

Enhanced Employee Well Being may improve the performance of personnel in organized healthcare sector in Indore (India)-2020

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ABSTRACT

Purpose- The purpose of this paper is to empirically examine the impact of personal and professional well being on task and adaptive performance of Healthcare personnel working in organized healthcare sector.

Methodology- This is a primary data-based study on the correlation analysis conducted in Indore Region. Convenience Sampling method was used and correlation between healthcare personnel' well-being and performance was analyzed. Through SPSS 23.0 the author tested the reliability, validity, Pearson' correlation and exploratory factor analysis of data.

Findings – The study identified the variables and indicators of well being that directly or indirectly influence employee performance at the workplace with the help different scales of Michigan university wellbeing Scale and TAC performance model developed by IIT Kharagpur. The findings suggested that the five dimensions of employee's wellbeing namely physical, social, emotional, intellectual, financial and work related wellbeing are strongly correlated with two dimensions of performance.

Practical Implication- In organized healthcare sector in India, employees' wellbeing was found to be an essential factor to improve their overall performance. In the post-Covid-19 situation, the healthcare personnel are working under stress and undergoing hectic schedules, it is essential to enhance employees' personal and job-related well-being and improve work performance through certain health promotional activities.

Originality- In past literature there is no such work is done to examine the correlation between employee well being and performance in healthcares sector in Indian scenario. Healthcare personnel are front line decision makers in drawing correct line of treatment. So, it is essential to boost their performance for effective healthcare management.

Research Type – Original Research Paper

Keywords- Healthcare Employees', Performance, Wellbeing, Post Covid-19

INTRODUCTION

Promoting overall employee well-being is in the best economic interest of the company, as employees are more likely to deliver an improved level of performance. The performance of employees is one of the most important challenges in the context of tension and division of work. Success is linked to productivity, knowledge management, quality aspects and growth of the employee. In the study (Platis, et.al 2015), it is showed that a broad variety of variables affect the performance of employees, such as job satisfaction, work conditions, pay policy, worker welfare. Health at work is a major concern for professionals throughout the world (Doef, Mbazzi, Verhoeven 2012). In 1946, however, the World Health Organization (WHO), defined health as “as a state of complete well-being and not only a lack of disease”(Achilles, 2003; Keyes, 2005). The word "well-being" encompasses the full spectrum of various behaviors, personalities, and social connections. Though the concept 'well-being' first appeared in 1613 as a happy or positive feeling. According to the English dictionary (1961), this idea has been modified over time and reflects the meaning of employment and work. Robert Marcus Owen suggested a 10-hour day in 1910, in which Welsh social reformer would aim to improve workers' well-being. Although research has found a substantial link between well-being and performance, this relationship is far more complex. In the past ample amount of research is done understanding relationship between employee well being and performance but very less work is done in healthcare sector in Indian geography. The latest report of WHO (Jan2020) based on the Census showed that India had approximately 20 health workers per 10,000 people and according to Directorate of State Health & National Health Profile, 2018 this ratio is 1:17192. In the last decade due to shortage of medical staff, especially doctors, approximately 72,000 lives were claimed in hospitals of Madhya Pradesh. Therefore it is essential to identify factors establishing link between healthcare employees' well being and performance so that with higher efficiency of the output of healthcare employee will result in better line of treatment at hospitals.

RESEARCH OBJECTIVE

To identify and analyze the most important factors of healthcare employees' wellbeing affecting their performance using Factor Analysis Method and Pearson Correlation Matrix in SPSS 23.0

RESEARCH METHODOLOGY

The Research was the exploratory primary data based study where the factors of different types of employees' wellbeing were tested with the help of SPSS 23.0 factor analysis method. The identified and verified factors were found relevant to study the linkage between employee wellbeing and performance. Convenience sampling was used for data collection through a structured and designed questionnaire referred from past literature. Healthcare employees of public private sector of Indore were included in the study. The Hospitals included in the study were Maharaja Yaswantrao (MY), Cloth market Hospital, CHL Apollo, Rajshree Apollo, Aurbindo hospital and Bombay Hospital. Respondent were male and female healthcare employees in the age group of 20-60 years from public and private sector hospitals. Majority of the respondents are working in the middle level of the hospitals in Indore. The size of the Sample was one hundred and fifty (150) respondents.

The questionnaire developed by the researcher is based on strong literature review and distributed among the respondents manually and online. A Tool developed by the author under the guidance of experts using the Wellbeing Evaluation Method developed by Western Michigan University and the Task and Adaptive Performance Model developed by IIT Kharagpur on a 7-pointer scale to determine the degree of positive or negative association between employee well-being and efficiency in Indore. There are two parts to the questionnaire. The first part was comprised of the basic demographics and background data related to the respondents, whilst the other part was based on questions that are used to measure the factors of the hypothesis. The researcher employed a questionnaire approach to collect data and all questions required seven-point Likert-scale ranging from 1=strongly Agree, 2=Somewhat Agree, 3=Slightly Agree, 4-Neither Agree Nor Disagree, 5=Slightly Disagree, 6=Somewhat Disagree, to 7=Strongly Disagree.

Hypothesis Formulation

On the basis of literature hypothesis formulated as under

- H1.1 -Physical wellbeing is positively linked with Task Performance.
- H1.2 -Physical wellbeing is positively linked with Adaptive Performance.
- H2.1 -Social wellbeing is positively linked with Task Performance.
- H2.2 -Social wellbeing is positively linked with Adaptive Performance.
- H3.1 -Emotional wellbeing is positively linked with Task Performance.
- H3.2 -Emotional wellbeing is positively linked with Adaptive Performance.
- H4.1 -Spiritual wellbeing is positively linked with Task Performance.
- H4.2 -Spiritual wellbeing is positively linked with Adaptive Performance
- H5.1 -Intellectual wellbeing is positively linked with Task Performance.
- H5.2 -Intellectual wellbeing is positively linked with Adaptive Performance
- H6.1 -Financial wellbeing is positively linked with Task Performance
- H6.2 -Financial wellbeing is positively linked with Adaptive Performance
- H7.1-Work-related wellbeing is positively linked with Task Performance.
- H7.2-Work-related wellbeing is positively linked with Adaptive Performance.

FINDINGS

Table1 (Demographic Variable N=150)

Demographic Variable	N(%)	Demographic Variable	N(%)
Age		Designation	
20-30	32 (21.4)	Administration	12(8.0%)
31-40	38 (25.6)	Doctor	27 (18.0%)
41-50	40(26.4)	Nurse	45 (30.0%)
51-60	40 (26.8)	Staff	66 (44.%)
Gender		Marital Status	
Male	84(56.0%)	Married	123(82.0%)
Female	66 (44.%)	Unmarried	27(18.0%)

The sample consists of 150 Employees from Healthcare sectors, males and females shared the proportion of 56-44%. Approximately 73.2 per cent of respondents are 20-50 years of age and 26.8

per cent over 50 years of age. Majority of respondents (Approx 82.0%) are Married and only 18.0% is unmarried. This indicates that Married are more engaged and associated with jobs and their personal and professional wellbeing affects their performance at work. Reliability calculation showed Cronbach's alpha results as 0.961, which is good and proved data was found to be accurate and valid.

In the study, Factor analysis was performed on thirty five attributes of constraints of employee wellbeing and fifteen attributes of constraint of performance by using IBM SPSS23. Which showed that sample are adequate where Kaiser-Meyer Olkin of sampling Adequacy is 0.891 and Barlett's Test of Sphericity is 4465.669 also > 6 measured items were omitted. After which the correlation Matrix is created which tested the hypothesis

Table 2 Correlational Matrix

	Physical	Social	Emotional	Spiritual	Intellectual	Financial	Work Related Wellbeing	Task Performance	Adaptive Performance
Physical	1								
Social	.809**	1							
Emotional	.798**	.817**	1						
Spiritual	.411**	.383**	.386**	1					
Intellectual	.797**	.796**	.813**	.284**	1				
Financial	.799**	.818**	.832**	.189**	.787**	1			
Work Related Wellbeing	.815**	.829**	.824**	.370**	.813**	.811**	1		
Task Performance	.928**	.783**	.761**	.470**	.740**	.756**	.758**	1	
Adaptive Performance	.862**	.863**	.780**	.320**	.792**	.790**	.813**	.746**	1

** . Correlation is significant at the 0.01 level (2-tailed).

Source- Primary data

Results show that there is highly positive correlation between employee wellbeing factors (physical, social, intellectual, financial, work related wellbeing) and performance (task and adaptive) while spiritual wellbeing showed mild positive correlation with task and adaptive performance

On the basis on above Matrix hypothesis are tested which showed the results as follows

Hypothesis	Value	Null	Alternative
H1.1 -Physical wellbeing is positively linked with Task Performance.	.928**	Rejected	Accepted
H1.2 -Physical wellbeing is positively linked with Adaptive Performance.	.862*		
H2.1 -Social wellbeing is positively linked with Task Performance.	.783**	Rejected	Accepted
H2.2 -Social wellbeing is positively linked with Adaptive Performance.	.863**		
H3.1 -Emotional wellbeing is positively linked with Task	.761**	Rejected	Accepted

Performance. H3.2 -Emotional wellbeing is positively linked with Adaptive Performance	.780**		
H4.1 -Spiritual wellbeing is positively linked with Task Performance. H4.2 - Spiritual wellbeing is positively linked with Adaptive Performance	.470** .320**	Rejected	Accepted
H4.1 -Intellectual wellbeing is positively linked with Task Performance. H4.2 -Intellectual wellbeing is positively linked with Adaptive Performance	.740** .792**	Rejected	Accepted
H5.1 -Financial wellbeing is positively linked with Task Performance H5.1 -Financial wellbeing is positively linked with Adaptive Performance	.756** .790**	Rejected	Accepted
H6.1-Work-related wellbeing is positively linked with Task Performance. H6.2-Work-related wellbeing is positively linked with Adaptive Performance.	.758** .813**	Rejected	Accepted

Results- All the Null hypothesis rejected while the alternative hypothesis accepted which showed that there is a strong positive correlation between healthcare employee's wellbeing and performance

DISCUSSION AND INTERPRETATION

Seeking gender-wise distribution, 56% of the respondents were male and 44% were females. Other demographics statistics show that a maximum of 82% of the respondents are married and a maximum of 72.4% of the respondent's comes under the age group of 20-50 year. This demographic spectrum positively represents a respondent group with higher job engagement. Reliability calculation showed Cronbach's alpha results as.961, which is good and showed the method to be accurate and valid. The author discussed grouped hypotheses H1 H2, H3, H4, H5, H6, which are supported by the data analysis. The study has identified various constructs in exploring linkage between healthcare employees' wellbeing and performance in India. Seeking the hypothesis **H1**, its showed positive linkage between physical wellbeing with task and adaptive performance which means that if healthcare personnel are physically fit their performance will increase. Individual physical fitness enables healthcare professional to provide their medical assistance more efficiently. Hypothesis **H2and H3**, its showed positive linkage between *social* and *emotional* wellbeing with task and adaptive performance respectively. In the healthcare sector social and emotional buildup for healthcare professionals allows to constitute an environment where they understand and adapt with patient physical aliment and psychology lag. Hypothesis **H4**, its showed positive linkage between spiritual wellbeing with task and adaptive performance. The medical science does not consider religious perspective but it is essential to connect with patient's religious value in emergency condition. Therefore high spiritual quotient of healthcare professionals allows respecting patient's religious beliefs and being humble, sympathetic and compassionate to them. Hypothesis **H5**, its showed positive linkage between financial wellbeing with task and adaptive performance. If organization provides timely and sufficient pay to healthcare personnel then they will be motivated towards their job profile. Hypothesis **H6** it's showed positive

linkage between work related wellbeing with task and adaptive performance. If organization environment is positive, supportive and healthcare personnel feel self worth in the organization will lead them to be positive adaptation and task fulfillment in more effective manner. The result was also supported in earlier research work. Intent towards employee wellbeing and performance is more strengthened and give positive results (organizational growth) when organization gives importance to it.

IMPLICATION OF THE STUDY

Indian Healthcare industry can use employees' wellbeing as an enhancer of their productivity at workplace and try to remove those constraints from their perception to generate breakthrough. The findings of this study have lucidly suggested that six dimensions of employee's wellbeing namely physical, social, emotional, intellectual, financial and work related wellbeing including spiritual wellbeing while all two dimension of performance are found strongly correlated with employee wellbeing. These six items have emerged as attributes that Indian healthcare organization have to inculcate and practice to enhance in order to enhance the performance of their employees; at workplace. Hence, it is implied that an intensive wellbeing enhancer organization that leads to higher organizational productivity in the healthcare sector

CONCLUSION

The employee wellbeing has been defined and explored extensively in the last three centuries. The types and factors affecting wellbeing have been multiple in nature and number. Employers can influence this wellbeing by providing various types of facilities in an organization and can improvise the performance of employees which directly or indirectly linkage with the productivity/quality of organization performance. The result of the study is also supported in previous work, it says, a healthy business is directly reflected in the good health and well-being of enriched employees which yield higher productivity (Institute of Directors, 2006). Also in the work by (Judge, Thoresen, Bono, & Patton, 2001), it is observed that assessing employee well-being is critical for organizations as low well-being can cause adverse reactions in the employees, resulting in substantial economic burden. Health has been shown to be consistently associated with employee performance rates, with decreased wellbeing resulting in reduced results

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