

Work Engagement among Doctors- A Research Assessment

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Abstract:

Healthcare industry is one of the world's largest growing industries and even rapidly. Indian healthcare industry faces a biggest challenge of shortage of qualified medical professionals especially physicians and nurses. Talent attraction is not the only issue with respect to the current scenario, but engaging employees is a rising problem for the organizations. Healthcare organization need to adapt different strategies for engagement. The main objective of the research is to identify the factors affecting Work Engagement among Doctors in the Madurai District, Tamilnadu. By speculating the growing needs of medical industry emergence has occurred to analyze the ongoing concept called Work engagement with an exclusive focus on the employees of the healthcare industry. The study is a cross sectional descriptive research. Convenient sampling method was used for this study and 220 is the sample size. The study clearly indicates that there is a negative correlation between job stress and work engagement. So the Hospitals in Madurai District have to conduct stress analysis and management programmes periodically to measure the stress level and work engagement. Work engagement can be assessed with the individual Doctors, Teams, job position and department, since they deal with the lives of human beings. In most of the organizations, performance is the result of combined effort of the individual employee. Engaged worker committed with positive attitude, proactive behaviours to their colleagues, create a positive team climate.

Keywords: HBR, NCR, COR

I. INTRODUCTION

Work Engagement among Doctors- Research Assessment Health care industry- panoramic perspective

Healthcare industry is one of the world's largest growing industries and even rapidly. Healthcare industries contribution to the country's economy is substantial and enormous in fact on par with other growing industries. Across the globe, governments, healthcare delivery system, insurers and consumers are completely engaged in a neck to neck competition and also in a tug of war between competing priorities (Deloitte, 2015). Indian healthcare industry faces a biggest challenge of shortage of qualified medical professionals especially physicians and nurses. According to Fortis healthcare ltd, healthcare industry needs an additional 1.54 million doctors and 2.4 million nurses to match the global average.

The time has arrived and it absolutely demands the hospital to create an engaging and high performance oriented work experience for the improved patient satisfaction and also quality of care outcomes. It is really an herculean task for many hospitals to create such experience and according to the 2012 Global workforce study, less than 44% of the US hospital workforce overall was highly engaged (HBR, 2013).

Work engagement – Global Scenario:

Talent attraction is not the only issue with respect to the current scenario, but engaging employees is a rising problem for the organizations (Kate Pritchard, 2015).

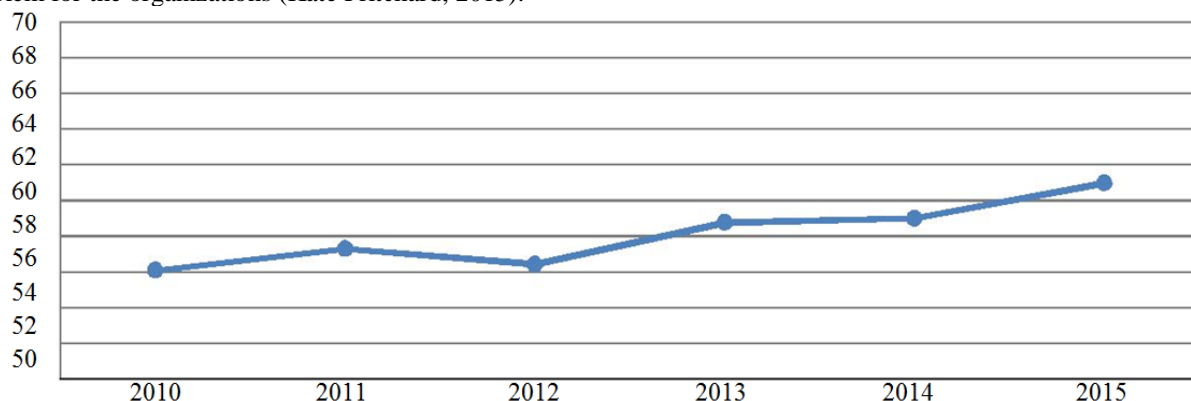


Figure 1.1: Global trend in employee engagement index

Source: ORC International.com

With respect to the global trend in employee engagement index;

Rank 2015	Country	Engagement Index 2015	Engagement Index 2014	Change in rank
1	India	78%	74%	0
2	Brazil	71%	62%	5
3=	China	69%	66%	-1
3=	Turkey	69%	60%	7
5=	USA	68%	64%	0
5=	Russian Federation	68%	65%	-2
7=	Canada	65%	61%	2
7=	Australia	65%	65%	-4
9=	Italy	62%	59%	3
9=	Switzerland	62%	64%	-4
11	Germany	60%	58%	2
12=	UK	58%	49%	6
12=	France	58%	55%	4
12=	Spain	58%	53%	5
15	Netherlands	56%	60%	-5
16	Singapore	54%	56%	-1
17=	Austria	52%	62%	-10
17=	Sweden	52%	57%	-3
19	Hong Kong	51%	48%	0
20	Japan	45%	42%	0

Source: ORC International.com

Figure 3: Employee engagement index rankings by country

The organizations have to ensure strong policies and procedures for health and wellbeing. Marketing engagement happen should be the ultimate objective of the organization. Only when the employees are engaged in their work, they maximize their value to the organization.

Work Engagement –Wake up call to India

Srivastava, Ramachandran, Suresh (2014) made an attempt to find out the status of work engagement in India. Studies continually say that engagement levels impact the performance and productivity, increased customer loyalty etc (Harter, Schmidt & Hayes, 2002). Indian employers of various organisations have to concentrate on engagement which becomes an absolute tool for increasing competitive advantages. If workers are engaged, they proactively align their work environment to have a positive vibe and to be engaged prospectively (Bakker, 2011).

It is very imperative that companies have an effective engagement policy which ensures and creates the feeling of community at the workplace (Hema). Salman Mirza (2016) alarmed that “Employee Engagement is also gravitating towards a more ‘purpose-driven’ display of altruistic professionalism from the more recognizable affective manifestation

of organizational citizenship behavior due to most progressive organizations requiring Employee Engagement, rather than, expecting it as a natural offshoot of an enterprising culture based upon robust values.”

II. LITERATURE REVIEW

Work Engagement

Meenakshi, sonu, Sharad, Raman & Pramon (2014) examine that physician's satisfaction and dissatisfaction from the important factor associated with healthcare. The sample size is 170 physicians. Multistage sampling technique was used in the study. And descriptive and inferential statistical procedures were used for analysis. The determinants identified in this study can be used safely to assess any professionals. A cross sectional study was conducted. Each type was determined by extrinsic and intrinsic factor of physicians satisfaction & dissatisfaction from their job and which also has got an impact on job engagement.

Colff and Rothmann (2009), assessed the relationship between job stress, coping, burnout and work engagement of registered nurses in south Africa. In this study, cross-section descriptive methodology was determined. Random samples of nurses were taken correlation coefficient and multiple regressions were used to assess the influence of job stress, to burnout and work engagement. The regression results show that there is a lack of organizational support, job stress contribute to the distress of registered nurses affects the work engagement. Lack of organizational support should be enhanced which will have positive impact on work engagement.

Simpson, Grant(1990) suggested in their research that physicians' jobs are more stressful than many other types of work, but the factors of job stress for the Doctors, seldom been measured systematically and continually. Only a few studies have attempted to measure the stress at the individual level among practicing physicians. Exploratory Analysis was conducted with the four separate and logical dimensions of job stressors.

Sen (2012) studied the occupational role stress present with the public sector bank employees in Delhi NCR. This study also concentrates in identifying the major stress in the employees of public sector banks. Stratified Random Sampling Method is used as a sampling technique. The study results that the Banks should recruit skilled manpower and ensure that the engagement needs to be development from within.

Padule, ChiaVeGate, Cabral, Almeida, Ortiz, Carregaro (2012) says that work stress is associated with dissatisfaction, excessive demand at work and personal factor. In this research job stress scale and Utrecht work engagement scale were used in order to quantitatively stress and work engagement. The research has found an association between work stress and work engagement ($p=0.001$) which exhibits that there is a positive link between work engagement and work stress.

Coetzee and de Villiers (2010) this study examines the relationship between employees sources of job stress, work engagement and career orientations and how they differ in terms of socio demographic factors. A total of 90 samples were taken for the study and job stress scale, Utrecht work engagement scale and career inventory scale were used for determining the results. From the results it was observed that there was a significant relationship between job stress, level of work engagement and career orientations and a significant difference regarding certain variables were also detected such as between male and female, blacks and white, temporary and permanently employed workers and between different age groups.

Anna Rogala & Roman Cieslak investigated the direct and indirect impact of perceived social support and self-efficacy on work engagement and the relationship between self-efficacy and social support. 178 respondents was obtained through web-based questionnaire by two way longitudinal data collection. Moderated mediation analysis with bootstrapping indicated that, controlling for the baseline level of work engagement, the indirect effect of self efficacy on work engagement through social support was significant only when organizational stress was low.

Choo Ling Suan investigated the social support and work engagement with shift work as a moderating variable. The research in the hotel industry frontlines carry a heavy workload, experience high role ambiguity and need to handle varied demands from organisations and customers simultaneously--besides supporting the business operations 24/7. The unique nature of the hotel business and frontlines role requires a distinctive investigation. Social support has a positive and significant relationship with work engagement which will be moderated by the level of an employee's commitment to shift work and the positive relationship between social support and work engagement is stronger for the frontline employee who has a higher commitment to shift work than a frontline who has a lower commitment to shift work. The success of a hotel very much depends on its ability to develop customer loyalty. One viable way for hotels to establish customer loyalty is by delivering sound service quality. In achieving this aim, hotels need to ensure that their frontline employees are engaged at work.

Hilde Vegsund,(April 2014) investigated the study of work-related factors that influences the work engagement among the health care workers especially nurses. In this paper the Conservation of Resources (COR) theory will be used as a theoretical framework to explain how work engagement can be built among nurses. The Job Demand-Resource Model (JD-R) is also used to show how job resources and demands interact, and it can be used to explain both employee engagement at work and the organizational outcome. Using longitudinal study design and advanced statistical analysis, the findings of the study indicates that workload have an impact on nurses' work engagement and social support from supervisors can contribute to more dedicated nurses.

III. RESEARCH METHODOLOGY

Research Background

By speculating the growing needs of medical industry emergence has occurred to analyze the ongoing concept called Work engagement with an exclusive focus on the employees of the healthcare industry in Tamilnadu pertaining to

Madurai District in determining the factors influencing Social Support, Job stress and suggest changes to enhanced Work engagement of the Doctors.

Research Gap:

Studies and research related to work engagement is studied exhaustively in other countries and hardly studies and researches found related to work engagement in India among Doctors. Work engagement among doctors in India gaining significant importance because of the rising growth in hospitals. Though the literature studied for this research abounds with description of work engagement and its factors, data is unfound on the proposed conceptual model. Very minimal Researches are available associating Job stress, Social Support and Work Engagement of Doctors in Hospitals.

Objectives of the study:

1. To identify the factors affecting Work Engagement among Doctors in the Madurai District Hospitals of Tamilnadu.
2. To present a theoretical framework for establishing a proposed research model with regarding to the Job Stress, Social Support on Employee Engagement.
3. To suggest the possible measures to mitigate the stress and adopt strategies to enhance work engagement among the Doctors.

IV. RESEARCH HYPOTHESES

Hypothesis 1: Work engagement constructs {Job Stress (JS), Social Support (SS)} have relationship with Work engagement.

Sampling method

The study is a cross sectional descriptive research. Convenient sampling method was used for this study and 220 is the sample size.

Data Analysis & Interpretation:

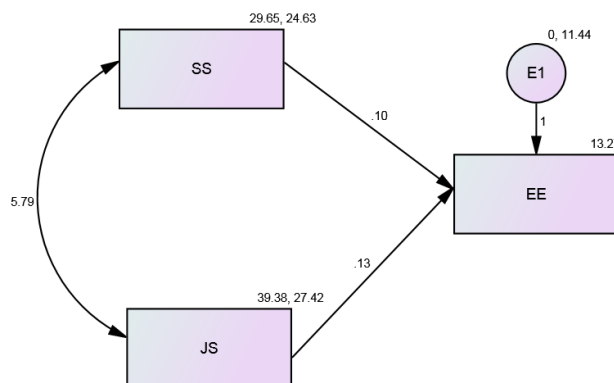
Table 1: Correlation among Social Support, Job Stress & Work Engagement

		WE	SS	JS
WE	Pearson Correlation	1	.200**	-.390**
	Sig. (2-tailed)		.003	.000
	N	220	220	220
SS	Pearson Correlation	.200**	1	.882**
	Sig. (2-tailed)	.003		.000
	N	220	220	220
JS	Pearson Correlation	-.390**	.882**	1
	Sig. (2-tailed)	.000	.000	
	N	220	220	220

In relation to the result of statistical test, Pearson correlation coefficient between two variables Work engagement and Job stress is -0.390. It is revealed that there is a moderate negative relationship between work engagement and job stress in among Doctors in Madurai District, the found relationship is statistically correlated to 0.01 level (as sig 0.003 which is less than 0.05). Thus it can be statistically claimed that there is a significant relationship between these two variables: job stress and work engagement. Hence according to the result of the test, the null hypothesis is rejected.

Multiple Regression analysis

The objective of multiple regressions is to use the independent variable whose values are known to predict the single dependent variable



Maximum Likelihood Estimates

Table 2: Regression Weights (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
EE <--- SS	.097	.047	2.063	.039	
EE <--- JS	-.134	.045	2.997	.003	

Means:

	Estimate	S.E.	C.R.	P	Label
SS	29.655	.335	88.433	***	
JS	39.382	.354	111.302	***	

Intercepts:

	Estimate	S.E.	C.R.	P	Label
EE	13.270	2.006	6.615	***	

Covariances

	Estimate	S.E.	C.R.	P	Label
SS <--> JS	5.786	1.799	3.217	.001	

Variances

	Estimate	S.E.	C.R.	P	Label
SS	24.626	2.353	10.464	***	
JS	27.418	2.620	10.464	***	
E1	11.441	1.093	10.464	***	

Table 3: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	10.032	1.564		6.413	.000
1 SS	-.460	.089	-.651	-5.189	.000
JS	.601	.078	.964	7.686	.000

a. Dependent Variable: WE

In the above output the first table shows that two independent variables Job stress, Social support are entered simultaneously for the analysis in enter method. It is also seen that the adjusted r square value is 0.495 which shows that the two independent variables in this model account for 49.5% variance in the dependent variable: work engagement. From the coefficient table the values under column B, the regression coefficients can be used to construct an ordinary least squares equation with the constant to predict stress. Also with the help of t values on it can be predicted that the construct job stress, social support has the highest influence on work engagement between the two independent variables. The p value can be used to test the hypothesis. Here the hypothesis scores are negatively related to Job stress and social support are tested.

The p value for beta coefficient (-0.651) of social support is .000

The p value for beta coefficient (0.964) of Job stress is .000

All the values are significant at 5% significance level (less than .05). Thus the hypotheses are proved to be true. So it may be concluded that work engagement is significantly influenced by these variables to job stress, social support.

V. FINDINGS & CONCLUSION

The study clearly indicates that there is a negative correlation between job stress and work engagement. So the Hospitals in Madurai District have to conduct stress analysis and management programmes periodically to measure the stress level and work engagement. Stress coping strategies are needed to be customized with the support of the colleagues and family since the result shows that there is not a proper social support which definitely has a direct influence on work engagement. Promoting engagement in the work place not only gives experience and control to the individual but also gives themselves with right attitude, skills and reduces the stress level. When people are engaged in their work they have the energy and motivation to undertake the action.

Work engagement can be assessed with the individual Doctors, Teams, job position and department, since they deal with the lives of human beings. In most of the organizations, performance is the result of combined effort of the individual employee. Engaged worker committed with positive attitude, proactive behaviours to their colleagues, create a positive team climate. This can help them not only to achieve better performance but also increase their chances for a better career development.

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