

A STUDY ON EMPLOYEE SATISFACTION IN A HEALTHCARE STARTUP



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ABOUT CREDIHEALTH

- Gurgaon-based [Credihealth](#) is an online healthcare marketplace that provides end to end services including information on various medical ailments, doctors, hospitals, treatments and their implications and post treatment care. The startup's core business lies in providing its customers with detailed information about hospitals and healthcare providers.
- Started from Delhi in January 2014, it is now mainly active in Delhi NCR, Mumbai Region, Kolkata, Bangalore, Jaipur, Hyderabad and Chennai.
- Currently Credihealth is working with 650+ hospitals across India and has helped more than 500000+ patients.
- Credihealth is also working for International patients now - The company is also looking to expand Indian healthcare services to SAARC nations, West Asia, Africa and Indonesia.
- Former COO of Max Healthcare, Ravi Virmani is the co-founder and currently the MD of the company, visioned the organisation as 'an online platform with a human touch'

SERVICES PROVIDED AT CREDIHEALTH



Talk to Medical Expert

We provide comprehensive follow-up care to patients to help them



Book an Appointment

Book appointment with the doctor of your choice or get second opinion.



Home Care

Order medicine and get discounts & timely doorstep delivery.



International Patients

Credihealth helps you manage your treatment and travel including medical visa



Health Community

Get personalized and detailed answers to all your health questions by verified doctors



Compare Treatment Cost

Compare treatment cost across cities and hospitals to take the right decision.



A STUDY ON EMPLOYEE SATISFACTION IN A HEALTHCARE STARTUP

- Employee satisfaction is supremely important in an organization because it is what productivity depends on.
- “Employee satisfaction can be defined, as an emotional state where people feel passionate, energetic, and committed towards their work. In turn, they fully invest their best selves—in hearts, spirits, minds, and hands—the work they perform”
- In India, the year 2018 alone, added 1200+ start-ups and there was more than 50% growth in the number of ‘Advanced Tech’ start-ups. Bangalore, Delhi & NCR and Mumbai still remain the prime cities to operate a start-up
- India is in the third position just behind US and UK with 20,000 start-ups and 5200+ technology led start-ups which are poised to reach 10,500 by 2020 as reported by Start-up India and NASSCOM.
- 7 million college graduates per year and 55% of the youth prefer working in start-ups over corporates but the current attrition rates in start-ups are 50-80%

REVIEW OF LITERATURE

Title	Author	Key Findings
Employee satisfaction and its impact on company value	Hans-jürgen Franz Brenninger (2015)	There are many factors influencing employee satisfaction or dissatisfaction. It is quite difficult to point some out. In the authors opinion leadership style generally has a very high impact on job satisfaction. It is essential for leaders to know that motivation of employees which is the basement for their performance is difficult to observe, but can be developed through their resonance. For leaders it is very important to be on the same “wavelength” as their employees. Managers have to create a compelling future.They have to create and describe a vision, which is visible to the employees and accepted from the staff.

REVIEW OF LITERATURE

Title	Author	Key Findings
Employee Satisfaction Level – A Study on Multispeciality Hospital	Prof. (Dr) Subhasish Chatterjee, Dr Smriti Priya (2016)	The results of this study provide relatively strong support for the existence of a positive relationship among employee, participation in decision making, Job satisfaction, and employee productivity and employee commitment. Outcome of the study put forward an indication that use of the positive relationship between employee participation and the job satisfaction with employee productivity, commitment and turnover. Perception towards the organisation, Relationship with managers, pay benefits and The workplace environment plays an important role in the job satisfaction of an employee

REVIEW OF LITERATURE

Title	Author	Key Findings
Identification of Variables Affecting Employee Satisfaction and Their Impact on the Organization	Alam Sageer, Dr. Sameena Rafat, Ms. Puja Agarwal (2012)	Variables on which Employee Satisfaction Depends can be classified in mainly 2 broad categories : 1. Organizational Variables 2. Personal Variables. Organizational Variables that play major roles in employee satisfactions are: Leadership style, workgroup, relationship with supervisor, working environment and conditions, job security, promotion and career growth, policies and compensation benefits, organisational development, Encouragement and feedback, Use of internet and other technology for doing job. Personal Variables that play major roles in employee satisfaction are: Personality of the employee, expectations, age, education and gender

A study on employee satisfaction in Credihealth Pvt. Ltd

Research Question:

What are the factors important to increase level of employee satisfaction in the organisation?

Objectives:

- To explore what satisfies/dissatisfies the employees the organisation
- To assess the level of employee satisfaction in the organisation
- To identify the key factors that contributes to employee satisfaction

A study on employee satisfaction Credihealth Pvt. Ltd.

Methodology

- **Study area:** Credihealth Pvt Ltd, Gurgaon, Haryana
- **Study respondents, and sample size :** The respondents for the survey were: Medical operations team, business development team, digital marketing team , Product Operations team, Tech team and Management team
- The total number of employees, more than one year old in the company is 86 staff members. Out of which 47 responses were collected (59%).
- **Study Design :** This study adopts descriptive research design.
- **Tools and Methods of Data collection :** Self-administered Questionnaire was filled with interview

A study on employee satisfaction in Credihealth Pvt. Ltd.

- **Inclusion Criteria :**

- a) Employees who has been with Credihealth at least one year or more than a year
- b) Employees working from 8 am to 6pm
- c) Employees willing to participate in the study

- **Exclusion Criteria:**

- a) Newly Joined employees and employees who has worked less than a year with credihealth
- b) employees working under notice period
- c) Employees who have taken work from home during the entire study period

- **Ethical Concerns:**

Data confidentiality will be maintained throughout the study.

The employee ID and personal details are kept confidential.

This will be shared for the dissertation purpose only.

No one will be forced to participate in the study.

Consent was taken from every respondent

STEPS TAKEN TO CONDUCT THE STUDY

- The working culture, environment and the HR policies in the organisations were reviewed
- Factors were decided based on literature review and discussions with the senior staff to develop the tool for studying employee satisfaction in Credihealth
- Self- Structured Questionnaire was prepared and taken approval from the Human Resource Manager.
- Collection of list of employees at least a year old from the Human Resource Manager.
- Explaining all the employees floor wise regarding the survey by the Human Resource Manager
- Collection of data from various teams that include were Operations team, Business Development Team, Digital Marketing Team, Product Operations Team, Technical Team and Management Team
- Data was recorded for each question statement for every respondent in Ms Excel
- Cumulative percentages and averages were calculated to find out the results
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DATA COLLECTION TOOL – SELF ADMINISTERED QUESTIONNAIRE

- The Questionnaire had 12 questions. Out of those 12 questions, 6 question were polar questions having options of yes or no, for the next 5 questions, rating scale from 1 to 5 was used, and the last question was kept as open ended.
- The Questions were as follows:

Polar Questions

- Do you Enjoy working in Credihealth's Working Culture?
- Do you find your work adding some meaning to your life?
- Does Credihealth offer adequate opportunities for promotions and Career Development?
- Do you feel your work been recognized and valued?
- Do you think that your work in the team is evenly distributed across the team?
- Do you feel your job utilizes your skills and abilities as much as it could?

Rating Scale Questions

- On a Scale of 1-5, rate how well do you connect with your coworkers and teammates?
- On a Scale of 1-5, rate how well do you connect your team lead or managers or immediate supervisors
- On a Scale of 1-5, rate how stressed do you feel while at work or regarding your work?
- On a scale of 1 to 5, rate your work life balance.
- Considering everything, how satisfied are you with your job.

Open Ended Questions

- Credihealth could make this a more desirable workplace if they:

RESULTS

- On discussion with the Human Resource Manager, it was decided to take cut off of 70% as the norm. It means if less than 70%, employee Responses were not considered as “desirable”.
- For the average ratings of items, cumulative scoring, cumulative at least 3.5 was considered desirable score and lesser than that was considered a low/ poor.

TABLE 1: PER CENT DISTRIBUTION OF
RESPONDENTS BY THEIR RESPONSES (1-6)

Item No.	Items	Percentage	Category
1	Enjoy working in Credihealth's Working Culture	72	Desirable
2	Find that work adding some meaning to life	62	Poor
3	Credihealth offer adequate opportunities for promotions and Career Development	70	Desirable
4	Feel that work been recognized and valued	25	Poor
5	Think that work in the team is evenly distributed across the team	77	Desirable
6	Feel that job utilizes your skills and abilities as much as it could	55	Poor

TABLE 2: AVERAGE SCORE FOR EACH ITEM BY THE
RESPONSES (7-11)

Item no.	Item	Average Score	Scope of Improvement
7	On a Scale of 1-5, rate how well do you connect with your coworkers and teammates? (1 being very low connection and 5 being very good connection)	4	Desirable
8	On a Scale of 1-5, rate how well do you connect your team lead or managers or immediate supervisors (1 being very low connection and 5 being very good connection)	3	Poor
9	On a Scale of 1-5, rate how stressed do you feel while at work or regarding your work? (1 being very stressed connection and 5 very low stress)	1	Poor
10	On a scale of 1 to 5, rate your work life balance. (1 being very poor work life balance and 5 being very good work life balance)	2	Poor
11	Considering everything, how satisfied are you with your job. Rate your answer from 1 to 5, 1 very dissatisfied and 5 being very satisfied)	3	Poor

PROBABLE REASON FOR THE 'POOR' RESULT AND SUGGESTIONS

Concerns	Reasons	Suggestions
Employees feel that their work is not adding any meaning to their life	1) Low self appreciation of the employees 2) Unaware of the impact of their work	1) Creating a feel good factor 2) Sharing of positive feedback from the patients
Employees feeling that their work is not been recognised or valued	1) Less appreciation in the workplace 2) Less motivation from the managers	1) Monthly Mini One on One Meetings / Team Meetings 2) Appreciation notes
Employees feeling that their job is not utilising their abilities and skills to its full potential	1) Need of multi-tasking in a growing company 2) Managers are unaware of the abilities and skills the employee posses	1) Employee Engagement Programs 2) Taking up of small projects by employees

PROBABLE REASON FOR THE 'POOR' RESULT AND SUGGESTIONS

Concerns	Reasons	Suggestions
Employees feeling that Connection or bonding between employees and their managers is poor	1) Lack of communication 2) Conflicts	1) One on One Meeting with the managers 2) Get to know me
Employees feeling High Stress at workplace	1) Mental Activity is more than the physical Activity 2) Long working hours in front of laptops and systems 3) Multi-tasking	1) Creating a Quite Place for the employees 2) Creating a Green Environment in the office 3) Teamwork and support
Employees facing problem in maintaining their work life balance	1) Long working hours 2) People coming from far places 3) More pressure at work	1) Equal Division of work amongst employees 2) Common transportation facilities 3) Adding of week-off

CONCLUSION

- According to a report in The Economic Times (May, 2018), only 20% of the Indians were satisfied with their jobs. Some of the main reasons were Poor workplace ethics, Poor growth opportunities, poor work life balance. On a contrary around 60 % of the employees who have worked with the company for at least a year are satisfied at Credihealth. The Key factors that leads to the dissatisfaction are the less recognition and appreciation, as well as the work life balance and excess job stress. Though having good bonds among the team-members, the workplace itself, the organisation cultures and good number of opportunities to grow and develop creates a sense of satisfaction amongst the employees, yet there are a lot of scope for improvement.

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THANK YOU