

“EMPLOYEE SATISFACTION SURVEY USING GALLUP’S Q12 MODEL IN HEALTH CARE UNIT, MANGALURU”

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Abstract :

Health Care sector is highly customer-centric these days. Only when employees are satisfied, the customers will be treated as a king and the prime objective will be achieved. Hence it is imperative to conduct Employee Satisfaction Survey on a yearly basis by a third party in order to obtain the level of Employee Satisfaction. Gallup’s Q12 Model has been chosen for the study. The Survey includes responses and opinions of 314 employees (inclusive of all departments) of the Health Care Unit which are categorised into four main departments namely, Management, Supportive, Allied & Paramedical and Nursing. The Survey was carried out on a Digital Platform (Type Form Online Questionnaire) and the results have been analysed using MS Excel. The Study, firstly, highlights the Demographic/Generic Information of the respondents. Secondly, the Frequency distribution for each parameter of Q12 Model has been presented. Thirdly, the Individual Mean & the Grand Mean is discovered. Lastly, Percentile Category (Interval Range of 20) has been developed and the responses on Q12 Model Survey have been allotted to the percentile as per the scores. Further, parameters of Q12 Model Survey that fall under 61 – 80 percentile are targeted and analysed to ascertain the remedial and improvement measures for the Health Care Unit. While interacting with the staff members it was clear that each and every employee works towards one common objective of the organization – Quality Excellence. Further, a study can be conducted on the factors that contribute to Recognition, Development & Progress which shall enhance the Organisational Overall Employee Satisfaction.

Key Words:

HHealth Care

Employee Satisfaction

Q12 Model

Overall Employee Satisfaction

Survey

Customer-Centric

BACKGROUND

The Health Care Unit is audited on a yearly basis for the fairness of records and practices in its operations. Hence to provide unbiased and unaltered data, the task of administering Employee Satisfaction Survey of the Health Care Unit, Mangaluru was outsourced to one of the Top B-Schools in Mangaluru with experts mentoring the

students for this project. The study focuses on providing accurate information to the Management of the Health Care Unit on the Employee Satisfaction Level, highlight the area of improvement and further suggest measures to enhance the satisfaction level in order to achieve the overall organizational goals & objectives.

RESPONDENT CHARACTERISTICS:

Demographics	Slots	Count	Frequency
Age	<20	7	2%
	21 – 25	117	37%
	26 – 30	73	23%
	31 – 35	40	13%
	36 – 40	23	7%
	41 – 45	21	7%
	46 – 50	17	5%
	51 – 55	6	2%
	56 – 60	5	2%
	>60	5	2%
	Total	314	100%
Gender	Female	236	75%
	Male	78	25%
	Total	314	100%
Department	ALLIED AND PARAMEDICAL DEPARTMENT	35	11%
	MANAGEMENT	16	5%
	NURSING DEPARTMENT	136	43%

	SUPPORTIVE DEPARTMENT	127	40%
	Total	314	100%
Qualification	Less than SSLC	7	2%
	SSLC	55	18%
	12th	22	7%
	Diploma	63	20%
	Graduate	127	40%
	Post Graduate	36	11%
	Super Specialization	4	1%
	Total	314	100%
Overall Experience	< 1	10	3%
	1 to 4	156	50%
	5 to 9	65	21%
	10 to 14	35	11%
	15 to 19	14	4%
	20 to 24	12	4%
	25 to 29	10	3%
	30 to <34	5	2%
	>=35	7	2%
	Total	314	100%
Experience @ the Health Care Unit	< 1	13	4%
	1 to 4	205	65%
	5 to 9	63	20%
	10 to 14	25	8%
	15 to <20	8	3%
	Total	314	100%

Frequency Distribution of Gallup's Q12 Model:

With the above series of Demographic/Generic Data Analysis and Interpretation, Let us now look at the Frequency Distribution of Gallup's Q12 Model of Employee Satisfaction/Employee Engagement under each parameter.

Below are the lists of Questions administered in the Survey:

Q00: Overall Satisfaction of Employees at Health Care Unit

Q01: Know What's Expected (I know what is expected of me at work)

Q02: Materials & Equipment (I have the materials and equipment I need to do my work right)

Q03: Opportunity to Do Best (At work, I have the opportunity to do what I do best every day)

Q04: Recognition (In the last seven days, I have received recognition or praise for doing good work)

Q05: Cares About Me (My supervisor, or someone at work, seems to care about me as a person)

Q06: Development (There is someone at work who encourages my development)

Q07: Opinions Count (At work, my opinions seem to count)

Q08: Mission / Purpose (The mission or purpose of my company makes me feel my job is important)

Q09: Committed to Quality (My associate or fellow employees are committed to doing quality work)

Q10: Best Friend (I have a best friend at work)

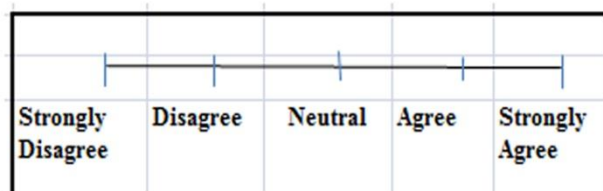
Q11: Progress (In the last six months, someone at work has talked to me about my progress)

Q12: Learn & Grow (This last year, I have had opportunities at work to learn and grow)



Frequency Distribution: Q00
Total n = 314

2	5	65	114	128
1%	2%	21%	36%	41%
1	2	3	4	5



Frequency Distribution: Q01
Total n = 314

1	5	49	134	125
0%	2%	16%	43%	40%
1	2	3	4	5

Frequency Distribution: Q02
Total n = 314

2	6	44	110	152
1%	2%	14%	35%	48%
1	2	3	4	5

Frequency Distribution: Q03
Total n = 314

1	6	37	127	143
0%	2%	12%	40%	46%
1	2	3	4	5

Frequency Distribution: Q04
Total n = 314

35	32	80	89	78
11%	10%	25%	28%	25%
1	2	3	4	5

Frequency Distribution: Q05
Total n = 314

11	10	45	97	151
4%	3%	14%	31%	48%
1	2	3	4	5

Frequency Distribution: Q06
Total n = 314

12	11	49	132	110
4%	4%	16%	42%	35%
1	2	3	4	5

Frequency Distribution: Q07
Total n = 314

1	5	69	124	115
0%	2%	22%	39%	37%
1	2	3	4	5

Frequency Distribution: Q08
Total n = 314

1	3	43	114	153
0%	1%	14%	36%	49%
1	2	3	4	5

Frequency Distribution: Q09
Total n = 314

3	4	35	121	151
1%	1%	11%	39%	48%
1	2	3	4	5

Frequency Distribution: Q10
Total n = 314

10	5	37	81	181
3%	2%	12%	26%	58%
1	2	3	4	5

Frequency Distribution: Q11
Total n = 314

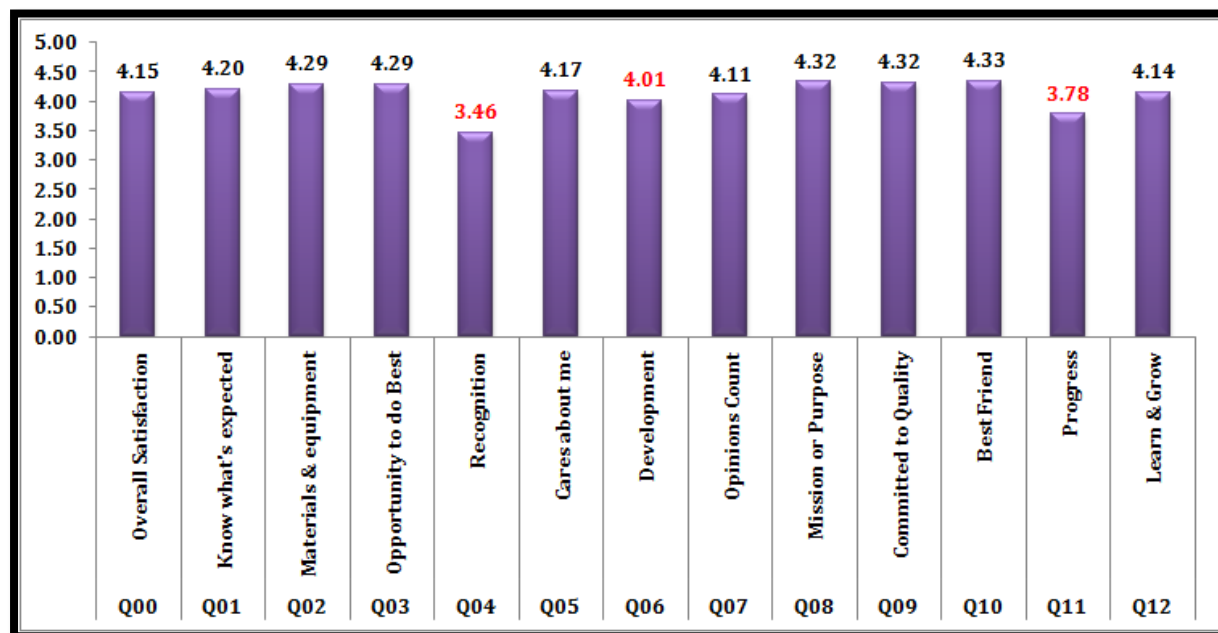
19	21	74	96	104
6%	7%	24%	31%	33%
1	2	3	4	5

Frequency Distribution: Q12
Total n = 314

10	9	43	116	136
3%	3%	14%	37%	43%
1	2	3	4	5

Data Analysis and Interpretation - Mean of Q00 to Q12

Graphical Representation: Mean of Q00 to Q12



Percentile Allocation: Mean Q00 to Q12

Rating		Percentile	Q00 to Q12
Excellent	5	81 - 100	Q00, Q01, Q02, Q03, Q05, Q07, Q08, Q09, Q10, Q12
Good	4	61 - 80	Q04, Q06, Q11
Average	3	41 - 60	NIL
Fair	2	21 - 40	NIL
Poor	1	<21	NIL

In the above graph, though Q04, Q06 & Q11 have been highlighted in **RED** indicating focus to be increased on these 3 parameters of Employee Satisfaction or Employee Engagement, it is worth mentioning that as per the above table wherein after the calculation of MEAN score, they are ranked in the Percentile (with the interval range of 20) and Q04, Q06, Q11 fall under the category of

“GOOD” which means the Health Care Unit is rather doing Good in the Overall Employee Satisfaction or Employee Engagement. To add to this, the Health Care Unit is doing “EXCELLENT” in the rest of the parameters and there are no areas which fall under the category of less than “GOOD”.

Grand Mean

GRAND MEAN of the Health Care Unit Employee Satisfaction or Employee Engagement Survey is **4.117** (Average of Q1 to Q12) which is **82%** and falls under the category of “EXCELLENT” in the Percentile Calculation.

NOTE: Percentile is ascertained by dividing each Mean from the Maximum achievable score (5) per category. Below table clarifies the calculation.

Q00 - Q12	Parameter	Mean	Percentile (=Mean/5)
Q00	Overall Satisfaction	4.15	83%
Q01	Know what's expected	4.20	84%
Q02	Materials & equipment	4.29	86%
Q03	Opportunity to do Best	4.29	86%
Q04	Recognition	3.46	69%
Q05	Cares about me	4.17	83%
Q06	Development	4.01	80%
Q07	Opinions Count	4.11	82%
Q08	Mission or Purpose	4.32	86%
Q09	Committed to Quality	4.32	86%
Q10	Best Friend	4.33	87%
Q11	Progress	3.78	76%
Q12	Learn & Grow	4.14	83%

RESULTS & DISCUSSION

Q04: RECOGNITION (In the last seven days, I have received recognition or praise for doing good work)

The study states that Female employees have more disregards in terms of RECOGNITION in comparison to Male employees. While looking at the Qualification wise analysis, higher the qualification higher is the degree of

disagreement with regards to initiatives taken by the Health Care Unit in terms of Recognition. Hence the organisation should take keen interest in chalking out measures to recognize the efforts of the qualified employees. The organization should think differently as each workforce group has their own anticipation with regards to the recognition. From the analysis with regards to the Department we can understand from

the study that the Supportive Department's expectation in terms of Recognition is much lower in comparison to the rest of the 3 Departments. Apart from employees in the age group of 31 - 40 years, the rest are in high rate of disagreement with regards to Recognition. Employees who have less than 1 year & more than 30 years of Overall Experience are more content in terms of Recognition at work in comparison to the employees belonging to the Overall Experience of 1 – 30 years. Employees who are above 15 years of experience are completely (100%) in agreement with the Recognition initiatives of the organization. Hence it is advisable to take inputs from the experienced employees of the organization and revamp the policies and procedures in terms of employee recognition.

Q06: DEVELOPMENT (There is someone at work who encourages my development)

Percentage of disagreement is almost the same between the male & female employees; hence the organization should take the holistic approach while introducing initiatives for the development of its employees. The level of disagreement is almost the same in all the departments and it is minimal in Nursing Department. The highest disagreement in terms of encouragement to Development of

employees is in the age group of 51 – 55 years (33%) followed by 20% of disagreement in employees falling in the age group above 60 years. It is encouraging to note that the employees in the age group of less than 20 years are all contented (100%) with the encouragement they receive towards development in the organization. Employees with Less than SSLC are completely in agreement with the encouragement towards development in the organization. These employees though not on par with qualification receive on the job training which contributes to their efficiency and greater opportunities for growth. Whereas the employees who hold super specialization degree and who are specialists are of the opinion that the organization is not doing enough in terms of development of individuals. Employees above 21 years of overall experience have a higher level of discontentment in comparison to the rest of the employees. Employees with less than 1 year of experience in the same Health Care Unit majorly agree to the Development opportunities given to the employees; however employees with 1 to 15 years of experience in the same organisation are likely to differ in their opinion and show discontentment with regards to the Development of the individuals in the organisation. It is encouraging to the note that employees who are more than 15 years

of experience are 100% in agreement to the development initiatives of the organization. They have been serving the same organization for greater number of years and their opinions seem more valid as they have been developed from time to time and have reached managerial positions now.

Q11: PROGRESS (In the last six months, someone at work has talked to me about my progress)

It is imperative to talk to employees in the form of reviews and feedback and discuss their performance and also assist in their progress in terms of performance as well as growth. This not only contributes to the efficiency of the employees but also to employee engagement and retention of employees. It must be noted that as a supervisor one should not hold a review meeting only with the bottom performers, they should hold these reviews with all employees on a timely basis irrespective of their performance. This is because a star performer will stop working efficiently once he/she realises that the efforts are not appreciated. Moreover, their contribution is a key component to the organization and should be guided on how they can progress in terms of their career. Male employees are more in disagreement to the progressive

discussions happening in the organization. The organization should take keen interest in having review meetings with all employees irrespective of their performance on a timely basis. The Nursing Department & the Supportive Department do not have major issues in receiving constructive feedback and developmental discussions from their supervisors however the disagreement is the highest in the Management Team. As they are leading the operations of the organization, it should not be taken for granted that the employees in the Management Team need not have feedback and discussions on their career. They should also be motivated in terms of their professional as well as personal grooming. The disagreement is the highest among the elderly staff who fall under the Age category of More than 51 years, however it cannot be ignored that the employees below 20 years of age are also unhappy about the clarity in their career path and progress in the organization. The respondents who are highest in their qualification are lowest in their agreement in terms of reviews of performance for their progress in the organization. It is a known fact that the highly educated staff would have high expectation on their progress in the same organization and the organization should pay keen attention towards their progress. It is encouraging to note that the employees who have just started their

career do not have high expectation about the organization's measures towards their progress and hence they have a higher rate of contentment in this parameter, however emphasis should be on employees who are in their mid-career (21-30 years) as they want to see growth and would look forward for the organization to strategise their career growth in the organization. It is also possible that they carry enormous work experience in other organizations as well and have a tendency to compare the policies in terms of progress of employees. It is a stimulating fact that all employees who are above 15 years in this organization have complete agreement with regards to the policies of the organization in terms of their progress. It is evident that there is an open and honest policy for its employees to grow in the organization which should also be cascaded to the employees working in the Health Care Unit for the last 1 – 10 years.

SUGGESTIONS

Employees were encouraged to share suggestions if any for the progress of the organisation and here are a few suggestions stated by them. Paper Work should be reduced such that focus can be on the patient care. Materials and equipments should be made available at the right time. Rewards and Recognition needs to be improved. Adequate staffing should be maintained in all departments to reduce the

work load and overtime. Salary Package to be looked into as majority of the employees have suggested that increment in salary based on the experience and performance would motivate the employees. Provident Fund (PF) and Other Benefits to be looked into as there were comments received in terms of PF not being paid. Performance Appraisal should be conducted periodically resulting in Salary revisions and career growth. Unbiased practices to be carried out for harmonious employee – employer relationship. Supervisors of each department should be empathetic to the employee issues and cater to their issues and concerns. Improvement in the Integrated HIS Software needed. Canteen Issues to be looked into. Development of the housekeeping department. Transparency in communication flowing from the Top to the Lower level employees as any gap in communication may lead to misunderstanding

CONCLUSION

The Health Care Unit has been rated as “EXCELLENT” as per the study conducted on Gallup's Q12 Model of Employee Satisfaction, except 3 parameters namely Recognition, Development & Progress in which the organization has been rated as “GOOD”. Grand Mean of the Overall Satisfaction of the Employees at the Health

Care Unit is 4.117 @ 82% which is “EXCELLENT”. Employees with highest degree of education have rated the organization low on the 3 parameters namely Recognition, Development & Progress. Employees with more than 15 years of experience at the Health Care Unit have highest contentment in terms of all the 3 parameters namely Recognition, Development & Progress. These employees have a sense of belonging with the organization which has been proven in the study. Allied and Paramedical Department & Nursing Department have shown their disagreement in terms of Recognition. Disagreement with regards to Progress is highest in the Management Team. Employees falling in the category of highest age group have shown their dissatisfaction with regards to the developmental activities carried out by the organization.

While interacting with the staff members it was clear that each and every employee works towards one common objective of the organization - Quality Excellence. The

Organization has proven with the above study that the overall satisfaction of the employees is Excellent with scope of improvement in parameters like Recognition, Development & Progress. Further, a study can be conducted on the factors that contribute to Recognition, Development & Progress which shall enhance the Organisational Overall Employee Satisfaction.

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