

Study on Job Satisfaction of the Kanga and Roo Carers Working in Home Healthcare

By

Apoorva Garg

*Dissertation submitted for the partial fulfillment of the
MBA Hospital and Health Management*

Academic year, 2015-2017



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TO WHOMSOEVER IT MAY CONCERN

This is to certify that Dr Apoorva garg student of MBA Hospital and Health Management from The IIHMR University, Jaipur has undergone internship training at Portea Medical, Bangalore from 6th February to 5th May, 2017.

The Candidate has successfully carried out the study designated to her during dissertation training and her approach to the study has been sincere, scientific and analytical.

The Internship is in fulfillment of the course requirements.

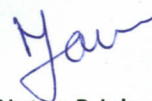
I wish her all success in all her future endeavors.



Col. (Dr.) Ashok Kaushik

Dean, Academics and Student Affairs

The IIHMR University, Jaipur



Dr. Nutan P. Jain

Professor

The IIHMR University, Jaipur

10th May 2017

TO WHOM IT MAY CONCERN

This is to certify that **Ms. Apoorva Garg**, USN No. – **IIHMR-U/01/2015-17/0258**, student of MBA – Indian Institute of Health Management Research, 1, Prabhudayal Marg, Near Sanganer Airport, Jaipur, Rajasthan 302029, has undertaken a project work on “**A study on Job satisfaction of the Kanga & Roo carers working in home healthcare**” at Healthvista India Pvt Ltd from 06-02-2017 to 10th May 2017 in our Organization. And completed the same successfully.

During this tenure, she was found to be hardworking, and sincere and was sensitive to quality delivery as a professional.

Thanking you,

For Healthvista India Private Limited

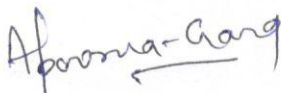

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CERTIFICATE BY SCHOLAR

This is to certify that the dissertation titled **“A Study On Job Satisfaction Of The Kanga & Roo Carers Working In Home Healthcare”** and submitted by **Dr Apoorva Garg** Enrollment No **IIHMR-U/01/2015-17/0258** under the supervision of **Dr Nutun P. Jain** for award of MBA in Hospital and Health/Pharmaceutical/Rural Management/ Human Resource Management in Health and Hospitals of the University carried out during the period from **6th February 2017 to 10th May 2017**.embodies my original work and has not formed the basis for the award of any degree, diploma associate ship, fellowship, titles in this or any other institute or other similar institution of higher learning.


Signature

THE IIMR UNIVERSITY, JAIPUR

CERTIFICATE BY SCHOLAR

This is to certify that all ethical issues have been considered while collecting data for my dissertation titled **“A Study On Job Satisfaction Of The Kanga & Roo Carers Working In Home Healthcare”**

Aparna Garg

Signature of student

Abstract

Introduction:

The employee satisfaction is the term used to describe that weather a employee is happy and contended with his/her work. The happy the people are in their job, they are said to be more satisfied.

Home healthcare organizations all across the world find it difficult to hire, motivate and retain the nurses and carers. Therefore, understanding the job satisfaction of K n R carers and motivating them is very important.

The study is designed and is aimed to find out that what is the level of job satisfaction of the Kanga n Roo carers working in Portea medical.

One of the most cost effective ways to decrease the Kanga n Roo carer shortages rather than hiring new candidates and then training them can be done by reducing the attrition rate. The health care managers generally acknowledge the link between job satisfaction and employee retention. A logical stating point for any development and/or enhancing the employee satisfaction can be done via obtaining the inputs from the existing employees on their satisfaction in the job.

Rationale:

Kanga & Roo carers in Home Healthcare face a lot of stress whether physical or mental and might feel pressurized by work. It is important to assess the factors that can lead to satisfaction and dissatisfaction of the Kanga & Roo carers and thereby coming up with the solution to address those factors.

Objectives :

This study was done with the following objectives:

1. To study the satisfaction level of Kanga & Roo carers
2. To study the factors which leads to satisfaction and dissatisfaction among the Kanga & Roo carers working in Portea Home Healthcare

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Study methodology:

A descriptive study was carried out during the period from 6th February 2017 to 6th May 2017 in Portea Medical Home Healthcare in Bangalore. The data collected was both primary data and secondary data. The Primary data was collected from the Kanga & Roo carers working in Bangalore and secondary data was collected with the help of HR and Operations team of the organization. The sample considered was 115 based on convenience sampling. The study was carried out through administration of self- structured questionnaire to the Kanga & Roo carers in a face to face interview. Finally the data was analyzed using advanced functions of Excel.

Conclusion:

Assessment of job satisfaction of the Kanga & Roo carers working in home health care industry is very important as that of people working in the hospitals. This helped us in assessing the factors that leads to satisfaction and dissatisfaction of the employees and therefore coming up with the solutions to address and solve the factors causing dissatisfaction. This also helps in reducing the employee turnover.

PREFACE

The concept based knowledge acquired by the MBA students is best portrayed in the projects. As a part of the designed curriculum, every student doing MBA has to undertake a dissertation project on a particular subject assigned to him/her by the organization.

Accordingly, I was assigned the project work on “**Job Satisfaction of the Kanga & Roo carers working in Home Healthcare**” at Portea Medical, Bangalore. The given project gives me a perfect understanding for one of the important assets of the organization that is Kanga & Roo carers and their satisfaction related to their job.

The dissertation report is entitled. “**A Study on Job Satisfaction of the Kanga & Roo carers working in Home Healthcare**”

The present study was undertaken to understand the factors that determines the satisfaction of the employees in relation to their job.

I have tried my best efforts to complete the task on the basis of the skills that i have acquired during my studies in the institute. I also hope this report will be beneficial for the next batches and for those who want to do work related to this topic.

Acknowledgements

On completion of the project, I would like to extend my sincere and heartfelt thanks towards all the people who were their with me in my college as well as in the organization i m working who has helped me in this endeavour. Without their help, active guidance, cooperation and encouragement, it would not have been possible to complete the project and also in this duration they taught a lot of new things.

I am extremely thankful to my mentor **Ms. Ritu Vijay**, business manager for Nursing Attendant, Kanga& Roo services, laboratory and diagnostics at Portea Medical, Bangalore. I thank her for being my greatest support and helping me to climb up the corporate ladder step by step.

My special thanks to **Mr. Vaibhav Tiwari**, Chief Operating Officer at Portea Medical, Bangalore to guide me and whose stimulating suggestions and encouragement helped me to move forward with my project.

I am obliged to *Portea Home Healthcare* for providing me the opportunity.

I am extremely thankful to my faculty guide, **Dr. Nutan P. Jain (professor IIMHR University)** for her valuable guidance and support in completion of this project.

I would like to extend my gratitude and would like to thank my college authorities and whole staff.

I would also like to thank my dear parents, friends and colleagues for their constant support and wishes which kept me motivated and helped me complete my training successfully. I would like to thank god for his blessings and help retain my confidence in myself and the work i am doing.

Thanking You
Dr. Apoorva Garg

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1. Introduction

Humans seek satisfaction in every walk of life even as employee of an organization. Briefly it can be said that unless an employee feels satisfied in a job, the job he/she performs will not be done in an effective manner or sometimes may not be done at all. So, it becomes very important to make the employees satisfied if we want the required amount of extraction of work from the feelings, emotions, motives, sentiments and attitudes combine to lead to a particular type of behaviour on the part on the part of an individual or his/her group and this is what is referred to as employee satisfaction .

Job satisfaction is the level of contentment a person feels regarding his or her job. This feeling is mainly based on an individual's perception of satisfaction. Job satisfaction can be influenced by a person's ability to complete required tasks, the level of communication in an organization, and the way management treats employees. Job satisfaction falls into two levels: affective job satisfaction and cognitive job satisfaction. Affective job satisfaction is a person's emotional feeling about the job as a whole. Cognitive job satisfaction is how satisfied employees feel concerning some aspect of their job, such as pay, hours, or benefits .

Employee satisfaction is the terminology used to describe whether employee is happy and contented with the work. The happier people are within their job, the more satisfied they are said to be.

Job satisfaction is not the same as motivation, although it is clearly linked. Many measures support that employee motivation in the workplace play an important role in job satisfaction.

Home healthcare organizations all across the world find it difficult to hire, motivate and retain the carers for mother and baby care. Therefore, understanding the job satisfaction of Kanga and Roo carers and motivating them is very important.

Reducing the attrition rate is one of the most cost effective ways to decrease the Kanga & Roo carers' shortages rather than hiring new candidates and then training them. The health care managers acknowledge the link between retention and job satisfaction. A logical starting point for any development and/or enhancing the satisfaction of employees is to obtain input from employees on their job satisfaction.

1.1 Definition of job satisfaction:

Mobey and Lockey (1970) expressed as an opinion that “ job satisfaction and dissatisfaction are function of the perceived relationship between what one expects and obtains ones job and how much importance or value one attributes to it”.

According to Robbins and Sanghi (2006) “Job satisfaction is collection of feelings that an individual holds toward his or her job”.

The same was contributed by Masud Ibn Rahman (2008) “Job satisfaction is defined as a general attitude toward one’s job. It is in regard to one’s feelings or state-of-mind regarding the nature of their work”.

Job satisfaction describes how contented an individual is with his or her job. There are various factors that influence a person’s level of job satisfaction, some of these include:

- a) The level of pay and benefit.
- b) The perceived fairness of the promotion system within a company.
- c) The quality of the working condition.
- d) Leadership and social relationship.
- e) The job itself – the variety of task involved, the interest, and challenge the job generates.

Job satisfaction can be increased by attending to motivating factors such as making workplace more interesting, requiring more initiative, creativity and planning. This is especially relevant when budget constraints limit increase to pay and benefits.

Positive attitude towards job is equivalent to job satisfaction where as negative attitude towards job has been defined variously from time to time. In short job satisfaction is a person’s attitude towards job.

Job satisfaction is very important attribute which is frequently measured by organizations. The most common ways of measurement is the use of rating scales where employees report their reactions to their jobs.

Questions related to factors that help in determining the job satisfaction level of the employees such as work responsibilities, pay of the employees, variety of tasks, relationship with the co-workers and their supervisors, benefits they receive, could be included. Some researchers ask yes or no questions while others ask to rate satisfaction on 1 – 5 scale where 1-represents “strongly dissatisfied” and 5-represent “strongly satisfied”).

Job satisfaction can be increased by attending to motivating factors, such as making work more interesting, requiring more initiative, creativity and planning. This is especially relevant when budget constraints limit increases to pay and benefits (Royce, Dhoopers & Howars, 1989).

1. Literature review

“Review of literature is a summary of research on a topic of interest, often prepared to put a research problem in the context or as the basis for an implementation project”. A literature review helps to play the foundation for the study and can also inspire new research ideas.

Review of literature helps to gain an insight into various aspects of the problem under study such as design, methods, instrument measures and techniques of data collection, The review of literature provides a basis for future investigations, justifies the need for replication, throws light on the feasibility of the study, indicates constraints of data collection and helps to relate findings of one study to another. It also helps to establish a comprehensive body of scientific knowledge in a professional manner .

But there are no studies done or any research conducted in India on Home healthcare as the latter being a recent initiative. Even if home healthcare existed, it was local and unorganized. The below reviews respond to foreign studies conducted on home healthcare aides, referred to as Kanga & Roocarers in Indian Home healthcare organizations such as the pioneer Portea.

Home health aides are front-line workers in delivering home health care. Job satisfaction among these important workers has been associated with patient health outcomes and quality of services.

Providing job satisfaction measure for its Kanga & Roo carers is one of the objectives of Home Healthcare Organizations. Portea, pioneer in Home healthcare setup is one of the fast developing and progressing Home healthcare organization and hence a study on job satisfaction acquires more significance.

The primary concern of an organisation is its productivity its efficiency. There is continuous environmental pressure for the efficiency and if an organization does not respond to this pressure it may find itself rapidly losing. To meet the increasing technological changes and competition, the productivity must be duly increased. For the smooth running of an organization the man-power must be duly motivated and mobilized. The man-power can be motivated by way of rendering regular welfare services.

Among all the employees in the home healthcare workforce, it is observed that Kanga & Roo carers were among the workforce who has the lowest satisfaction levels with respect to their wages, benefits, and overall job quality.

1.1 Literature related to job satisfaction among home health aides:

Robyn Stone (2007) used the data from the National Home Health Aide Survey to compare demographic and employment characteristics of different types of home care workers". He examined data from a survey of more than 3,000 home care workers representing over 160,000 individuals employed by certified home health agencies. HHAs are by far the largest subgroup of the employees, comprising nearly 85 percent of the surveyed workers. Of all the groups, home care aides were least likely to be satisfied at work. Only 34.4 percent said they were "extremely satisfied" with their jobs, compared with 47.8 percent of HHAs and 51 percent of hospice aides. Only 7 percent of home care aides were "extremely satisfied" with their wages, and just 10 percent felt the same way about their benefits. Nearly half (49.3 percent) of home care aides said they were at least "somewhat likely" to leave their jobs within the year.

Seokwon Yoon, Janice Probst, Christine Di Stifano (2014) "conducted a cross-sectional study to examine the latent relationships between personal backgrounds, organizational factors, job related characteristics, and job satisfaction in order to identify how the predicting variables directly and indirectly influence job satisfaction by home health aides. A total of 3,274 female home health aides working in home health care industry were selected for this study from the nationally representative sample. Most home health aides were positively satisfied with their jobs. At the personal level, increasing age, being separated/ divorced versus other conditions and personal health were positively associated with satisfaction. Structurally, health insurance and training were positively associated with job satisfaction. Being trusted, having confidence in one's ability, and supervisor quality were significantly associated with satisfaction. SEM analysis suggested that personal factors were positively associated with attitude ($= 0.03$, $p < 0.05$) and attitude was positively associated with job satisfaction ($= 0.30$, $p < 0.05$). In addition, there was positive relationship between support and job satisfaction ($= 0.12$, $p < 0.05$). Organizational support was positively related to attitude ($= 0.16$, $p < 0.05$). It was concluded that support from organizations and supervisors, and personal support have positive direct effects on the job satisfaction of home health aides .

Organizational support and supervisor support have important roles in weakening the negative relationship between job-related stressors and job satisfaction. We conclude that support from organizations and supervisors might improve job satisfaction by home health aides through reducing stress .

1.2 scope of study

The development of an organization to an extent depends upon the regularity of the employees. The study on job satisfaction of the Kanga & Roo carers working in home healthcare is conducted to understand their level of job satisfaction and to find out the reason for high attrition rate and to find measures which will lead to motivation of the employees. By studying the job satisfaction of the carers, we want to come up with recommendations and corrective measures and actions to reduce the irregularities in the organization which will lead to the overall growth of the organization.

3. Methodology:

3.1 Study question

What are the factors that lead to job satisfaction and dissatisfaction of the Kanga & Roo carers working in Portea?

3.2 Study objectives

- a. To study the satisfaction level of Kanga & Roo carers
- b. To study the factors which leads to satisfaction and dissatisfaction among the Kanga & Roo carers working in Portea Home Healthcare

3.3 Type of Study

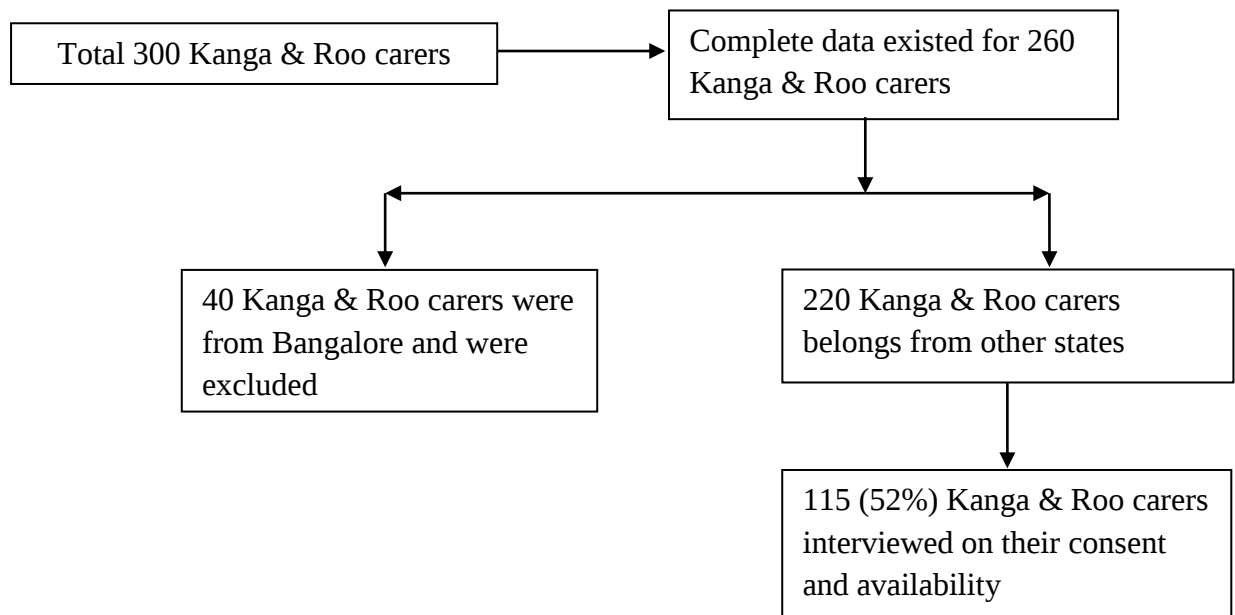
A descriptive study was conducted at Portea medical Home Healthcare in Bangalore for duration of 3 months from February 2017 to May 2017.

Exclusion criteria: Kanga & Roo carers who were localities of Bangalore were excluded.

Inclusion criteria: Kanga & Roo carers who were not from Bangalore but were working in Bangalore office were included.

3.4 Sampling

The sample population constitutes the Kanga & Roo carers , Kanga & Roo carers are unlicensed Kanga & Roo carers who assist the new mothers and babies with basic support such as baby bath, lactation support, being with the baby, baby and mother massages, baby laundry etc , Kanga & Roo carers usually must complete a training course including classroom instructions and clinical practise under supervision. There are total of 300 Kanga & Roo carers at Portea medical Home Healthcare in Bangalore. Out of which the complete data existed for 260 Kanga & Roo carers. Among the 260 Kanga & Roo carers there were 40 who were localities and 220 who were from other states. Out of 240 of them, 115 of the Kanga & Roo carers were interviewed after taking their consent and based on their availability. The Kanga & Roo carers hired from other states were considered for the study. The local Kanga & Roo carers who were local to Bangalore were excluded from the study. That cases that finished their training but not yet assigned the role on field were excluded from the study.



3.5 Data collection

The primary data was collected from the Kanga & Roo carers by interacting with them using a self-administered questionnaire.

Method and Tool of data collection:

Face-to face interviews with the participants were conducted. The questionnaire was designed in a manner to assess properly the Kanga & Roo carers level of satisfaction using Likert scale. The responses to the questionnaire were taken from the Kanga & Roo carers by showing and explaining them the following pictures.

1	Strongly satisfied	
2	Satisfied	
3	No response	
4	Dissatisfied	
5	Strongly dissatisfied	

Framework for questionnaire:

There are many determining factors for Job satisfaction. The following factors were considered in the questionnaire

- Working conditions
- Relationship with the Co-workers
- Relationship with the Supervisors
- Relationship with the Patients and their Family
- Pay and the non-monetary benefits
- Career advancement
- Working conditions

3.6 Data analysis technique

The data was analyzed with the help of advanced Microsoft Excel functions using proportions and averages.

It is a method used in making comparison between two or more criteria. The below equation was used to describe the relationship.

$$\text{Percentage of respondents} = (\text{No. of respondents} / \text{Total no. of respondents}) \times 100$$

$$\text{Satisfaction level} = \text{Average of the ratings (sum of all respondents/ Total no. of respondents)}$$

3.7 Ethical consideration:

An informed consent process was carried out prior to the start of any data collection. All potential participants were given a chance to ask questions before starting any of the research activities. Staff assisted with the informed consent process by sitting in the session with the participants and making sure that the participants understand the study procedure and are comfortable with asking questions. Participants were informed and reminded that they may refuse to answer any or all questions and may discontinue their involvement in the study at any time. Privacy and confidentiality was maintained

4.Findings

4.1 Demographic Characteristics

There were a total of 115 respondents who took part in the study and answered the questionnaire. Table 1 summarizes the demographic profile of the respondents. Most of all the respondents 60% are married. Most of the respondents were below 30 years of age corresponding to 79%. From the education point of view most of the respondents had higher education which was 31% and cumulative frequency of 77% of people with education of higher secondary or less. Majority of them have an experience of less than or equal to one year which accounts for 65% and 35% with experience of more than a year

Table 1. Demographic profile of the respondents:

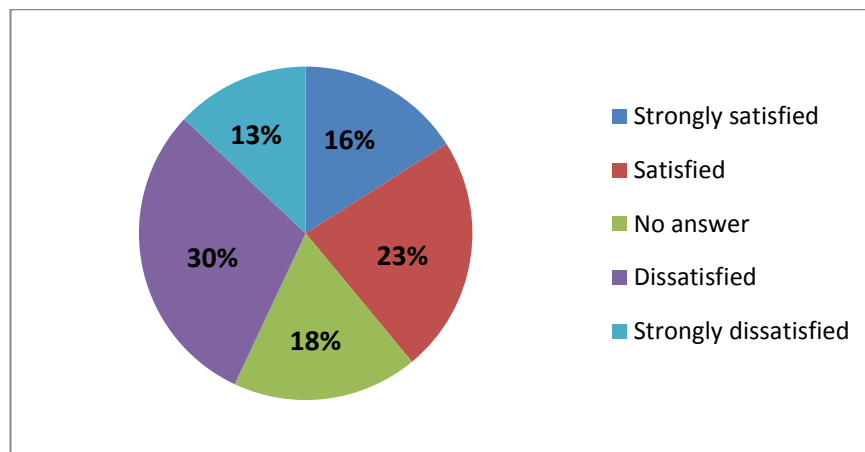
Characteristics	Total respondents	Frequency (%)
Marital status		
Single	46	40%
Married	69	60%
Age (in years)		
21-25	48	42%
25-30	42	37%
>30	25	21%
Education		
Primary	22	18%
Secondary	36	31%
Higher secondary	32	28%
Graduation	20	17%
Post graduation	6	6%
Experience		
0-6 months	39	34%
7-12 months	36	31%
>1 year	27	23%
>2 year	14	12%

4.2 Physical conditions of the work

Table 2. Employee satisfaction with the physical conditions of the work:

Level of satisfaction	No. Of Respondents	% of Respondents
Strongly satisfied	18	16%
Satisfied	26	23%
Neither satisfied nor dissatisfied	21	18%
Dissatisfied	35	30%
Strongly dissatisfied	16	13%

Graph 1. Percent distribution of respondents by their satisfaction with the physical conditions of the work:



Nearly 39% of the employees are satisfied with their jobs. Around 30% are dissatisfied with the physical conditions of the work and 13% are very dissatisfied. This is due to different type of Kanga & Roo carers work assigned and also depends on the level of illness in the patient nearly 18% of them did not respond.

Factors for satisfaction / dissatisfaction

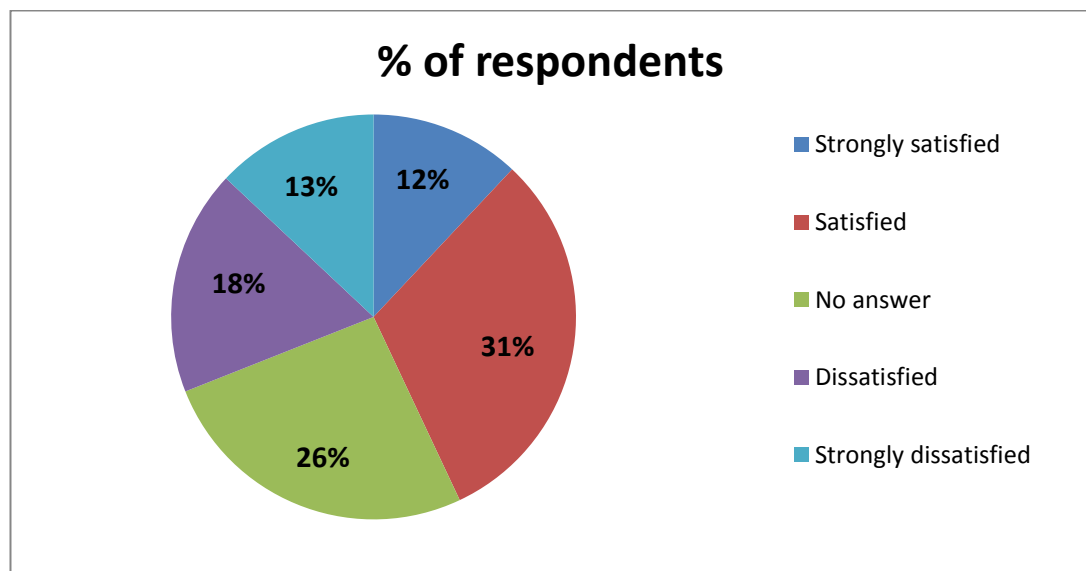
Factors related to satisfaction	Factors related to dissatisfaction
Lodging was provided by the organization	Hostel were unhygienic
Minimum amount was deducted for the facility.	Rooms were congested with 4 people in a single room.
	Food provided was not good.

4.3 Duration of work

Table 3: Employee satisfaction with the duration of work

Level of satisfaction	No. Of respondents	% of respondents
Strongly satisfied	14	12%
Satisfied	36	31%
No answer	30	26%
Dissatisfied	20	18%
Strongly dissatisfied	16	13%

Graph 2: percent distribution of respondents by their satisfaction with the duration of work



Interpretation:

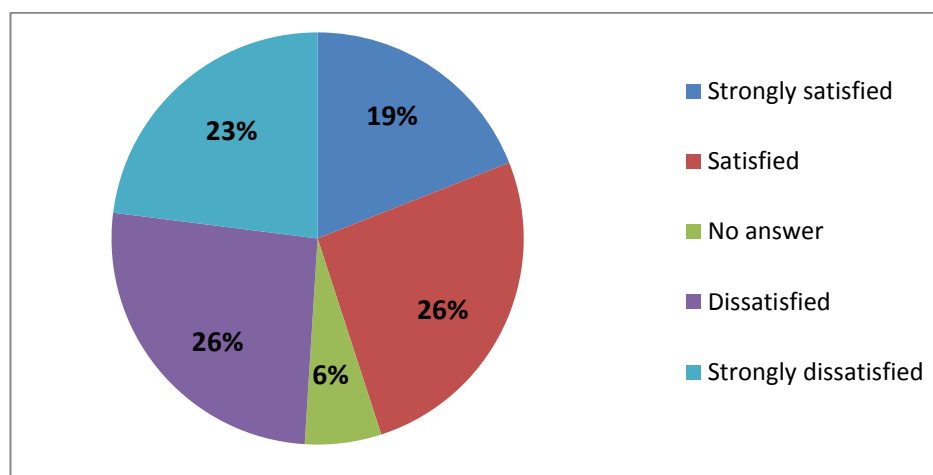
Nearly 18% of the respondents are dissatisfied and 13% are very much dissatisfied with the duration of work. Approximately 43% of the respondents were found to be satisfied with it 12% are being very satisfied and around 26% dint responded.

4.4 Amount of work

Table 4: Employee satisfaction with the amount of work

Level of satisfaction	% of respondents
Strongly satisfied	19%
Satisfied	26%
No answer	6%
Dissatisfied	26%
Strongly dissatisfied	23%

Graph 3: percent distribution of respondents by their satisfaction with the amount of work

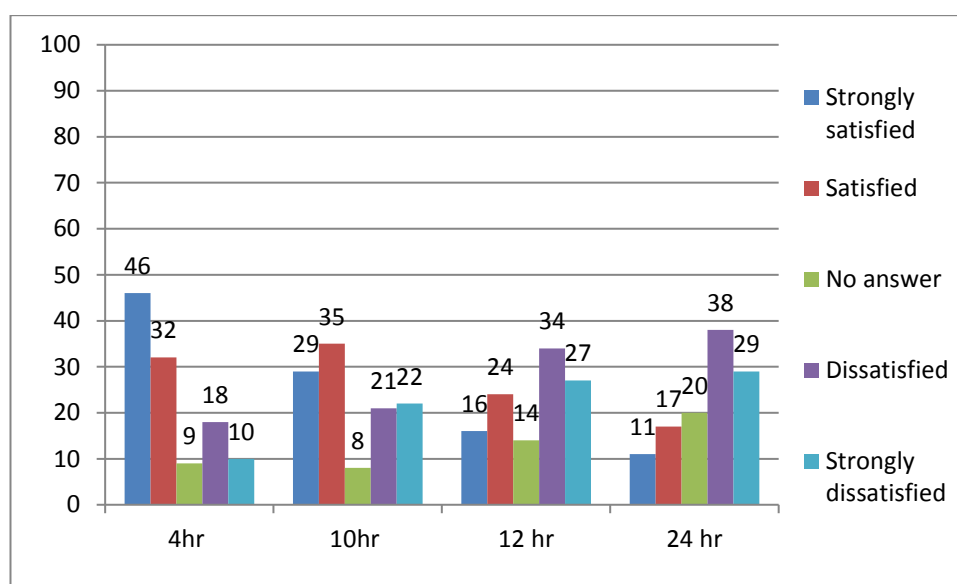


When overall satisfaction was measured of the employees related to their duration of work it was observed that around 49% of the employees were dissatisfied with the duration of work assigned and around 45% were satisfied . so it was concluded that approx half of the employees were not happy with the duration of work. To clarify it further the satisfaction level was calculated depending upon the number of hours a carer is doing the service.

Table 5: satisfaction level of respondents doing various duties:

Level of satisfaction	4hr service	10hr service	12 hr service	24 hr service
Strongly satisfied	46	29	16	11
Satisfied	32	35	24	17
No answer	9	8	14	20
Dissatisfied	18	21	34	38
Strongly dissatisfied	10	22	27	29

Graph 4: percent distribution of respondents by their satisfaction level of respondents doing various duties:



Interpretation:

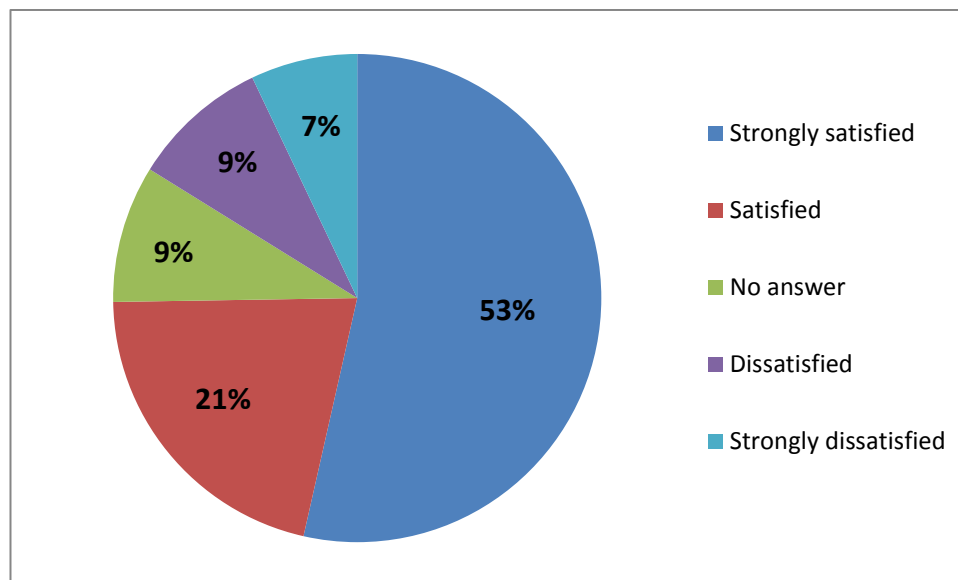
From table 5 and graph 4 we came to a conclusion that dissatisfaction was high among the carers doing 12 or 24 hour of service while most of the people were satisfied to do a 4-hour service. In case of 10 hr service the response was mixed.

4.5 Relationship with co-workers

Table 6: employee satisfaction with the co-workers

Level of satisfaction	No. Of respondents	% of respondents
Strongly satisfied	62	53%
Satisfied	24	21%
No answer	10	9%
Dissatisfied	10	9%
Strongly dissatisfied	9	7%

Graph 5: percent distribution of respondents by their satisfaction with the relation to the co workers



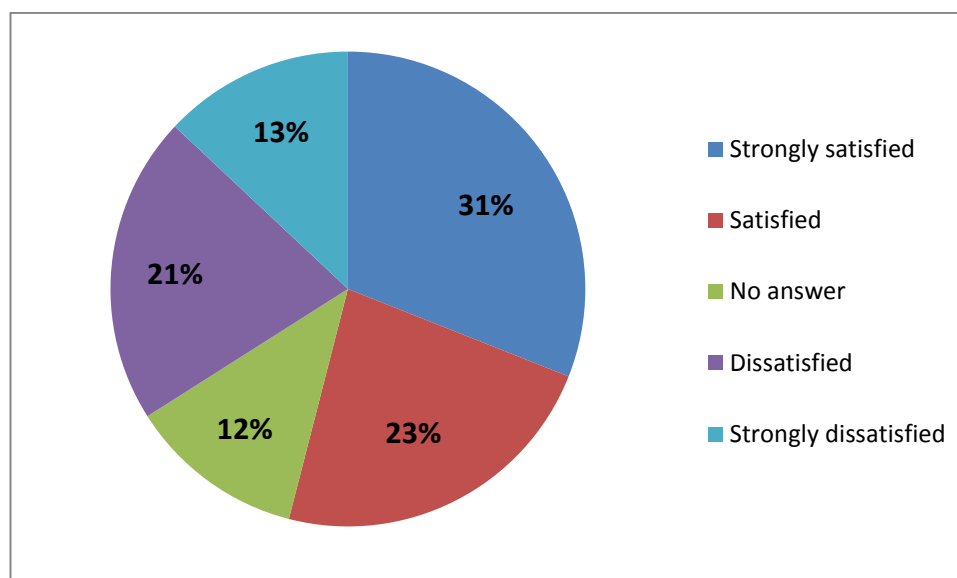
Employee satisfaction in terms with the relation to their co workers was observed high. 53% of the employees were highly satisfied with their relationship with other employees. Approx 74% were satisfied with their co workers while only 16% were dissatisfied with their relation to their co workers

4.6 Relationship with the manager:

Table 7: Employee satisfaction in relation to support provided by the coordinator:

Level of satisfaction	No. Of respondents	% of respondents
Strongly satisfied	35	31%
Satisfied	27	23%
No answer	14	12%
Dissatisfied	24	21%
Strongly dissatisfied	15	13%

Graph 6: Percent distribution of respondents by their satisfaction in relation to support provided by the coordinator:



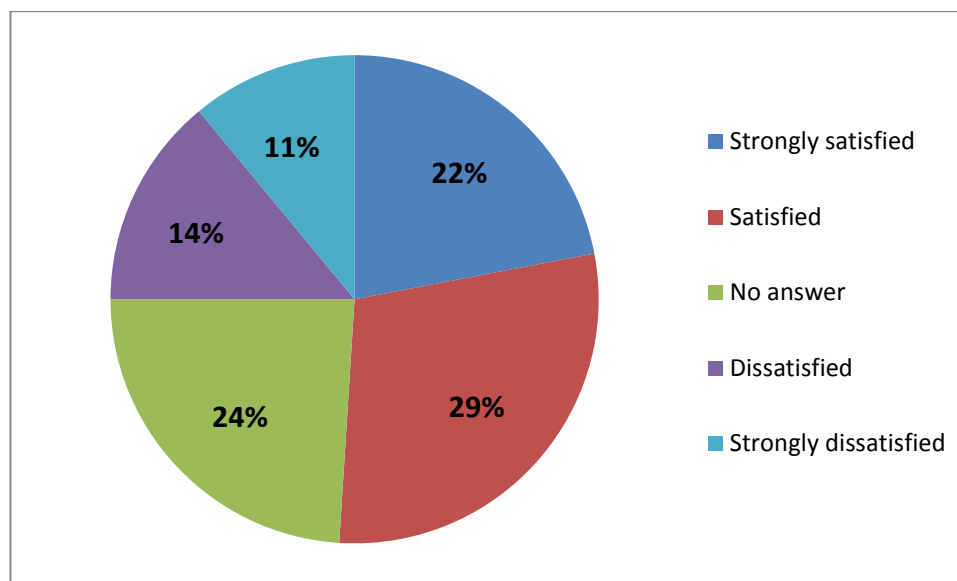
Approx 54% of Kanga & Roo carers were satisfied with their managers while 34% were either dissatisfied or was highly dissatisfied.

4.7 Recognition from the supervisors:

Table 8: Employee satisfaction in relation to the recognition they receive from the supervisors:

Level of satisfaction	no. of respondents	% of respondents
Strongly satisfied	25	22%
Satisfied	33	29%
No answer	28	24%
Dissatisfied	16	14%
Strongly dissatisfied	13	11%

Graph 7: Percent distribution of respondents by their satisfaction in relation to the recognition they receive from the supervisors:



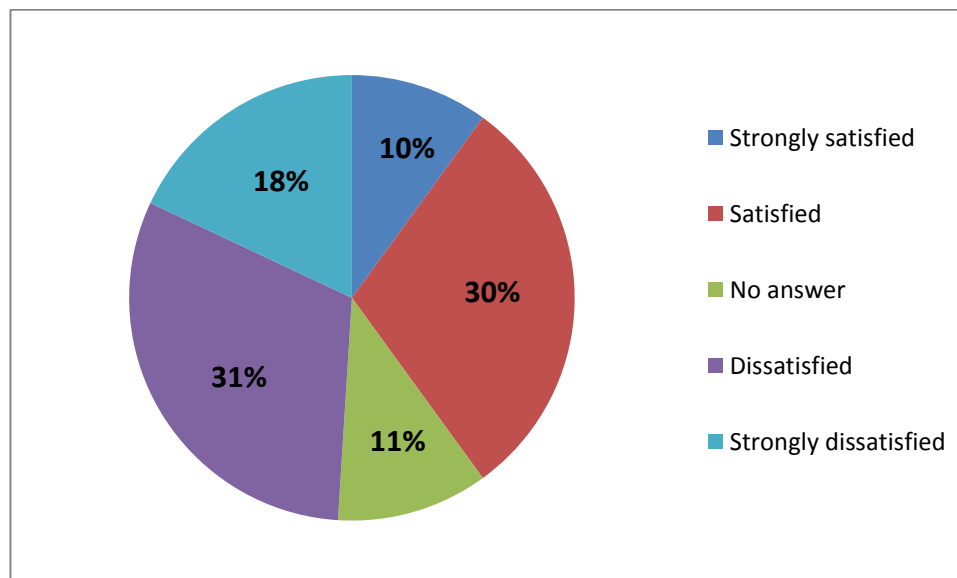
51% of the respondents were satisfied with the recognition for their work by their respective supervisors out of which 22% were highly satisfied. Nearly 11% were highly dissatisfied with the recognition they get for their work while 24% were not sure and didnt responded.

4.8 Satisfaction with the pay or salary

Table 9: Employee satisfaction in relation to the pay or salary

Level of satisfaction	No. of Respondents	% of Respondents
Strongly satisfied	11	10%
Satisfied	35	30%
No answer	13	11%
Dissatisfied	36	31%
Strongly dissatisfied	20	18%

Graph 8: Percent distribution of respondents by their satisfaction in relation to the pay or salary



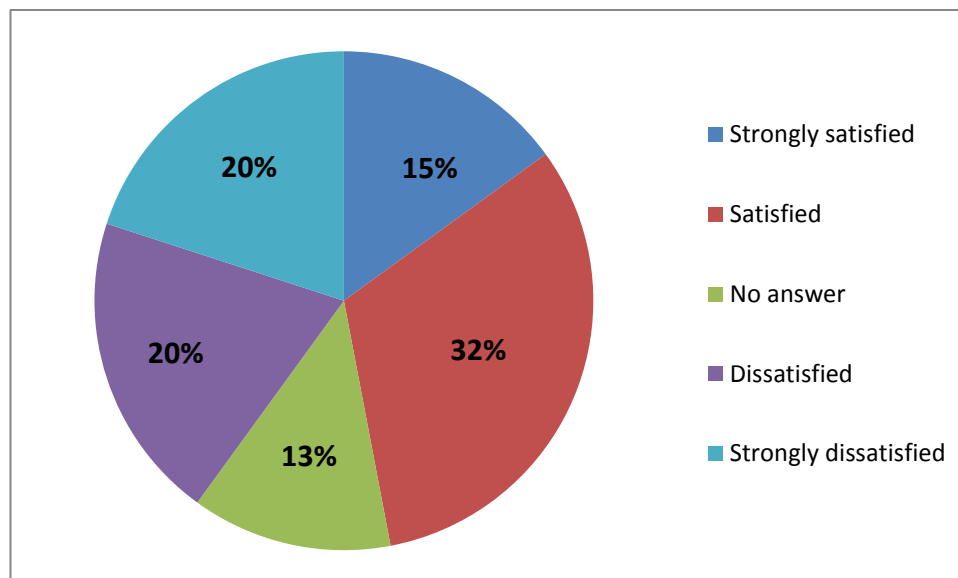
Around 49% of the respondents were dissatisfied with the amount of salary or pay they get. From the remaining respondents around 11% didn't want to respond and only around 40% were either satisfied or highly satisfied with the amount of salary they get.

4.9 Career advancements

Table 10: Employee satisfaction in relation to the career advancements

Level of satisfaction	No. of Respondents	% of respondents
Strongly satisfied	17	15%
Satisfied	37	32%
No answer	15	13%
Dissatisfied	23	20%
Strongly dissatisfied	23	20%

Graph 9: Percent distribution of respondents by their satisfaction in relation to the career advancements



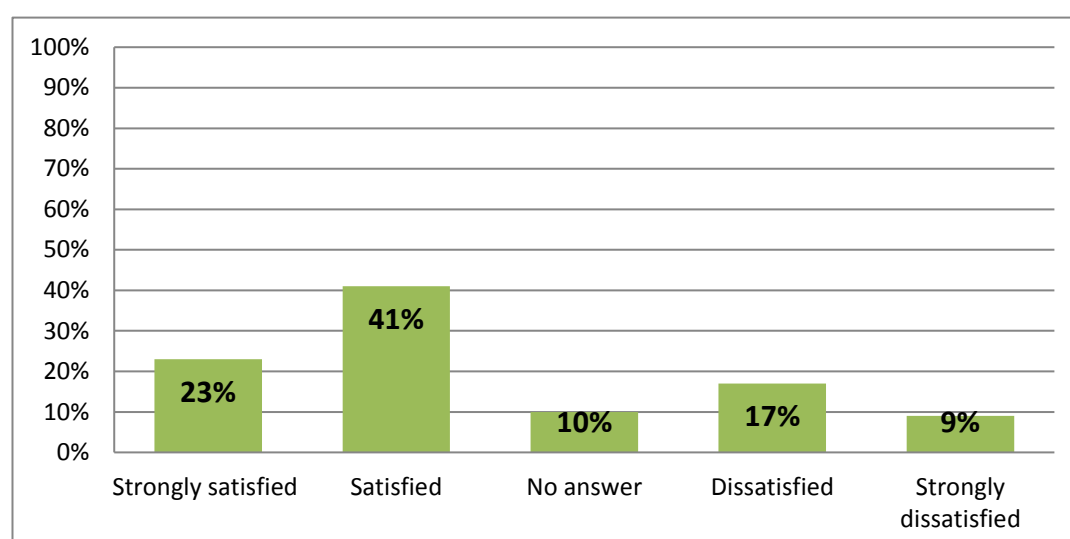
47% of the respondents were satisfied with the career advancement they have with company. They feel that they can again experience in home healthcare working as a Kanga & Roo carer which will help in enhancing their skills. Nearly 40% of the carers felt that the career advancements associated were not satisfactory.

4.10 Appreciation by the patient and the family

Table 11: employee satisfaction in association with the appreciation provided by patients or their families:

Level of satisfaction	No. of Respondents	% of Respondents
Strongly satisfied	26	23%
Satisfied	47	41%
No answer	12	10%
Dissatisfied	19	17%
Strongly dissatisfied	11	9%

Graph 10: Percent distribution of respondents by their satisfaction in association with the appreciation provided by patients or their families:



Interpretation:

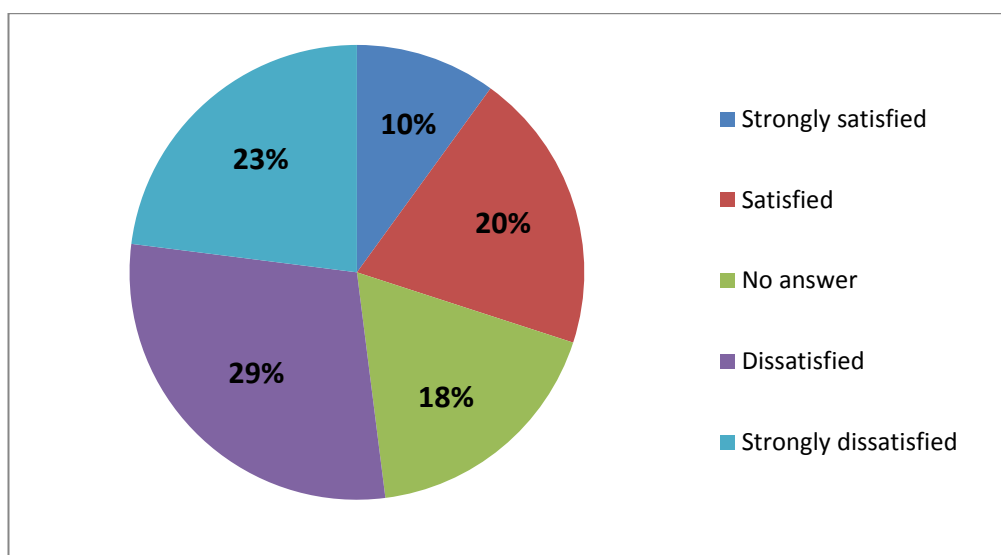
Around 64% of the employees or carers were satisfied with the appreciation they get from the patient or from their families. They get appreciated for the type of work they do as they are directly associated with the new born and many of the times if patient is extending the service they demands for the same carer as they become a part of their family. Only 26% of the carers were not satisfied with the appreciation they get.

4.11 Satisfaction to non-monetary benefits

Table 12: Employee satisfaction to non-monetary benefits

Level of satisfaction	No. of Respondents	% of Respondents
Strongly satisfied	12	10%
Satisfied	23	20%
No answer	21	18%
Dissatisfied	33	29%
Strongly dissatisfied	26	23%

Graph 11: Percent distribution of respondents by their satisfaction to non-monetary benefits



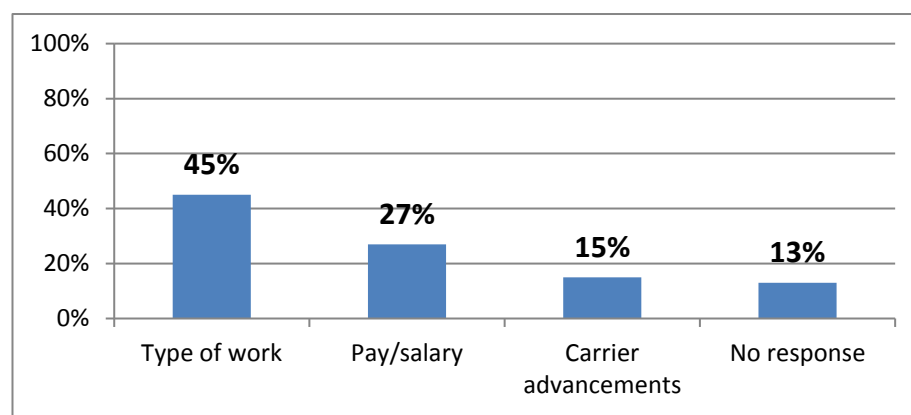
Almost one third of the respondents ie around 30% were found to be satisfied when it comes to non- monetary benefits. On the other hand 47% of the respondents were dissatisfied with the non-monetary benefits provided by the organization. The reasons may be due to delay in receiving the benefits or non availability of the benefits to some employees. 18% of the respondents did not respond to the question which may be due to their unawareness about what are non monetary benefits.

4.12 Factors that influence employee motivation

Table 13: Factors associated to employee motivation

Factors	No. of Respondents	% of Respondents
Type of work	52	45%
Pay/salary	31	27%
Carrier advancements	17	15%
No response	15	13%

Graph 12: Factors associated with employee motivation



Almost half of the carers ie 45% of the employees say that the type of work they do is the motivating factor for them to work in a home healthcare organization, as their work includes taking care of the new born baby and the new mother which gives them peace or satisfaction. On the other hand salary is the motivating factor for 27% of the respondents and carrier advancements for about 15% of the total respondents. Whereas 13% was a non response.

5) Average score for satisfaction for various parameters:

s.no	parameters	Average score
1	Physical condition of the work	3.06
2	Duration of work	2.92
3	Amount of work	3.00
4	Relationship with co workers	1.95
5	Relationship with the manager	2.62
6	Recognition from the supervisors	2.64
7	Satisfaction with the pay/salary	3.16
8	Career advancements	2.92
9	Appreciation by the patient & the family	2.49
10	Satisfaction of non monetary benefits	3.33
	Overall satisfaction score	2.81

6 Conclusion

The overall conclusion derived from the above analysis is that more than half of the Kanga & Roo carers are not satisfied with the duration and amount of work they are doing, dissatisfaction was more among the carers doing more number of 12hour and 24hour service. Then most of the carers were not satisfied with their salary and non monetary benefits associated with the job. Nearly 50% were dissatisfied or were not happy with their supervisors and their manager or coordinators. Dissatisfaction was found more when it came to the promotion and carrier advancements associated with the job. Then among the motivating factors the type of work was found out to be the most motivating factor among all followed by the pay and then the carrier advancements.

7. Suggestions

- The salary structure needs to be improved according to the experience of the carer and the duration of work a carers do in a month
- Incentive programme has to be designed for star performers in the service.
- The carers who are doing more of 12 hour and 24 hour service should be given 4 hour or 10 hour duty as a part of the fatigue and stress management.
- For carers doing 12 hour and 24 hour service non monetary benefits are to be included like food coupons and pick and drop facility by the company.
- The education of the customers has to be made important regarding the do's and don'ts of the service undertaken by them.
- Training of supervisors and managers has to be done regarding their behaviour with the carers.
- A pre training psychometric test can be done to understand the behaviour and attitude of the carer towards the job.
- As the carer associated generally comes from low socio economic status so the timeliness of their salary and other benefits has to be ensured.
- The incentive programme for cross selling of services and the associated non monetary benefits has to be made visible to all the carers as they are unaware.
- Behaviour modification on a regular basis to modify their behaviour if required: This can be done by involving and engaging them in some programmes like
 - Story telling
 - Talks with the existing star Kanga & Roo carers
 - Counselling sessions of the carers who were found less motivated
 - Sessions with the product managers in every 15 days

8. Annexure

Job satisfaction questionnaire:

PLEASE RATE THE LEVEL OF SATISFACTION IN RELATION TO FOLLOWING

A1	Physical condition in which you work
A2	Duration of work
A3	Amount of work
A4	Relationship with co-workers
A5	Recognition by the supervisors
A6	Relationship with the manager
A7	Pay/ salary
A8	Satisfaction with the hours of work
A9	Non-monetary benefits
A10	Your work is appreciated by the Patients or their family
A11	You feel the opportunity for career advancement
A12	Flexibility in the working hours

Ratings:

1) Strongly satisfied		4) Dissatisfied	
2) Satisfied		5) strongly dissatisfied	
3) No response			

9. References:

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