

Correlation between Employee and Customer Satisfaction: A Case of a Heart Care Facility

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In this study a case study on employee and customer satisfaction in a major heart care hospital is presented. It is seen that employee satisfaction is a prerequisite for the customer satisfaction. Enhanced employee satisfaction leads to higher level of employee retention. A stable and committed workforce ensures successful knowledge transfer, sharing, and creation-a key to continuous improvement, innovation, and knowledge-based total customer satisfaction. Level of satisfaction can be enhanced further if teamwork and visionary leadership are introduced. Employee satisfaction is closely related to Job satisfaction. Job satisfaction helps in structuring an evaluation process that provides adequate measurements of the variables that contribute to an employee's performance and attitude.

1. Introduction

'People are our greatest asset' is a mantra that organizations have been chanting for years. What does the term 'satisfaction' imply to an employee? It implies nothing else than the feeling of either being contented or not contented on using a product. Employee satisfaction is a prerequisite for the customer satisfaction. Enhanced employee satisfaction leads to higher level of employee retention. There is a definite link between employee attitudes and patient satisfaction. If employees are unhappy or dissatisfied, despite their best efforts; it is difficult for them to conceal this factor when interacting with patients and other staff members. One of the primary reasons for evaluating employee satisfaction is to identify problems and try to resolve them before they impact on patient care and treatment.

Sometime back hospitals were viewed as more charitable and less professional. A patient expected only treatment from a good doctor. Now with changing times the entire scenario of looking at a hospital is changing as it is perceived as a health care unit and not just a place for treatment of diseases.

In this study an effort is made to understand what the customer (patient) expects from the hospital. What are their needs and the hospitals shortcomings? The case study aims to help the hospital evolve into a place where quality services are provided to patients which exceed their expectations.

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2. Literature Review

A Field study on factors affecting employee satisfaction with disability accommodation is presented. An empirically tested model for employee satisfaction with disability accommodation is proposed (2008).

John Salazar (2006) worked on food service employee satisfaction and motivation and the relationship with learning food safety. It is deduced that employee food safety training should be conducted to reduce food borne illnesses.

Halverson (2005) has investigated employee satisfaction and employee empowerment specific to on-site supervisors in the residential construction industry. It is explained that employee satisfaction and empowerment are vital elements to businesses in most industries. This study was conducted to obtain a greater understanding about the elements and levels of satisfaction and empowerment of on-site supervisors in the residential construction industry.

Heinz and Diane (2004) have worked on hospital nurse staffing and patient outcomes and explained that an aging nursing workforce, decreased enrollment in nursing schools, financial constraints in healthcare, hospital restructuring and reengineering, and consistent challenges in nursing recruitment and retention have contributed to shortages within the hospital-based nursing workforce. The effects of these shortages have been thought to be associated with various adverse patient outcomes.

Newman (2001) has studied the nurse retention, quality of care and patient satisfaction chain. He has recommended an integrated approach to examining and dealing with the complex issue of nurse recruitment, retention, healthcare quality and patient satisfaction.

Broome (2001) in his paper titled "Factors Influencing Satisfaction and Anticipated Turnover for Nurses in an Academic Medical Centre" explained that the more the job stress, lower the group cohesion, lower the work satisfaction, and higher the anticipated turnover. The higher the work satisfaction, the higher group cohesion and the lower anticipated turnover. The more stable the work schedule, the less work-related stress, the lower anticipated turnover, the higher group cohesion, and the higher work satisfaction. Job Stress, work satisfaction, group cohesion, and weekend overtime were all predictors of anticipated turnover. There were differences in the factors predicting anticipated turnover for different age groups.

Meterko and Desai (2000) in their paper explained that there were a growing number of efforts to compare the service quality of health care organizations on the basis of patient satisfaction data. Such efforts inevitably raise questions about the fairness of the comparisons. Fair comparisons presumably should not penalize (or reward) health care organizations for factors that influence satisfaction scores but were not within the control of managers or clinicians. On the basis of previous research, these factors might include the demographic characteristics of patients (eg: age) and the institutional characteristics (eg: size) of the health care organizations where care was received.

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Nelson and John (2000) in their article explained that employee uniforms generally constitute an important component of a hospitality establishment's brand identity. Not only do uniforms create a specific impression of a property, but they were an integral part of the atmosphere created by a hotel or restaurant.

Berwick and Shore(1999) in a paper on Service Quality in Health Care explained that the quality of service—that was, the characteristics that shape the experience of care beyond technical competence—is rarely discussed in the medical literature. This article illustrates service quality principles by analyzing a routine encounter in health care from a service quality point of view. This illustration and a review of related literature from both inside and outside health care had led to the following two premises: First, if high-quality service had a greater presence in our practices and institutions, it would improve clinical outcomes and patient and physician satisfaction while reducing cost, and it would create competitive advantage for those who were expert in its application. Second, many other industries in the service sector had taken service quality to a high level, their techniques were readily transferable to health care, and physicians caring for patients can learn from them.

3. Methodology and Model

The main objectives of this work are to study the job satisfaction of the employees in a premier Heart Institute in Ludhiana, to study the patient satisfaction level and evaluate the correlation between the employee satisfaction and patient satisfaction. The main objectives of this project are as given below:

- To study the Job satisfaction of the employee at Hero DMC Heart Institute, Ludhiana.
- To study the Patient satisfaction level at Hero DMC Heart Institute, Ludhiana.
- To study the correlation between the employee satisfaction and patient satisfaction.

The heart Institute under study is a 171-bed hospital established in March 2001. It is spread over an area of around one lakh square feet, is centrally air-conditioned and is easily accessible owing to its location in one of most sought-after localities of Ludhiana. The institute was established to provide world-class cardiac care facilities to patients through dedicated teams of Cardiologists, Cardio-thoracic Surgeons and Cardiac Anesthetists.

The descriptive research design is adopted for this study. The respondents are personally contacted with well-prepared sequentially arranged questions through a structured questionnaire. The data is collected through a survey conducted among the employees and patients. The surveyed employees are mainly at the level of cardiac nurses, nursing supervisors and clerical employees. Nurses are mainly females and clerks male. Most of the respondents are less than 40 years in age. The patients were in house and admitted in the hospital. The sampling technique used in the survey is stratified random sampling. The study sample constituted 100 respondents, 50 employees and 50 patients. The tools used for collecting, analyzing and presenting the

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data include bar diagrams, pie charts and likert's scale method and correlation analysis. The research period of the study is from 1st June to 15th July, 2011, having 6 weeks of duration.

4. Findings

Table 1: SWOT Analysis of Heart Institute

STRENGTHS	<ul style="list-style-type: none"> ➤ Strong data bank. ➤ Reputation of the Hospital. ➤ Good Salary Structure. ➤ It's culture and philosophy.
WEAKNESS	<ul style="list-style-type: none"> ➤ More emphasis on the manual work. ➤ Past experience of the candidate is ignored while hiring him/her. ➤ More emphasis on theory parts in the training. ➤ Each category / class of employees are not covered for training.
OPPORTUNITIES	<ul style="list-style-type: none"> ➤ They can also create their best image by providing promotional plans/hikes also. ➤ There is the good scope for the employees if they can go for higher studies.
THREATS	<ul style="list-style-type: none"> ➤ Competitive Environment. ➤ Recession. ➤ Job insecurity. ➤ Higher package by competitive employers.

Distributions involving two variables are called bivariate distributions. In a bivariate distribution, if the change in one variable affects a change in the other variable, the variables are said to be correlated. In Table 2, based on the responses received the correlation between customer and employee satisfaction is computed.

Table 2: Calculation of Correlation

X	Y	u=x- 42.04	v=y- 42.19	u ²	v ²	uv
128.75	127.14	86.71	84.95	7519	7217	7366
54.25	57.14	12.21	14.95	149	224	183
19.875	20.14	-22.165	-22.05	491	486	489
6.5	6	-35.54	-36.19	1263	1310	1286
0.8125	0.57	-41.21	-41.62	1698	1732	1715
∑x=210.1 9	∑y=210.9 9	∑u=0	∑v=0	∑u²=11120	∑v²=1096 9	∑uv=11039

$$\bar{x} = \sum x/5 = 210.19/5 = 42.04$$

$$\bar{y} = \sum y/5 = 210.99/5 = 42.19$$

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$$r_{xy} = r_{uv} = \frac{1/n \sum uv - \bar{u} \bar{v}}{\sqrt{(1/n \sum u^2 - \bar{u}^2)(1/n \sum v^2 - \bar{v}^2)}}$$
$$= 1/5 (11039) / \sqrt{(1/5.11120)(1/5.10969)}$$
$$= 2208 / \sqrt{2224.2194}$$
$$= 2208 / 2208.94$$
$$= 0.999 \text{ or } 1$$

- If $r_{xy} = +1$, then there is a perfect +ve correlation between x and y.
- If $r_{xy} = 0.75 \leq r_{xy} \leq 1$, then there is high degree +ve correlation.

The major findings of the study are summarized. It is seen that there is a perfect and positive correlation between employee satisfaction and patient satisfaction. Employees perceived and portrayed incentive plans to be a strong motivator to be satisfied in the organization. Employees felt that participative management will give them more sense of belongingness. It is felt that the new technology is regularly adopted by the hospital and regular upgradation is done. The working environment is seen as clean, hygienic with good facilities and easy access to everything. Employees are satisfied with the behavior of senior doctors and their immediate bosses who play a mentoring role. Most of the employees are highly satisfied with their job security. Employees perceived and portrayed that their views are valued but felt that training is necessary for skill inventory enrichment.

The workload is felt to be high, so staff ratio and salary needs to be improved. Proper respect should be given to the employees. Rewards should be given according to the performance and also provide recognition to the employees who are performing well. The job profile should be matched with the salary and designation.

Most of the patients are highly satisfied with the service standards in the hospital. Patient perceived and portrayed treatment to be a strong reason for patient satisfaction. Behavior of the nurses and hospital attendants is very important for patient satisfaction.

The patient's food quality is seen as unsatisfactory by some patients. Information regarding exact discharge time is not communicated and discharge process is cumbersome and time consuming. Nursing staff in recovery room is rude, when needed they do not listen to the patient and remain busy in their gossip. News channels should be provided. Nurses wakeup patients at 5 a.m. for tea even if patient does not want it. Nurses should clean their hands properly before giving the medicine and meal to patients. Trained nurses must be deputed in ICCU. Nursing staff is very less, sometime one nurse has to do double shift.

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