



The Study Of Employee Satisfaction Towards Performance Appraisal Among Critical Care Health Professionals Of Tertiary Care Teaching Hospital And Corporate Hospital With Special Reference To Chandrapur District

Ms. Prachi Nakhale, Dr. Pankajkumar Anawade

Abstract:

With time, people are likely to have a specific style of work, and specific behavioral characteristics are established as a part of their character. Most of these habits and qualities are usually overlooked despite the fact they might not be well received by other people. According to studies conducted by reputable authors, the issue that has been established by the scholars pertains to the capacity of a good manager to give feedback to his or her subordinates. One of the important management skills that can only be perfected with time is the ability to offer effective feedback. Feedback throughout the corporate structure is very extensive and necessary. It is clear that a team member who receives feedback in time by the manager will be more involved when compared to the team member who rarely gets information regarding his performance against the expectations of the supervisor. These insights help the employees to make the required behavioral changes and corrections, which subsequently increase morale and raises the level of confidence. It also develops confidence between the staff and their managers. The satisfaction of employees with performance appraisal systems is of critical importance when it comes to motivation, retention, and quality of care among medical workers in critical environments. This paper will explore the perception of appraisal practices in two institutional settings, namely, the teaching hospitals of the tertiary care, where the emphasis is on making academic contributions and following clinical guidelines, and the corporate hospitals, where the emphasis lies on efficiency, patient satisfaction and competitiveness within the organization. Through the investigations of the satisfaction levels, the perception of fairness, and the effects of appraisal outcomes on the professional growth, this study shows how the appraisal systems influence morale and job commitment within high-stress, critical care scenarios. The results underline the need to establish clear, positive and context pertinent appraisal systems that balance institutional objectives and personal development, hence establishing workforce retention and enhancing the quality of patient care in both the teaching and corporate healthcare settings.

Keywords

Employee Satisfaction, Performance Appraisal, Tertiary Care Teaching Hospital, Corporate Hospital

Introduction

Performance is very important in the present highly competitive business environment and businesses need quality outcomes. It has been widely recognized that there is a superior performance of organizations which use performance management systems (Bowen and Lawyer, 1992; Bulger, 1995). This is the main reason why performance appraisal has acquired relevance as a field of research (Fletcher, 2002). Favorable attitudes and contentment on performance appraisal are paramount in influencing the job satisfaction of the employees

(Ellickson, 2002; Judge et al, 2001). Organizational effectiveness is based on employee satisfaction, particularly in medical facilities where people resources play a significant role towards patient outcome. Satisfaction levels among critical care healthcare workers are directly correlated with the performance appraisal systems, which serve as not only the means of evaluation but also as of a motivator, career building, and retention assuring mechanisms. Performance appraisal is a structured feedback, which identifies the training needs and aligns individual effort with institutional goals. When it is well done, it uplifts morale, facilitates professional growth as well as increasing organizational commitment. Conversely, inadequately structured or irregularly enforced appraisal systems may lead to dissatisfaction, reduced productivity as well as turnover of staff. Academic achievements, research productivity, and adherence to clinic protocols usually figure prominently in performance appraisals in tertiary care teaching hospitals, as they have two responsibilities to patients and to medical training. In their turn, corporate hospitals tend to focus on the efficiency, outcome measures patient satisfaction, and financial sustainability, and their performance appraisal systems are meant to support organizational competitiveness. Such different institutional settings affect the perceptions and the level of satisfaction among critical care professionals whose work is characterized by high stress levels, complexity in decision making and the necessity to work in interdisciplinary teams. In these situations, therefore, it is important to analyze the level of satisfaction of employees with performance appraisal. It offers reliable information on the influence of the appraisal systems on motivation, job satisfaction, and retention in the critical care staff members. Moreover, it highlights the comparative merits and the demerits of appraisal schemes in teaching as well as in the corporate hospitals and provides evidence-based recommendations concerning creating equitable, transparent, and supportive evaluation systems. Finally, this type of research can help to increase the level of the stability of the workforce, elevate the quality of patient care, and promote the culture of continuous professional development in healthcare institutions

Objectives:

1. To study the Employee Satisfaction towards Performance Appraisal
2. To study the Appraisal systems in Critical Care Health Professionals of Tertiary Care Teaching Hospital and Corporate Hospital
3. To compare the Employee Satisfaction towards Performance Appraisal in Critical Care Health Professionals of Tertiary Care Teaching Hospital and Corporate Hospital at Chandrapur District

Hypotheses:

H_0 : There is no significant difference between the Employee Satisfaction towards Performance Appraisal in Critical Care Health Professionals of Tertiary Care Teaching Hospital and Corporate Hospital at Chandrapur District

H_1 : There is significant difference between the Employee Satisfaction towards Performance Appraisal in Critical Care Health Professionals of Tertiary Care Teaching Hospital and Corporate Hospital at Chandrapur District

Scope:

The present study seeks to highlight that performance appraisal is a critical process for all employees, regardless of organizational hierarchy or power distance. It emphasizes that evaluations should be based on actual work outcomes rather than personality traits or positional authority. The research further explores dimensions such as organizational strategy, clarity and alignment of goals, structural design, managerial systems and leadership styles, workplace climate, and employee-management relations. It also examines supervisors' expectations of subordinates and proposes separating the dual responsibilities of supervisors as both evaluators and counsellors. To avoid rating inflation where most employees are clustered in the "above average" category, the study suggests distributing scores across departments in line with a normal curve. Additionally, salary increments would be directly linked to performance ratings, complemented by years of experience, with adjustments determined through standardized salary progression tables.

Research Methodology:

The current study will be based on the primary data analysis, as the samples will be obtained directly among critical care health professionals employed in tertiary care teaching hospitals and corporate hospitals. The

collection of data was done in the chosen areas through a structured questionnaire that was to capture the necessary information to the researchers. This tool was used to conduct deep interactions with respondents to obtain their views, attitudes and opinions and therefore, come up with viable recommendations. These responses were then processed through the statistical method of analysis like the tabulation technique, classification percentage calculation, averages, and hypothesis testing. When discussing employee satisfaction with the performance appraisal, the research has taken into account such important characteristics as transparency of appraisal process, evaluation based exclusively on job performance, avoidance of non-work related factors, objectivity of evaluation, and review of the appraisal results by the highest bodies before implementing them

Research Area

Researchers selected Critical Care Health Professionals of Tertiary Care Teaching Hospital and Corporate Hospital from Chandrapur district. Sample sizes of 150 personnel have been taken under study in which 75 from Tertiary Care Teaching Hospital private banks whereas 75 from Corporate Hospital. Researcher collects data through Primary and Secondary sources

Review of literature

Masooma Javed (2014): It is also possible to state that the level of employee satisfaction, or its absence, is mostly predetermined by the quality of staff-management interactions. A performance or success of any kind of organization is directly related with having employees, who enjoy their work and feel appreciated due to their contribution in the organization. The lack of this key aspect may have severe implications on the rest of the workforce. Despite the fact that job satisfaction has been a long term subject of research, it has continued to be a constant challenge to most institutions. This study is aimed at determining the level of employee satisfaction and assist the organizations in determining the factors that determine it. Specific focus is paid to the issue of employee empowerment and the workplace climate and their impact on both satisfaction and the ensuing effect on job loyalty, performance, and turnover intentions. The instruments of data collection were a self administered questionnaire, which was administered in various organizations by the convenience sampling technique; 200 forms were issued and 150 were available to be analyzed. The answers were analyzed in SPSS and the findings were shown that there was a strong positive relationship between job satisfaction and empowerment, work environment, loyalty and performance. On the other hand, job satisfaction was significantly found to be negatively correlated to employee intention to leave. It was not found that there was any meaningful relationship between turnover intention and either empowerment or performance.

Abdul Hameed (2011): Employees play a crucial role in any organization, since it is the performance of employees that will dictate the overall success or failure. As a result, organizations are, therefore, investing a lot of resources towards programs that encourage employee development. This paper will discuss theoretical views and concepts regarding employee development and how they affect the performance results. It lays emphasis on the major variables between development practices and performance of employees. In addition, the paper also presents a conceptual model that illustrates the role played by issues like continuous learning, skill development, self direction, and employee attitudes in performance, which consequently leads to organizational effectiveness. The paper is divided into three components, the first section gives an introduction to employee development and its correlation to performance, the second part is the review of the previous research and academic perspectives, and the last section is the introduction of the proposed model, discussion, and the conclusion.

Limitations

1. The research has been confined to a specific geographical region
2. Additional variables may be incorporated to enhance the depth of the study

Data Analysis

The researcher designed a questionnaire, distributed it to the respondents, and later analyzed the collected responses

Table No1
Information of questionnaire

Sr. No	Respondent Type	Questionnaire distributed	Questionnaire received	Questionnaire rejected (due to incomplete, wrongly filled etc)	Net Sample size for study
1	Critical Care Health Professionals of Tertiary Care Teaching Hospital	75	72	1	71
2	Critical Care Health Professionals of Corporate Hospital	75	74	1	73
Total		150	146	2	144

Testing of Hypothesis

H₀: There is no significant difference between the Employee Satisfaction towards Performance Appraisal in Critical Care Health Professionals of Tertiary Care Teaching Hospital and Corporate Hospital at Chandrapur District

H₁: There is significant difference between the Employee Satisfaction towards Performance Appraisal in Critical Care Health Professionals of Tertiary Care Teaching Hospital and Corporate Hospital at Chandrapur District

Mathematically

	Critical Care Health Professionals of Corporate Hospital	Critical Care Health Professionals of Tertiary Care Teaching Hospital
Mean	4.38	3.29
Variance	0.19	0.10
Observations	71	73
Pooled Variance	0.15	
Hypothesized Mean Difference	0	
df	142	
t Stat	17.14	
P(T<=t) one-tail	1.07E-36	
t Critical one-tail	1.66	
P(T<=t) two-tail	2.14E-36	
t Critical two-tail	1.98	

**Here level of significance is 0.05

Thus, our null hypothesis “There is no significant difference between the Employee Satisfaction towards Performance Appraisal in Critical Care Health Professionals of Tertiary Care Teaching Hospital and Corporate Hospital at Chandrapur District” is concerned is rejected. Alternatively we accept our alternative hypothesis “There is significant difference between the Employee Satisfaction towards Performance Appraisal in Critical Care Health Professionals of Tertiary Care Teaching Hospital and Corporate Hospital at Chandrapur District”

Findings

1. The most vital factor about Employee Satisfaction towards Performance Appraisal in Critical Care Health Professionals of Tertiary Care Teaching Hospital and Corporate Hospital was transparency
2. An important finding from the analysis is that employees expect management to base appraisals solely on merit

Conclusion

From the above analysis, we can conclude that, Employee Satisfaction towards Performance Appraisal in Corporate Hospital is more Tertiary Care Teaching Hospital at Chandrapur District

References

1. Determinants of Job Satisfaction and its Impact on Employee Performance and Turnover Intentions, Masooma javed, International Journal of Learning & Development, ISSN 2164-4063, 2014, Vol. 4, No. 2
2. Employee Development and Its Affect on Employee Performance A Conceptual Framework , Abdul Hameed, International Journal of Business and Social Science, Vol. 2 No. 13, Special Issue - July 2011
3. S. C. Gupta and V.K.Kapoor (2006). Fundamentals of Mathematical Statistics, Sultan Chand & Sons Educational Publishers, New Delhi
4. S. C. Gupta and V.K.Kapoor (2006). Fundamentals of Applied Statistics, Sultan Chand & Sons Educational Publishers, New Delhi
5. V. Rajgopalan (2006). Selected Statistical Tests, New Age international (P) Limited, Publishers
6. B. L. Agrawal (2012). Programmed Statistics, New Age international (P) Limited, Publishers

