with autonomy so that the employees can perform the job successfully. This self-determination, highlighted in the above studies, has significantly related to job satisfaction. Engagement refers to the transmittable and it can blow out transversely associates of work crews, the leader has a distinct part in the development of the assignment among the groups. Faithful guidance has been projected to the original component of actual guidance required to figure better task surroundings as nearby are different considerations towards the growth of authorizing the relationship between the leader and the employee (Wang et al., 2019)

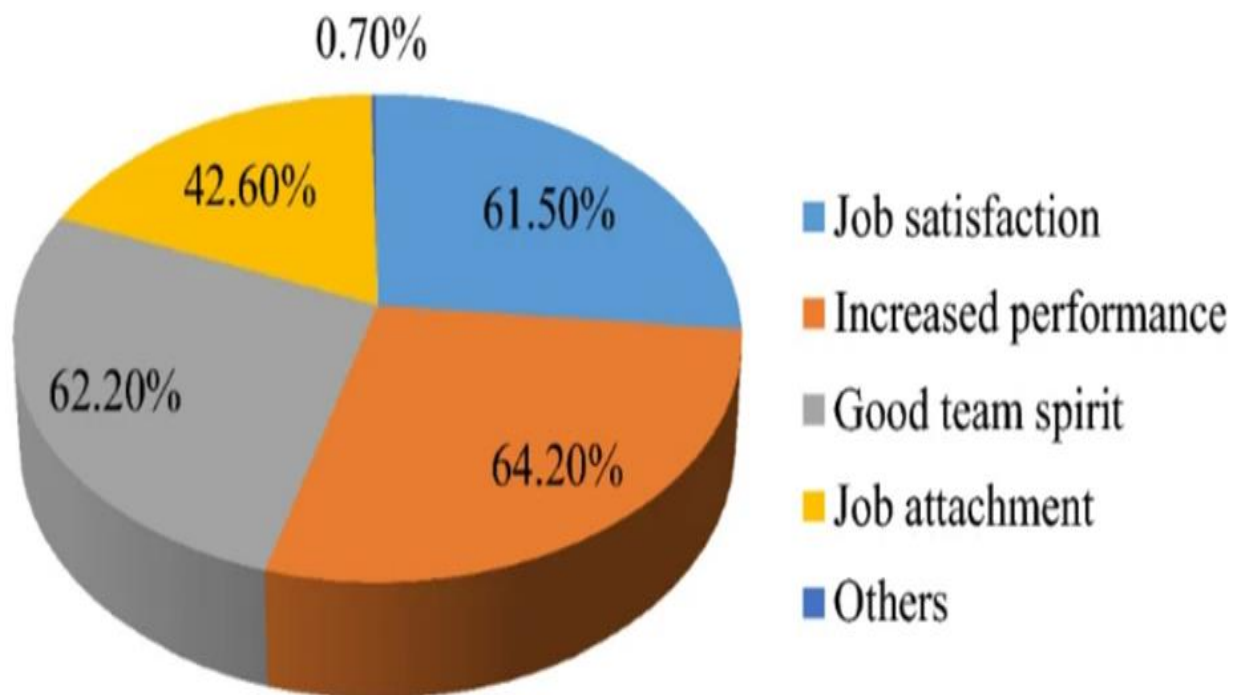


Figure2: Frameworks of employment development

(Source: Joo et al., 2019)

2.5 Self-efficacy work engagement and employee performance

Self-efficacy has the potential to reduce stress and anxiety in the workplace. It is improving the work efficiency. Self-efficacy is an essential mentality that is directly related to a user's level of job excellence which play important role in the hospitality sector. Professional development, positive role models, and recognition are all ways to boost self-efficacy at work (Sendawula et al. 2018). The views of self-efficacy held by workers influence their persistence in challenging work in such as medical sector.

Every worker at a company is allowed to write down the goals that they would want to reach, the problems they really want to modify, and the objectives they want to reach. Many employees are also aware that implementing these goals is not always as straightforward (Wu et al. 2019). Bandura as well as other researchers have discovered that how someone approaches objectives, tasks, obstacles, including crises, failed businesses, as well as crises, is greatly influenced by their sense of self-efficacy (Wu et al. 2019). The elements of effectively establishing self-efficacy must be understood by an employee before they can suggest that self-efficacy will help them improve their working performance. There might be several main self-efficacy sources, as according to Bandura.

According to Bandura, self-efficacy is the best approach to cultivate a great sense of effectiveness (Wu *et al.* 2019). Successfully completing a task increases their self-efficacy sources. Self-efficacy, therefore, can be weakened and undermined if a job or problem is not handled appropriately. The leader's ability to distinguish between what is real and what is made up is a crucial aspect of leadership. The truth is not always obvious when one is under extreme stress. People can believe that they have the information and skills needed to succeed, according to researcher Bandura. Consider a time when a friendly remark or encouragement from a co-worker helped them reach a goal (Johnson *et al.* 2019). Receiving vocal affirmation from everyone else helps users get above self-doubt and to instead concentrate on delivering the task before them their full attempt.

Self-efficacy is significantly influenced by the user's own behaviours and emotional states to circumstances. Body reactions, stress levels, emotions, and mental health may all have an impact on the way someone perceives their own abilities in a certain situation (De *et al.* 2018). An individual who has severe nervousness before speaking before a large group may do less well in these situations. One customer, for instance, frequently had tongue-tied whenever speaking in front of others (Bakkalet *et al.* 2019). By being totally present to oneself and to the tale, the focus shifted from the presentation (and their worry of embarrassing themselves) to sharing an exciting experience. Learning and development is a step to build in employees' self-confidence as well as efficiency.

2.6 Self-efficiency and employee performance in the Hospitals in India as well as Uttarakhand

One of India's major obstacles is the construction of healthcare facilities. In 2007, India had approximately 1,050,000 hospital beds, and a shortage of 125,000 to 1.5 million is anticipated. By 2016, the Indian government intends to raise the bed ratio from 0.7 to 4 beds per 1,000 people. India needs an additional 3.1 million beds in the country to accomplish that. The vast majority of the new limit was supposed to come from the confidential medical care area (Abdirahman, 2018). As a result, the country's healthcare system is expected to become more dominated by private healthcare providers. Role ambiguity, role conflict, and role overload are examples of sociopsychological role stressors. Role conflict, role ambiguity, and role overload are three role variables that are associated with higher levels of burnout. Poor care, increased absenteeism, and employee turnover are all consequences of healthcare worker burnout. All of these have a negative impact on the standard of care as well as the efficiency and success of health services (Abdirahman, 2018). As a result, the quality of patient care continues to deteriorate as a result of nurse burnout, even though there is a significant shortage of nurses.

While there have been a number of studies that have examined the effects of role conflict, overload, and ambiguity on nurse burnout and effectiveness, no such study has been carried out on private hospitals in India. The country's healthcare system will be dominated by private actors, particularly those in large metropolitan areas with numerous hospitals (Johnson *et al.*, 2018). Patients pay close attention to cost-effectiveness and the quality of service in private hospitals because treatment in private hospitals is more expensive than in public hospitals. "Word of mouth" from patients who have been treated has been found to be the most effective marketing strategy for private hospitals. The majority of employees in hospitals are nurses, who work closely with patients. Consequently, the patient experience is significantly impacted by the quality of their service (Johnson *et al.*, 2018). Therefore, in-depth research is required to investigate these stressors, burnout, and their effects on nurses' effectiveness in India's private hospitals.

3. Discussion

The research has led to the picturisation of the context as made over the concerned topic of the significance of the performance of the employees upon the success naturally hospitals get in India and for better concentration the hospitals of Uttarakhand. From the survey process, several characteristics of the respondents and their presence in the hospitality sector has been quenched to shed light. Most of the respondents are from the age of 21-34 years which indicates the hospitals in India as well as preferably Uttarakhand have been favoring the association of young to mid-aged professionals for the better contribution of their performance. Before the age of 21 years, there is hardly any scope to be recruited in hospitals (Devasahay *et al.* 2021). It has been also seen most of the respondents have worked for 2 to 5 years with these hospitals indicating the hospital is good and healthy by nature and subject to stay as an optimum opportunity. But significant numbers of recruited in 5 years to 10 years and more than 10 years are decreasing numbers compared to the prior connoting a little chance of it being changed over the period for the health professionals (Campbell and Dontje, 2019). Mostly the health associates are female rather than male representing less scope or less length of journey for males with the hospitals in India. On the other hand, mostly they have been married compared to the number of unmarried. It indicates the derogatory site of girls forcibly getting married

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