

**A STUDY ON EMPLOYEE ENGAGEMENT ACROSS
ALL UNITS OF SANKARA EYE FOUNDATION
INDIA (SEFI)**

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About Organization

SEFI(Sankara Eye Foundation India): A 43-year-old not-for-profit organization providing quality eye care to the poor and marginalized.

Network: 13 super specialty eye hospitals across 9 Indian states, equipped with advanced technology.

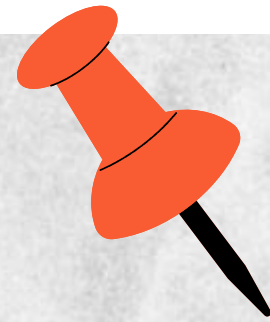
Vision: "To work towards freedom from preventable and curable blindness"

Mission: "To provide unmatched eye care through a strong service-oriented team"

80:20 Model: 80% free treatment for the underprivileged, 20% paid services for the affluent, ensuring financial self-sufficiency.

Community Outreach: Vision Centers serve as the first point of contact for comprehensive eye care in local communities.

Approach: Utilizes cutting-edge technology, scientific methods, innovation, research, and training to transform eye care delivery across age groups.



Introduction

- Employee engagement is crucial for organizational performance and quality of care in healthcare. SEFI, a leading ophthalmic care provider, recognizes engaged employees as central to maintaining excellence in eye care across India.
- A research gap exists in understanding SEFI's diverse workforce across all units. This study analyzes employee engagement across all 13 SEFI units in India, gauging current levels and identifying key influencing factors.
- The research employs quantitative approaches through employee surveys to evaluate engagement status, focusing on recognition, career development, and work-life balance. It seeks to provide both theoretical insights and practical recommendations.
- Findings from this study could inform HR strategies, leadership approaches, and organizational policies, helping SEFI attract, retain, and motivate top talent in the competitive healthcare market.

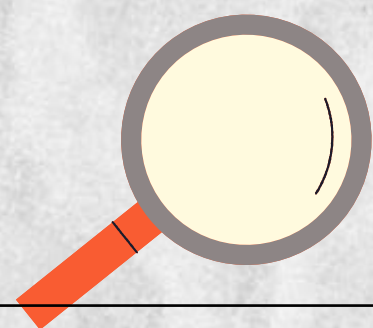


Research Objective

Research Question - To know the level of employee engagement of employees (Highly engaged, Engaged, and Almost Engaged, Not Engaged, Disengaged) across all 13 SEH units in India?

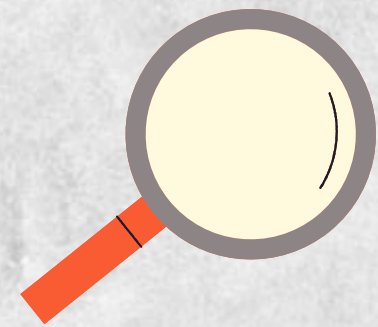
The objectives of the study are:

- Assess the level and distribution of employee engagement (Highly engaged, Engaged, and Almost Engaged, Not Engaged, Disengaged) across all 13 SEH units in India.
- Identify potential factors influencing employee engagement across different units.
- Develop recommendations for SEFI to enhance employee engagement across all locations.



Review of Literature

Sr no.	Article Name	Authors	Year	Sample size and technique	Salient Features
3	The Study on Factors Affecting Employee Engagement	P. Nagesh, Sridevi Kulenur, Prathika Shetty	2019	Survey Questionnaire method Statistical analysis using SPSS software (82)	• This study, which was conducted out at HDFC Bank, reveals important variables that affect employee engagement, including the work environment, leadership, training, and pay. • It highlights how crucial it is to deal with these issues in order to maximise employee engagement and organisational success. • The study highlights the importance of creating a workplace climate that is supportive and conducive to improve employee satisfaction and productivity by suggesting improvements in these areas. (3)



Methodology

1. Study Type

Primary Research

2. Study design

Descriptive cross-sectional study

3. Study Tools

Self-Created
Questionnaire

4. Sampling Technique

Non-probability convenience
sampling technique

5. Data Analysis

Microsoft Excel
Power BI
SPSS

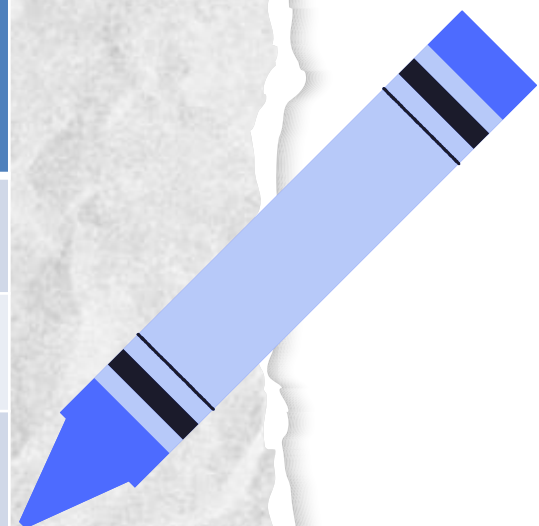
Result, Analysis, Discussion



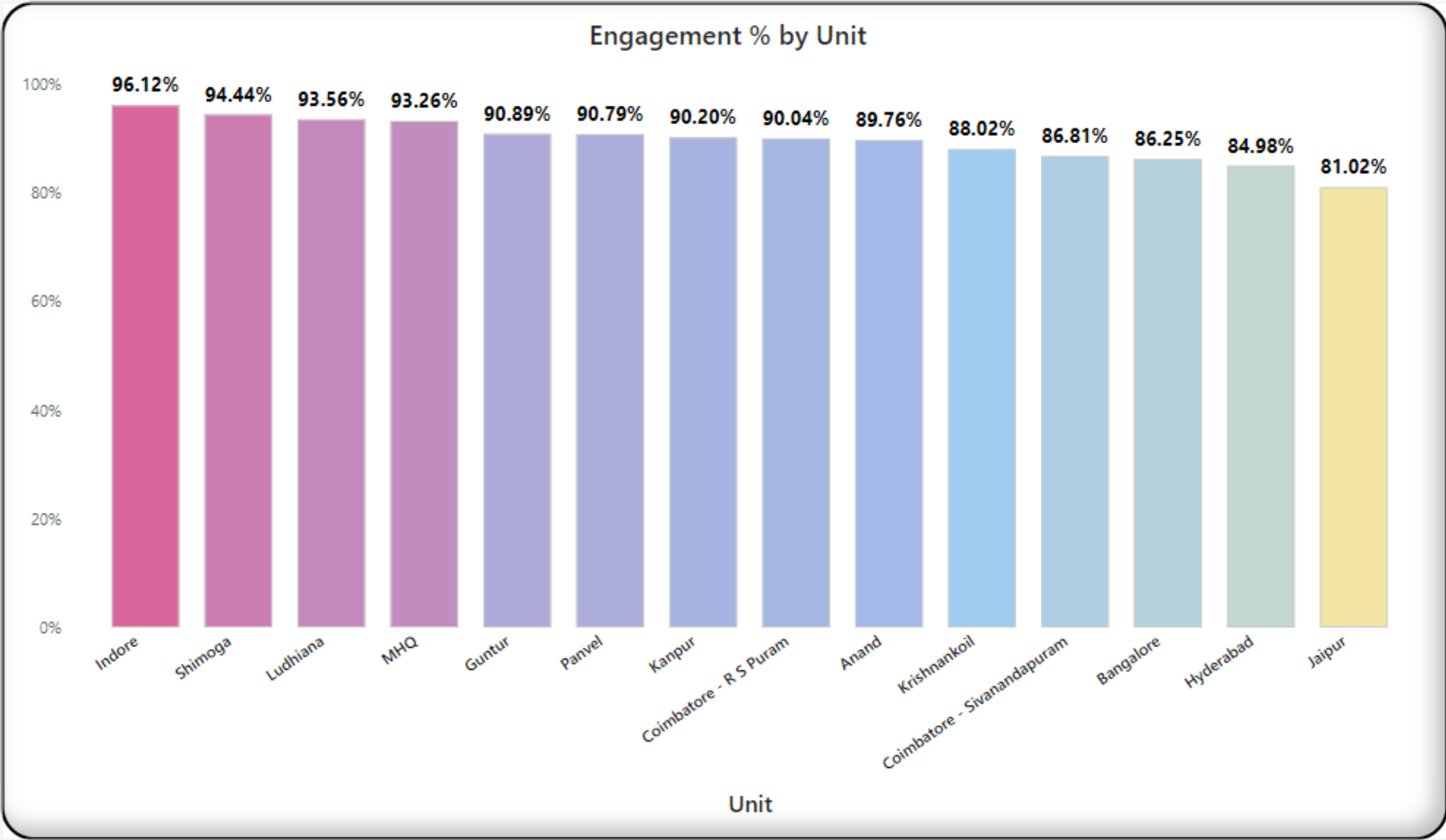
- ❑ The study assessed employee engagement across 13 SEH units using a comprehensive survey with demographic information and an 8-question Likert scale matrix.
- ❑ A scoring scale was developed to categorize engagement levels, with "**Highly Engaged**" defined as over **80%** combined "Agree" and "Strongly Agree" responses.
- ❑ The goal for SEH is to achieve over 80% engagement across all units and reduce disengagement to less than 10%.
- ❑ The scoring scale allows for categorization of engagement levels across units, departments, and demographic groups, helping identify areas needing improvement.

Engagement Level	Combined "Agree" and "Strongly Agree" Percentage
Highly Engaged	>80%
Engaged	60-80%
Almost Engaged	40-60%
Not Engaged	20-40%
Disengaged	<20%

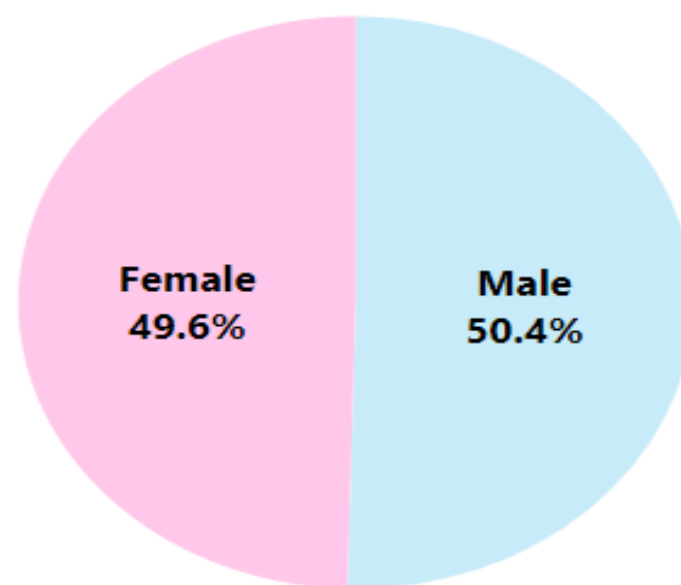
Concern Level	Combined "Disagree" and "Strongly Disagree" Percentage
Significant Concern	>15%
Moderate Concern	10-15%
Low Concern	<10%



DATA ANALYSIS: EVALUATION OF EMPLOYEE ENGAGEMENT AND SATISFACTION ACROSS DEPARTMENTS AND UNITS AT SANKARA EYE FOUNDATION, INDIA

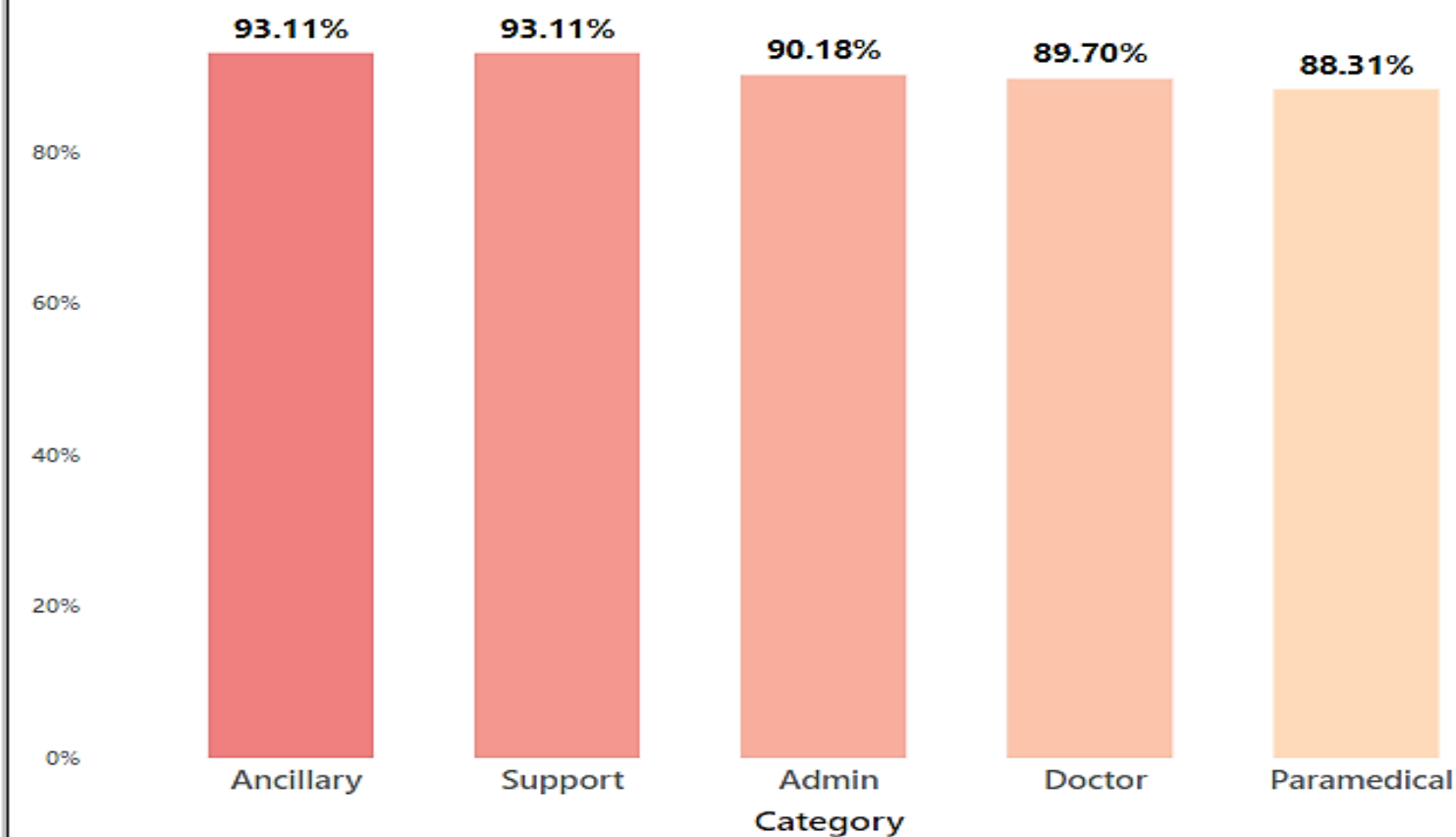


Engagement % (Gender)

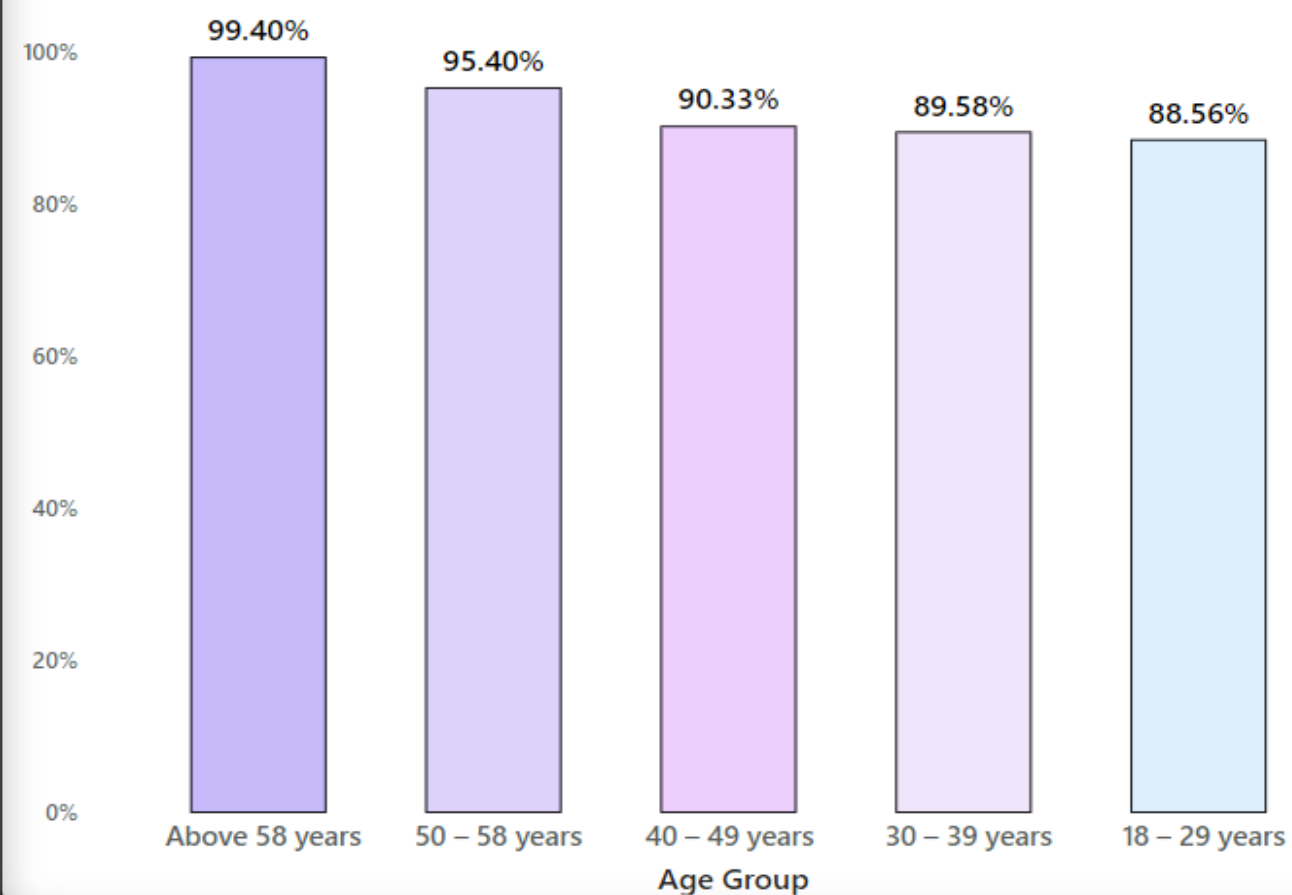


Gender ● Male ● Female

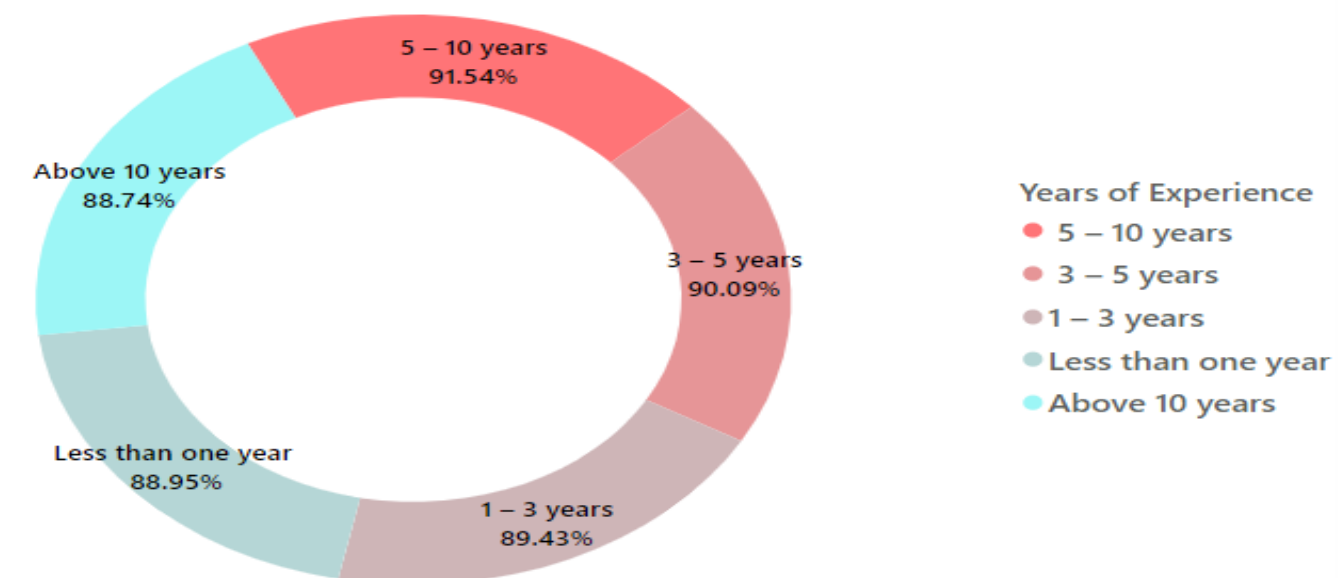
Engagement % Category

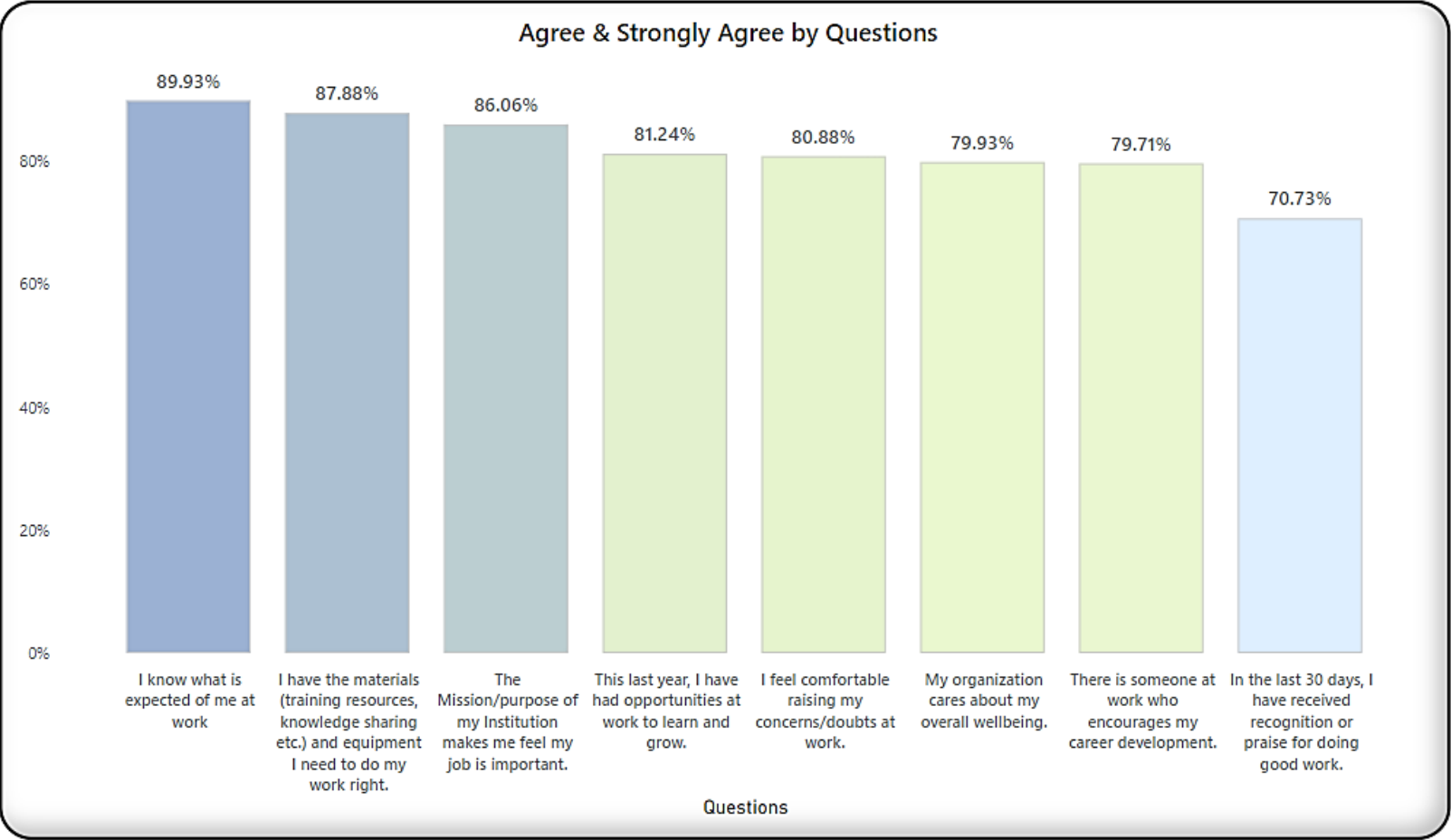
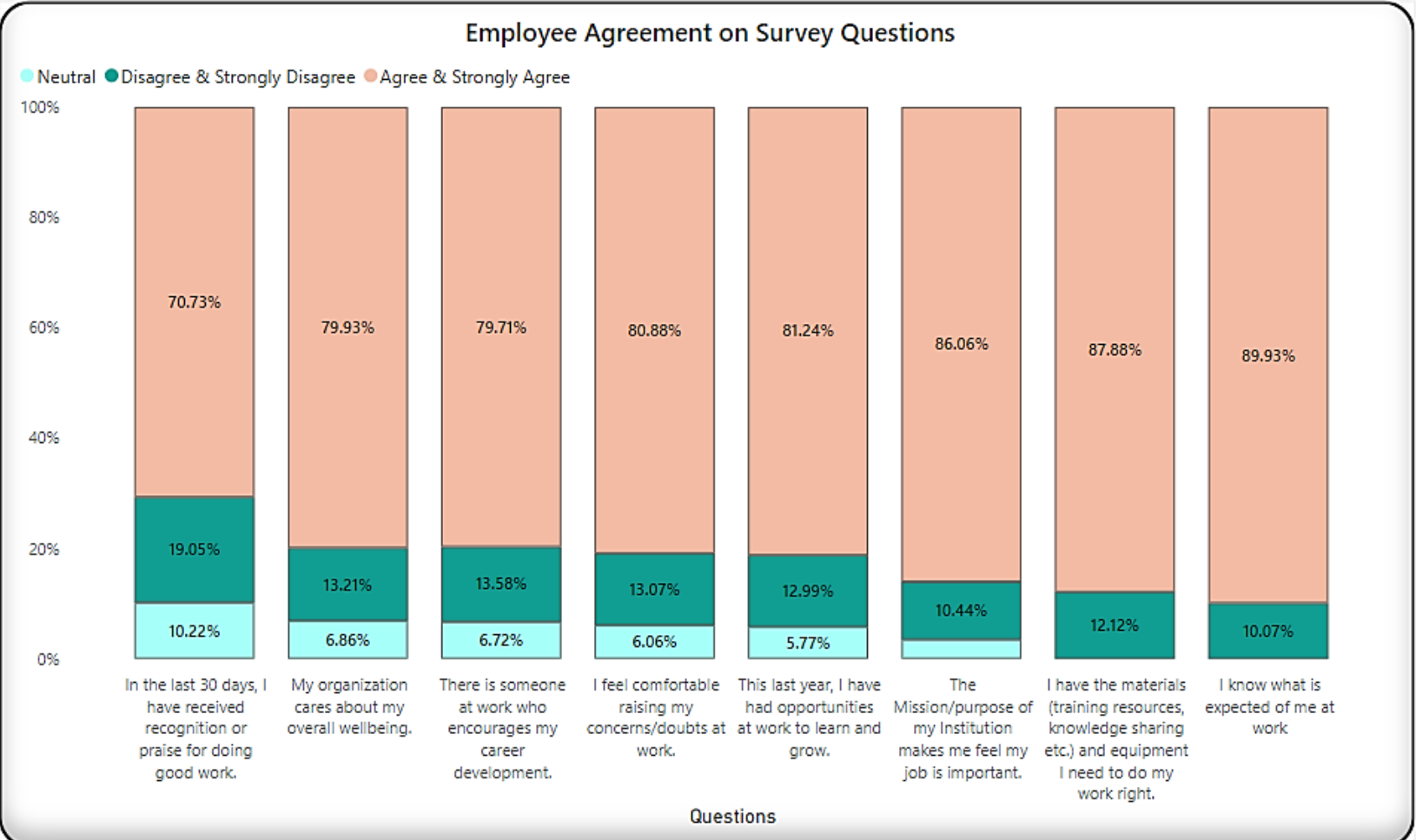


Engagement % (Age Group)

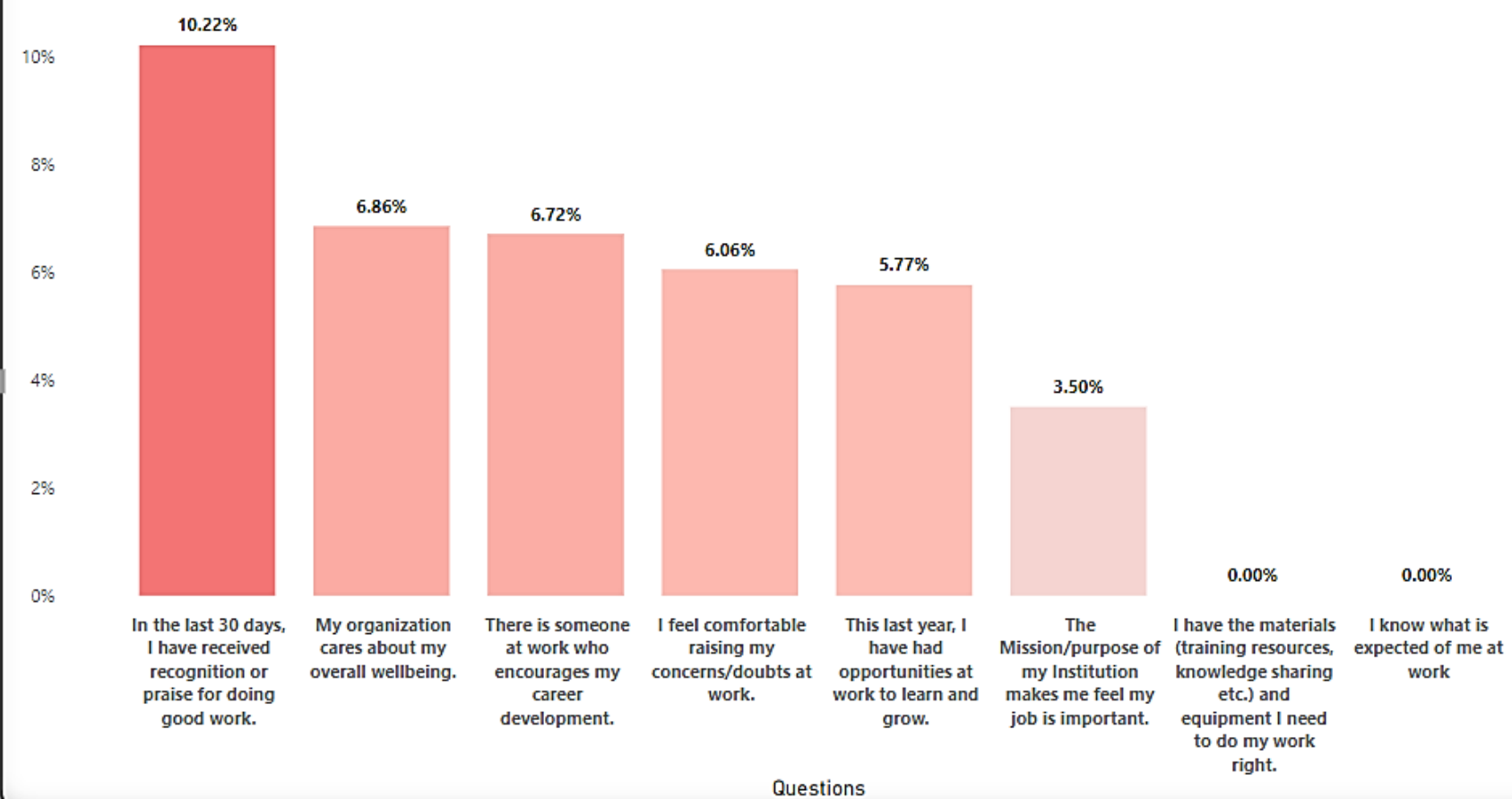


Engagement % by Years of Experience

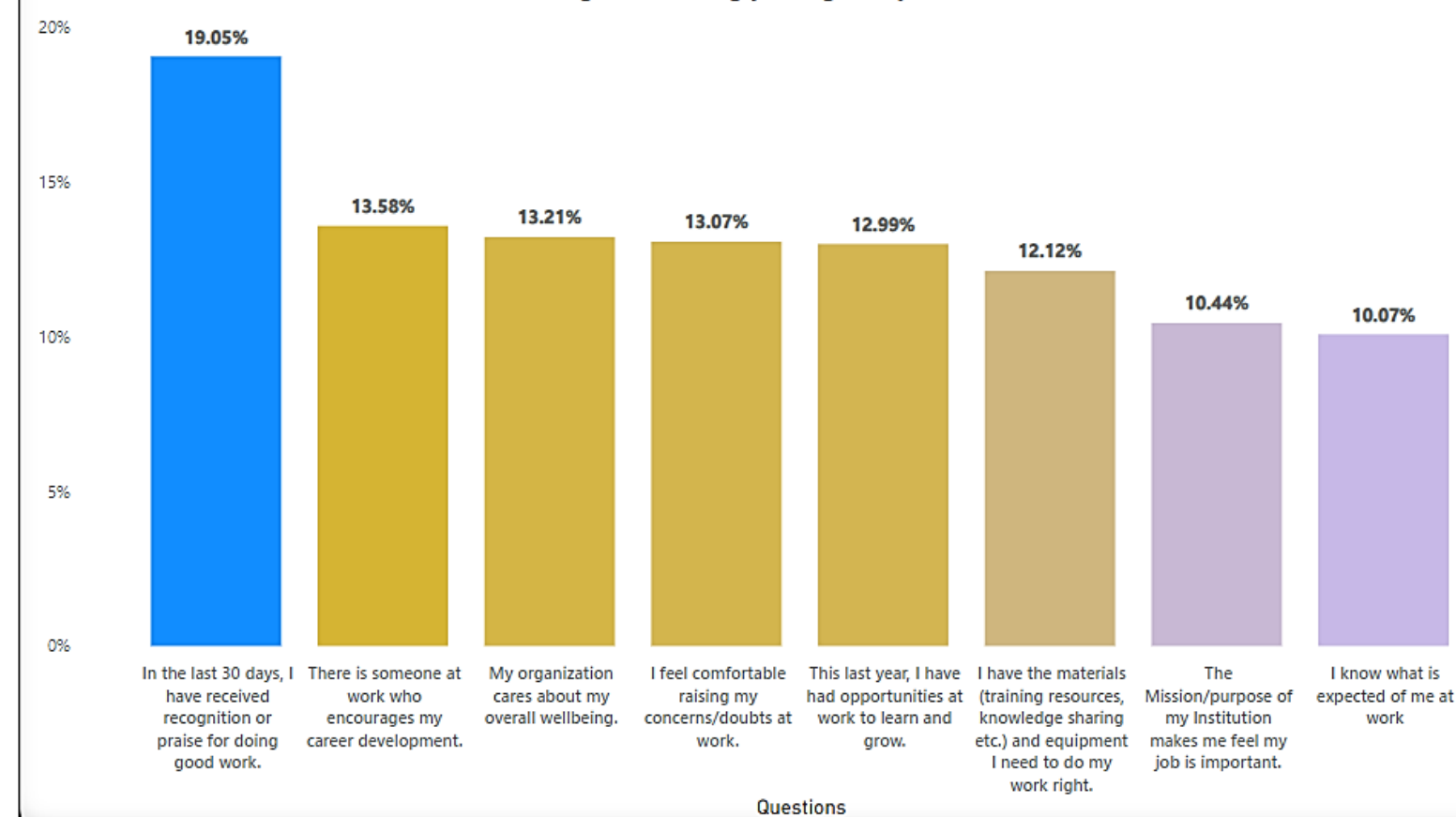




Neutral by Questions

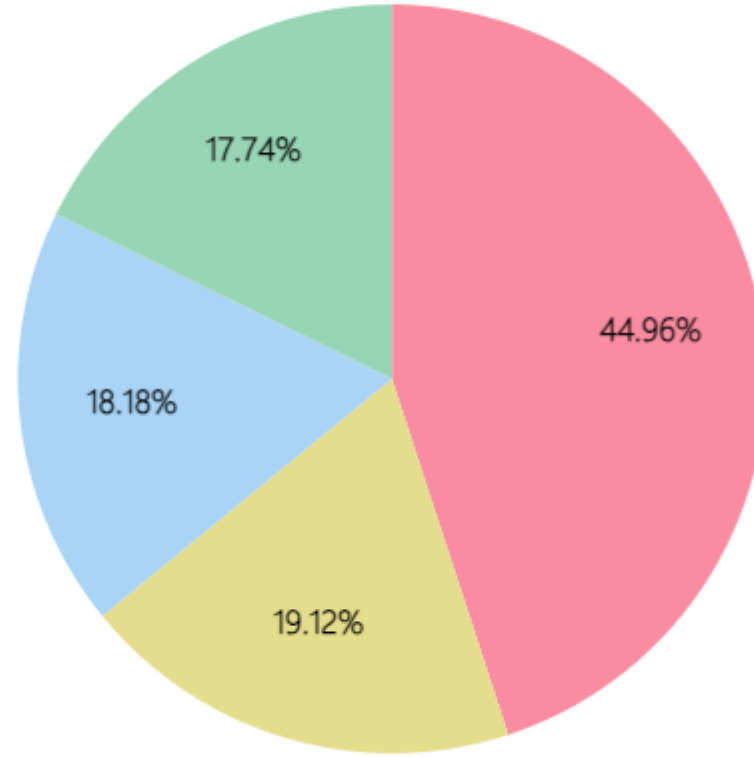


Disagree & Strongly Disagree by Questions

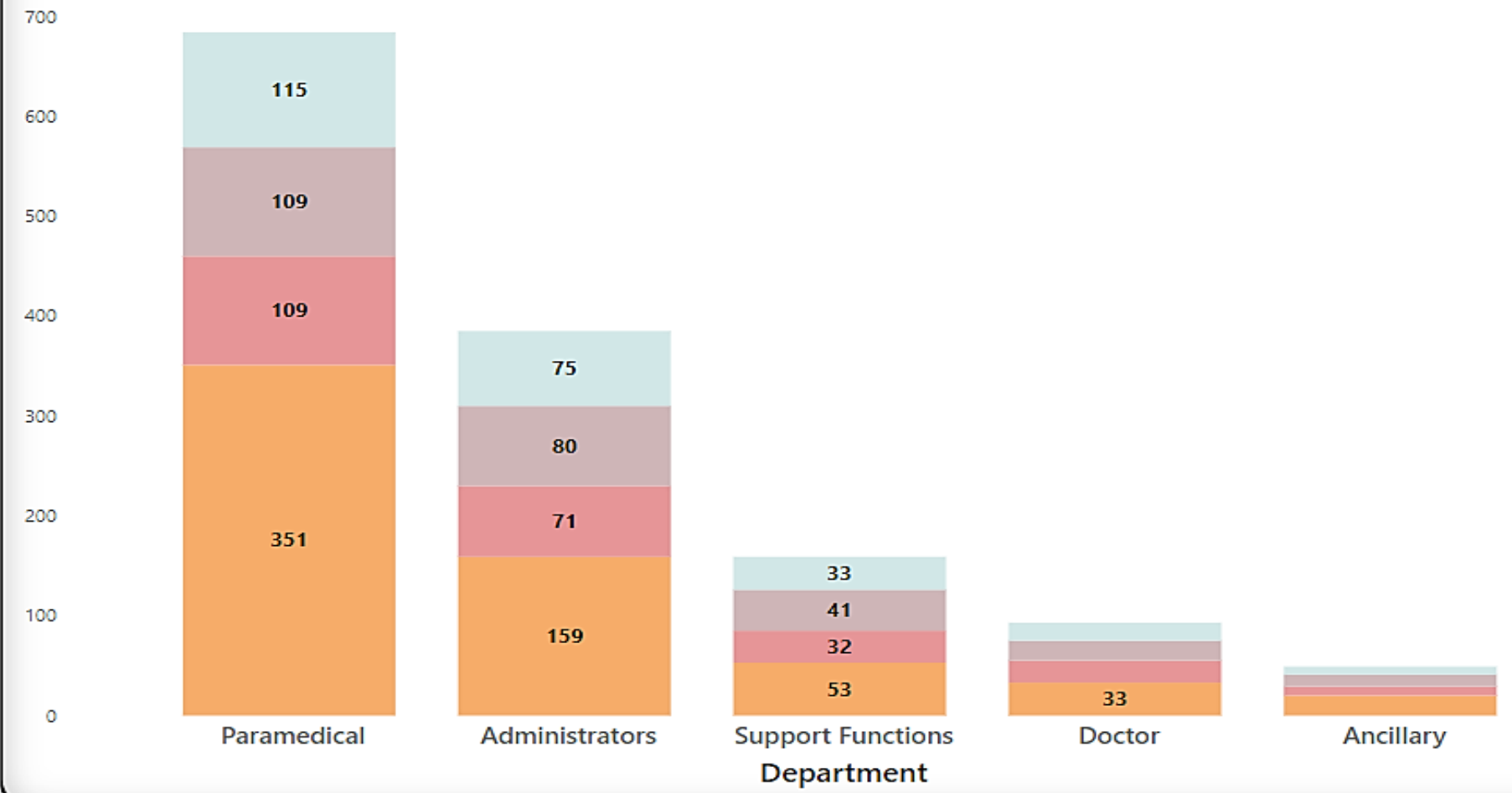


Career Development Support %

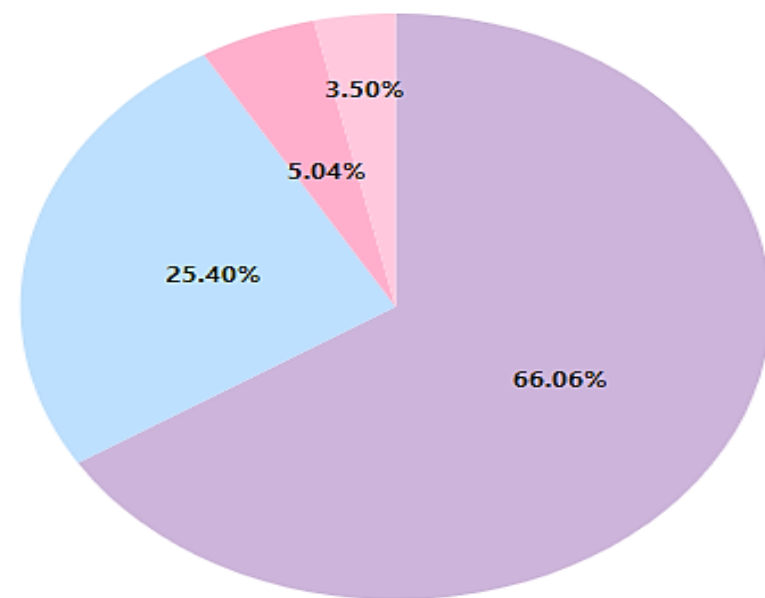
Regular training programs to i... Obtaining guidance from super... Feedback on my performance ... Setting a Goal / Career path fo...



Career Development (Department)

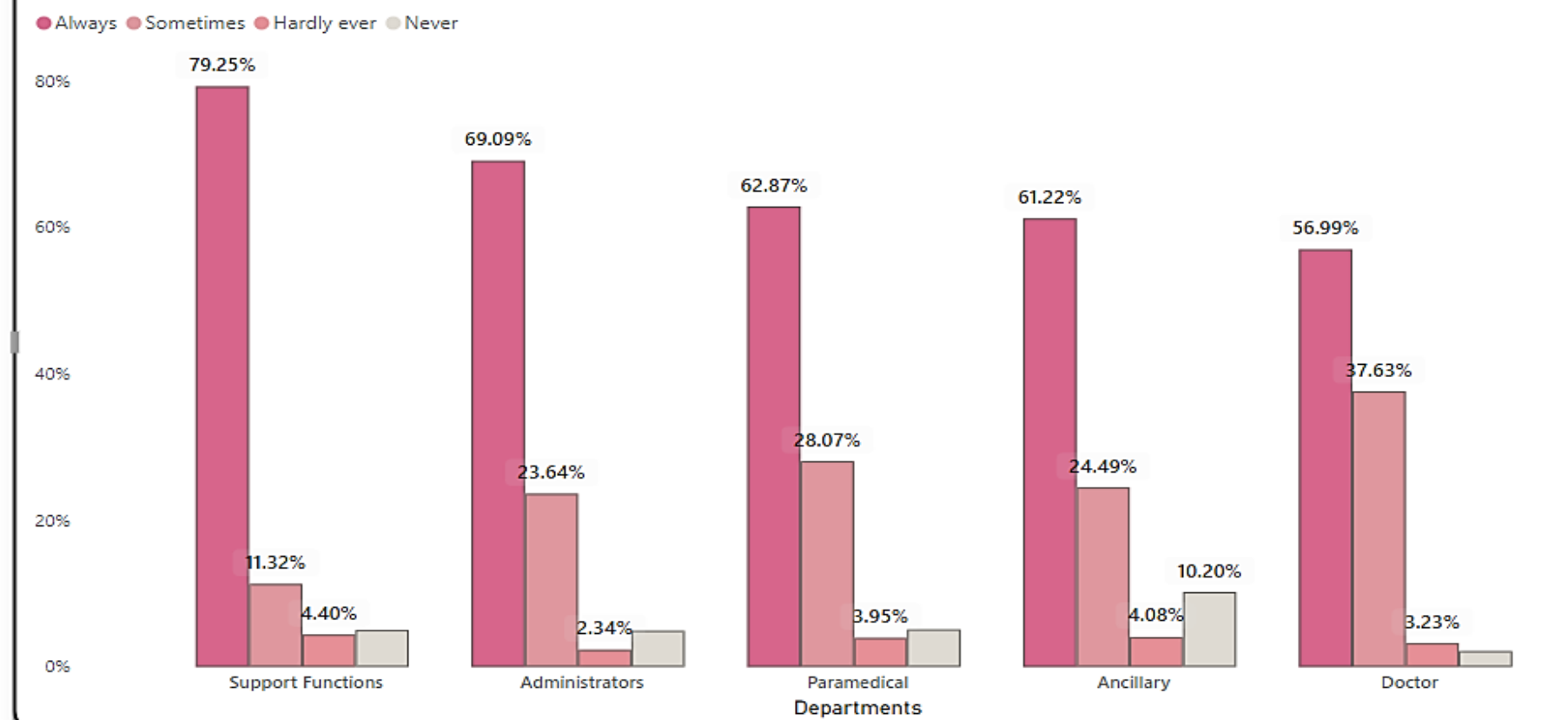


Supervisor Support %

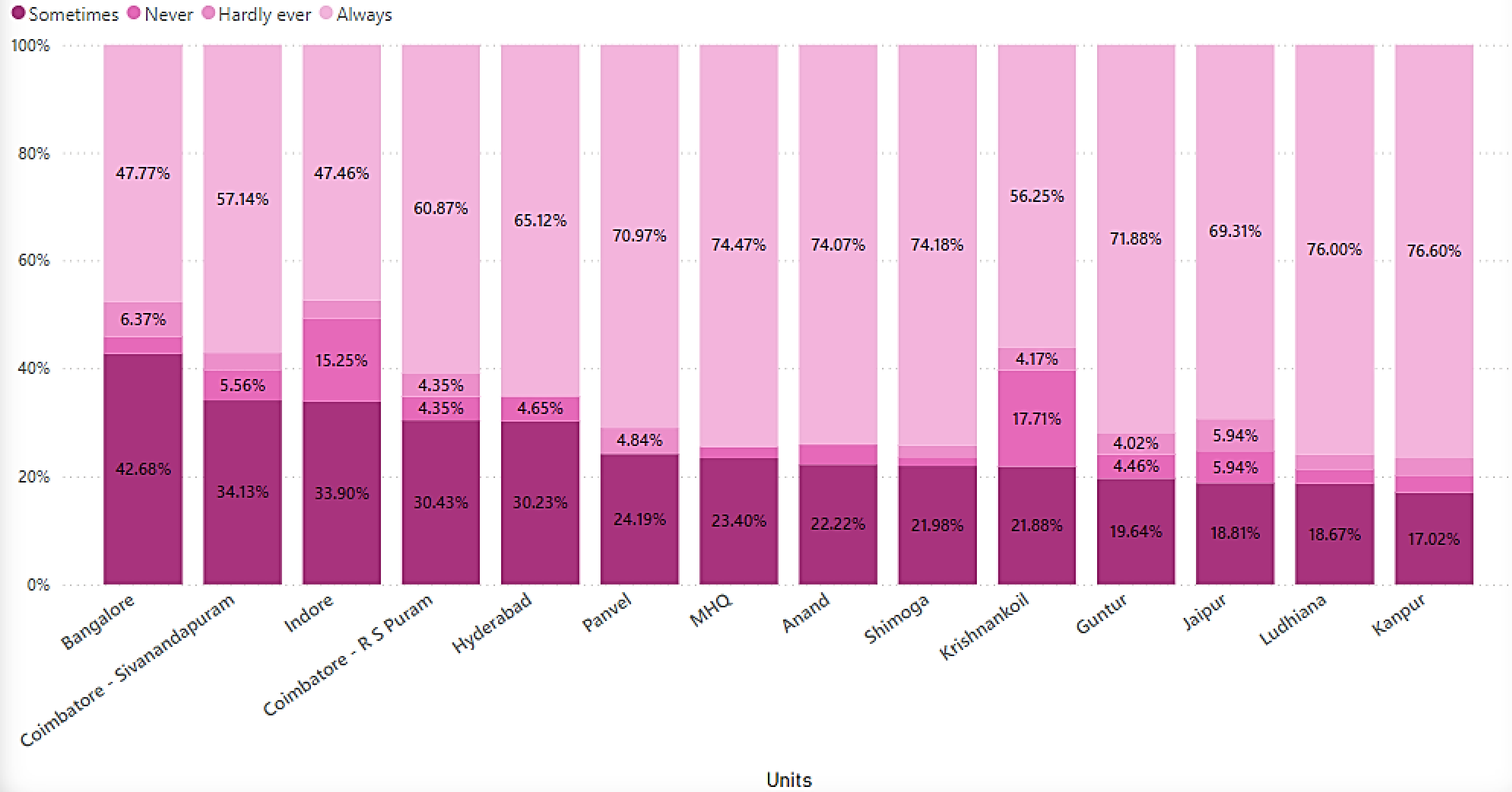


Supervisor
 Always
 Sometimes
 Never
 Hardly ever

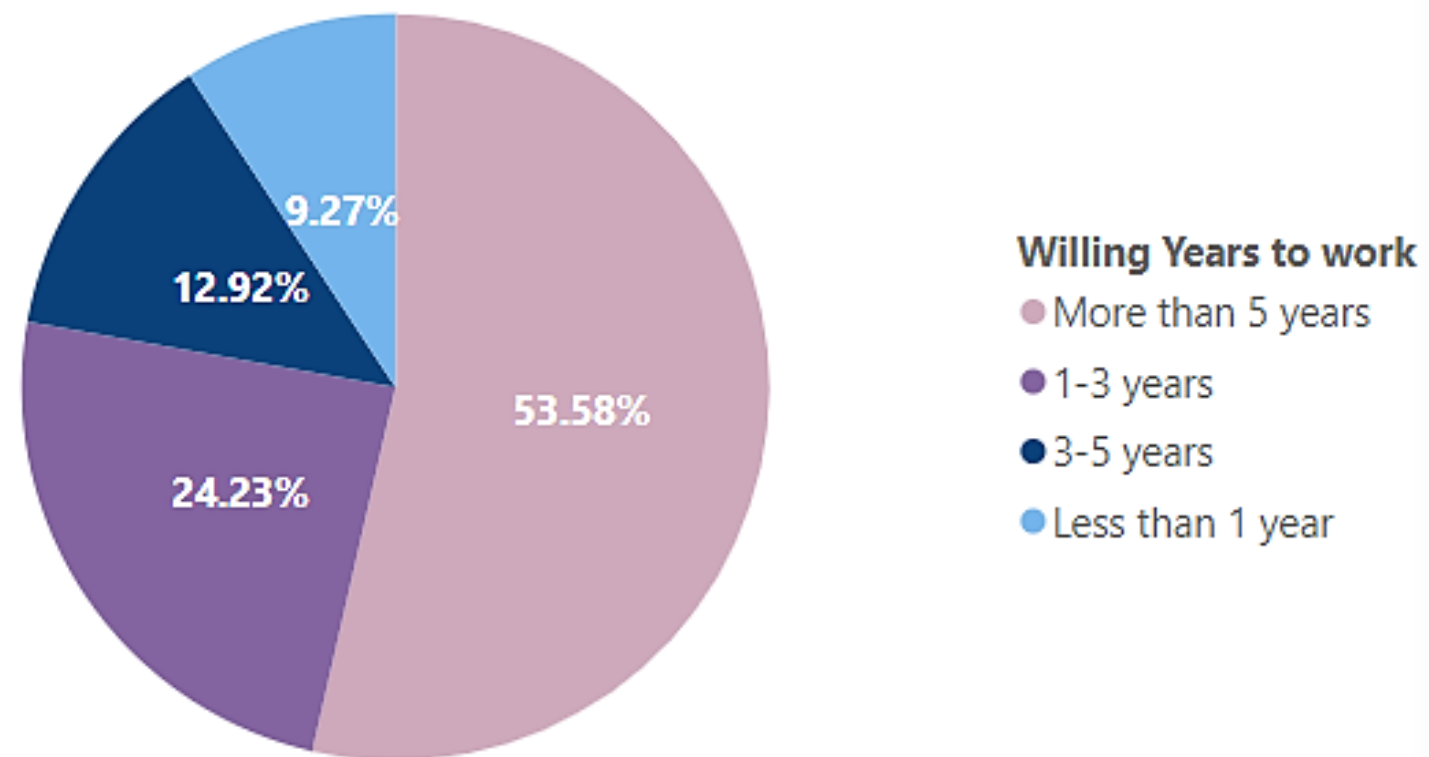
Supervisor Support (Department)



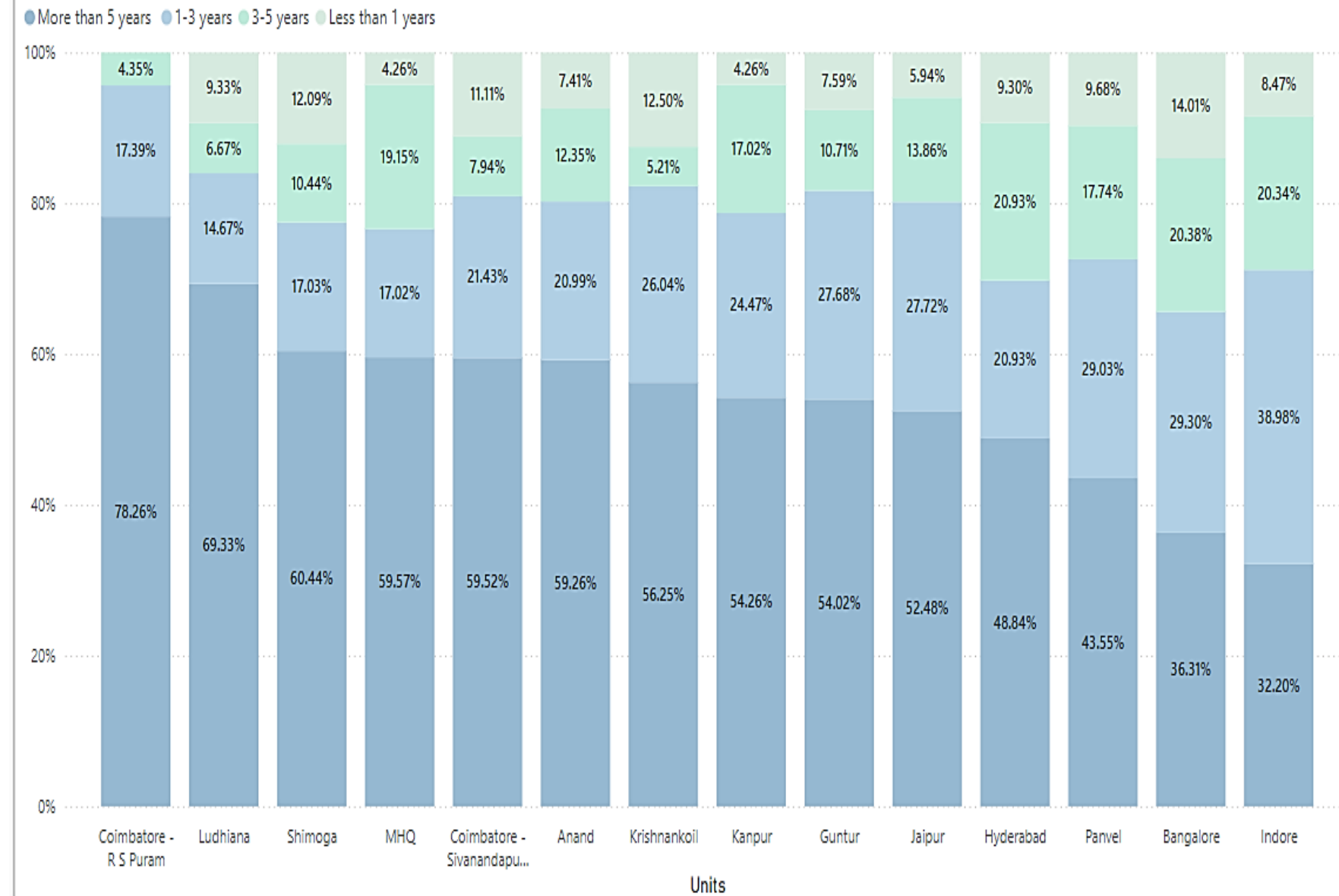
Supervisor Support (unit wise)



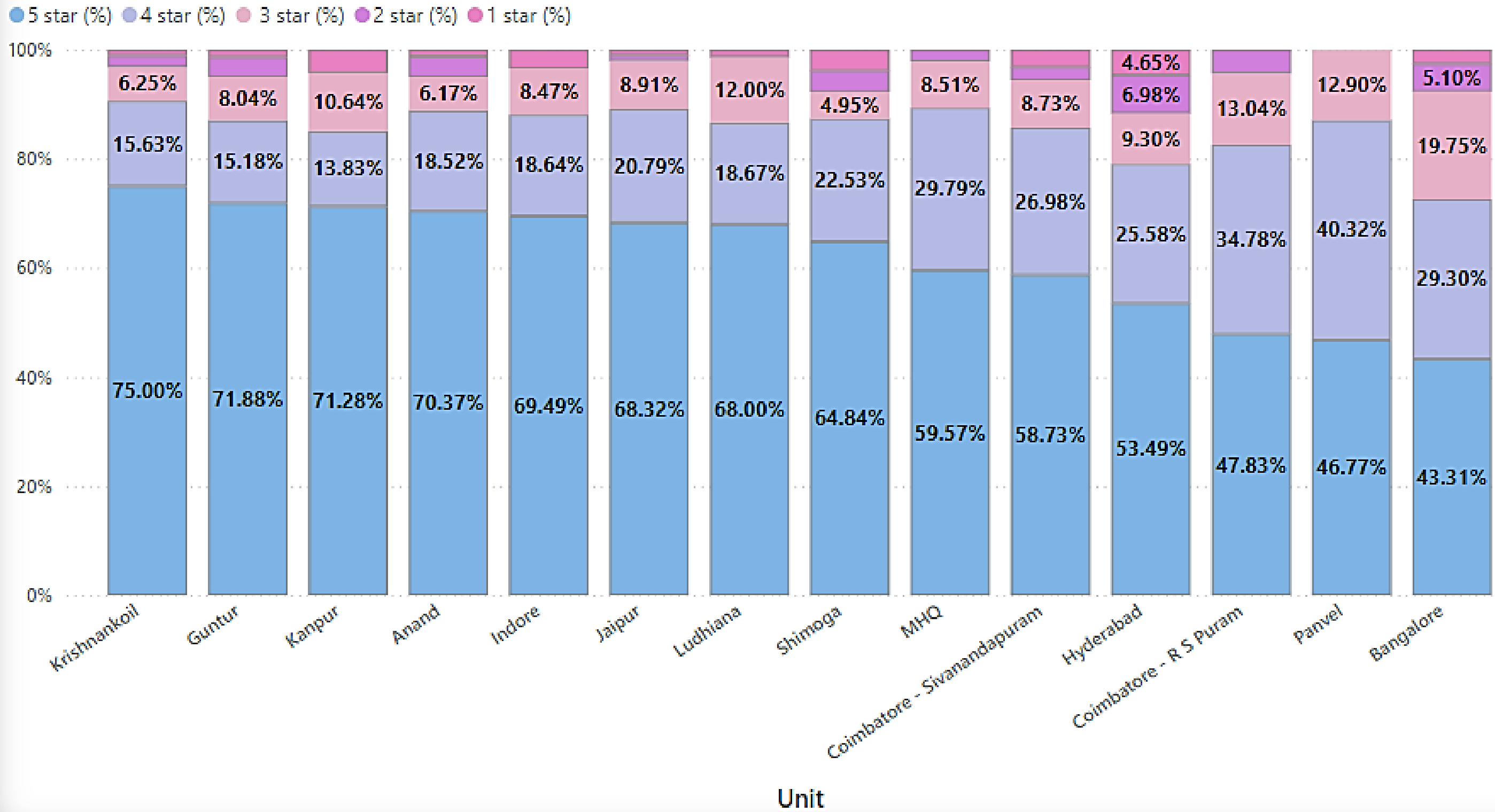
Willing Years To Work %

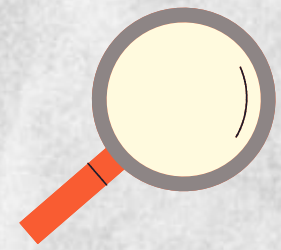


Retention % by Units



Rating by Unit



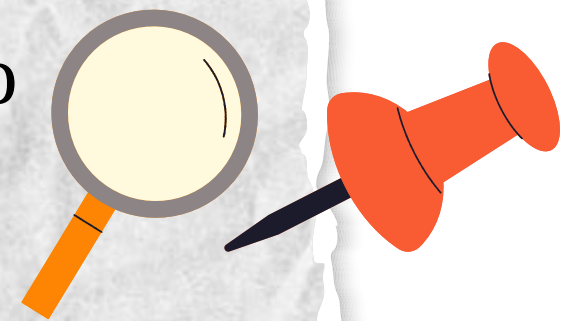


Conclusion

- Employee engagement levels vary significantly across SEFI units, ranging from 96.12% in Indore to 81.02% in Jaipur. Gender engagement is nearly equal, with engagement generally increasing with age, highlighting the need for age-specific strategies.
- Key factors influencing engagement include organizational culture, management support, job profiles, and career development opportunities. Management support and career development show significant room for improvement, suggesting areas for focused organizational initiatives.
- Recommendations include implementing standardized measurement systems, establishing knowledge-sharing platforms, and developing unit-specific enhancement plans. Creating mentorship programs and tailored strategies for different job categories can address the diverse needs of SEFI's workforce.
- The study highlights areas for improvement in recognition, feedback, career development, and long-term employee commitment. Implementing organization-wide recognition programs and a centralized career development platform can address these areas effectively.
- Demographic analysis reveals significant associations between units and gender, age groups, job categories, and years of experience. This insight can inform targeted engagement strategies, particularly in units like Guntur with high employee numbers and diverse experience levels.

Recommendations

- ❖ Identify and adopt best practices from high-performing units like Guntur across all SEFI units.
- ❖ Implement leadership development programs to foster supportive and communicative management styles.
- ❖ Develop tailored engagement strategies for different job profiles to address unique needs.
- ❖ Establish transparent and fair performance management systems with regular feedback and recognition.
- ❖ Engage in continuous assessment and improvement of engagement strategies to maintain effectiveness.



Thank you for your time

