

Recruitment and Selection as a Driving Factor in Employee Satisfaction: A Strategic Perspective Research Background

Authors: R.Praisly Virajitha, Sowjanya Jangamreddy, Abdelrazig Adam, Tanmeet Kaur Dr. Parul Sharma

MBA Hospital and Healthcare management (Lovely Professional University), Faculty (Lovely Professional University)

Abstract

Employee satisfaction plays a crucial role in ensuring effective operational efficiency. This survey, conducted among 245 hospital employees, assesses various workplace factors influencing job satisfaction, including leadership support, teamwork, workplace organization, and professional growth opportunities. The study highlights key strengths and areas needing improvement, providing hospital administrators with valuable insights to enhance employee engagement, reduce turnover, and improve patient care quality. Findings emphasize the importance of a structured recruitment and selection process in ensuring how well one's actions reflect the hospital's mission and vision. The results offer recommendations for fostering a positive work environment and strengthening hospital workforce retention strategies.

Keywords: Employee Satisfaction, Hospital Workforce, Recruitment and Selection, Workplace Environment, Healthcare Management

INTRODUCTION

Recruitment and Selection

Recruitment and selection are fundamental human resource activities that directly impact the quality and effectiveness of a hospital's workforce. Recruitment involves attracting and identifying individuals who may be suitable for open positions within the hospital. This can be done through various channels such as job advertisements, campus drives, employee referrals, and professional connections. A well-designed recruitment approach helps hospitals connect with a wide and diverse range of qualified candidates who have the right skills, background, and enthusiasm for the job. Selection is the next step, focusing on assessing and choosing the best-fit candidates from the pool of applicants. This typically involves reviewing resumes, holding interviews, conducting relevant tests, and checking qualifications. The goal of the selection process is to ensure alignment between the candidate's capabilities and the hospital's values, culture, and role expectations, ultimately supporting the organization's growth and service quality. A well-structured recruitment and selection process directly impacts employee satisfaction by ensuring that new employees are competent, aligned with the hospital's objectives, and motivated to excel in their roles. Hiring the right candidates reduces turnover, fosters a cohesive work environment, and enhances overall job performance.

Employee Satisfaction

Employee satisfaction reflects how happy and fulfilled individuals feel in their jobs within an organization. It is shaped by several elements such as job stability, the quality of leadership, salary and benefits, chances for career growth, and the overall work environment. High levels of employee satisfaction contribute to increased motivation, productivity, and retention rates, leading to better patient care and hospital performance.

In a healthcare setting, employee satisfaction is particularly crucial as it directly affects patient outcomes and service quality. When employees feel valued, supported, and engaged, they are more likely to exhibit dedication, teamwork, and a positive attitude toward their work. Conversely, dissatisfaction can lead to burnout, absenteeism, and decreased efficiency, ultimately impacting patient care standards.

Employee satisfaction is a critical factor in maintaining a productive and high-functioning healthcare environment. Hospitals rely on a motivated workforce to provide quality patient care, ensure operational efficiency, and foster a positive workplace culture. To assess employee perceptions regarding various workplace factors, a hospital-wide satisfaction

survey was conducted among 245 employees. The survey aimed to evaluate key aspects such as job stability, leadership support, teamwork, workplace organization, and overall satisfaction with work conditions.

Understanding employee satisfaction is essential for hospital administrators to identify strengths and areas requiring improvement. A well-structured work environment positively influences employee engagement, reducing turnover rates and improving service delivery. Factors such as workplace cleanliness, safety protocols, communication effectiveness, and professional growth opportunities significantly contribute to an employee's overall job experience. Additionally, recruitment and selection processes play a crucial role in ensuring job satisfaction by hiring individuals whose values align with the hospital's mission and vision.

Research Methodology

Survey Design

The study aimed to assess hospital staff satisfaction across various dimensions, including job stability, workplace organization, safety protocols, leadership support, and alignment with the hospital's vision and mission. A structured questionnaire was developed to capture employees' perceptions and experiences within the hospital. The survey questions were formulated based on key workplace engagement factors and best practices in employee satisfaction assessment.

The questionnaire included Likert-scale questions to gauge responses on a standardized scale, allowing for quantitative analysis. It was designed to capture insights into job role clarity, workplace efficiency, hospital maintenance, and managerial feedback, ensuring a comprehensive understanding of employee experiences. The survey also included questions assessing awareness of the hospital's mission and values, as well as the perceived contribution of employees to these organizational goals.

Sampling Design

A random sampling method was employed to ensure diverse participation among hospital staff across various departments and roles. The survey was distributed online using Google Forms, allowing for ease of access and response collection. Participation was voluntary, and respondents were assured of confidentiality to encourage honest feedback. This approach helped in obtaining a representative sample of employees, capturing perspectives from both clinical and non-clinical staff.

Data Collection Methods

The questionnaire was shared electronically through internal hospital communication channels, including email and staff WhatsApp groups. Responses were collected over a specified period to maximize participation. Given the online nature of the survey, it enabled real-time data collection and minimal resource utilization.

Data Analysis Techniques

The collected responses were analysed using statistical tools to identify trends and correlations within the dataset. Descriptive analysis was conducted to determine overall satisfaction levels, workplace efficiency, and managerial effectiveness. The Likert-scale responses were quantified, allowing for mean and frequency analysis to understand general sentiment trends among hospital staff. Further statistical methods were applied to assess relationships between key variables, such as the impact of leadership support on job satisfaction or the correlation between workplace organization and overall employee engagement. Findings were interpreted in the context of hospital work dynamics, helping to derive actionable insights for hospital management to enhance employee well-being and operational efficiency.

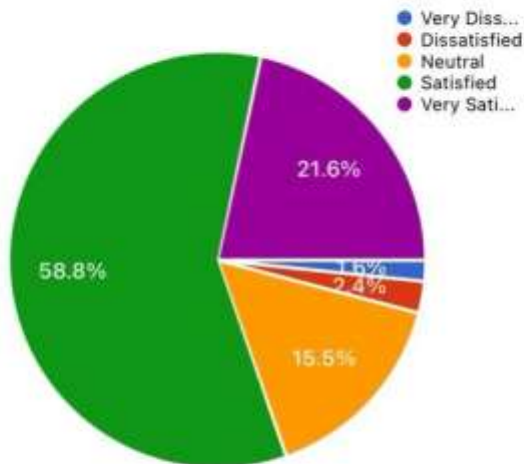
Ethical Considerations

Ethical protocols were thoroughly followed to maintain the integrity of the research. Prior to conducting the survey, permission was obtained from both the hospital staff and the management. Participants were clearly informed about the study's objectives, assured that their involvement was voluntary, and that they could withdraw at any point without any consequences. To protect the privacy of the respondents, anonymity and confidentiality were strictly upheld throughout data collection and analysis. No personal information was gathered, and all responses were securely stored to prevent any

unauthorized access. The study complied with established ethical research standards, promoting honesty and fairness in handling the data.

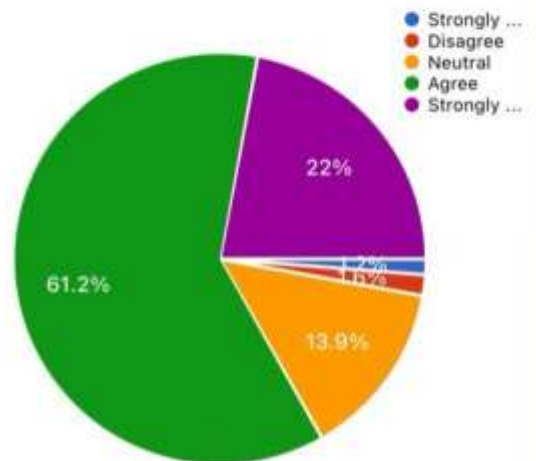
1. How satisfied are you with your job stability at the hospital?

© 245 responses



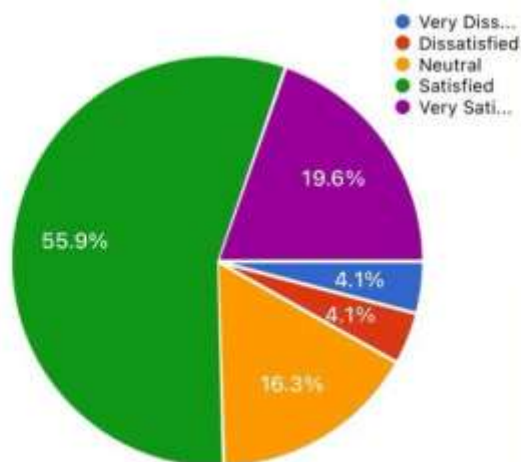
2. Is your workplace well-organized and efficient?

© 245 responses



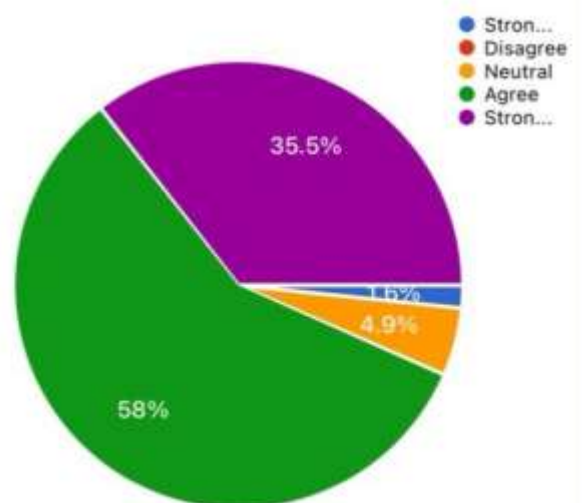
3. Are you satisfied with the cleanliness and maintenance of your work area, and how comfortable are you with the hospital's safety and health protocols?

© 245 responses



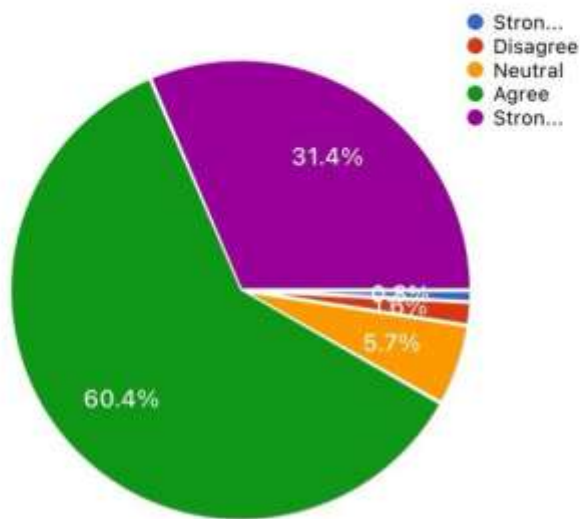
4. I am aware of the hospital's vision, mission and values.

© 245 responses



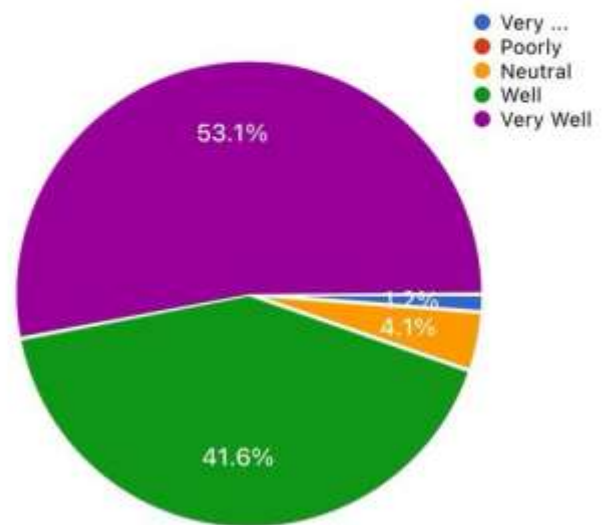
5. My work aligns and I contribute to the hospital's vision and mission.

245 responses



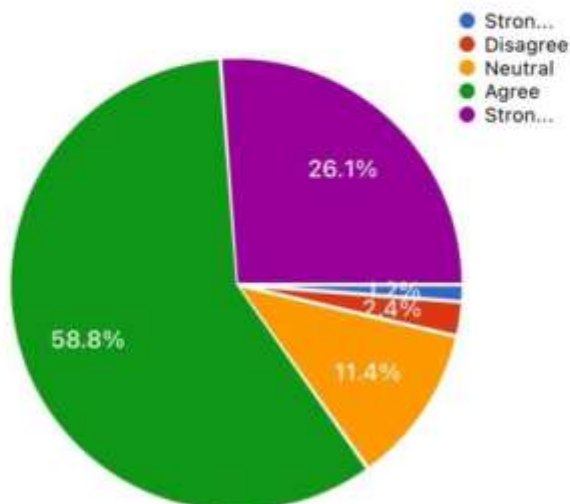
6. How well do you understand your job role and responsibilities?

245 responses



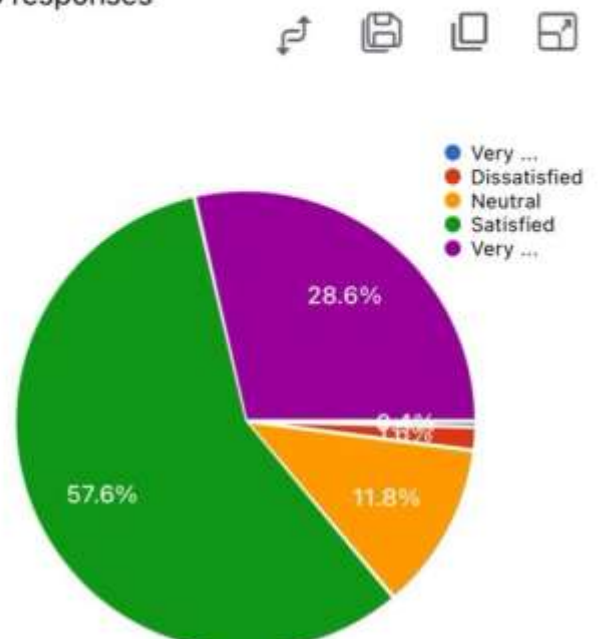
7. Does your hospital leadership support in your professional growth?

245 responses



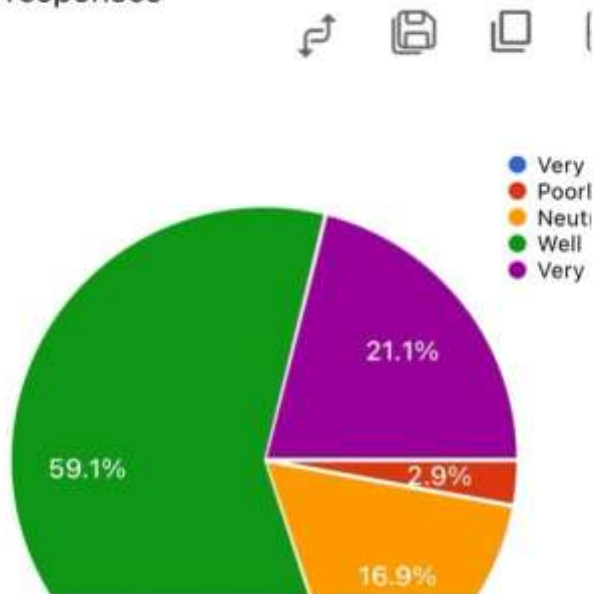
8. Does your Reporting Manager/ InCharge/TL/Supervisor provide clear and constructive feedback regarding your job performance?

245 responses



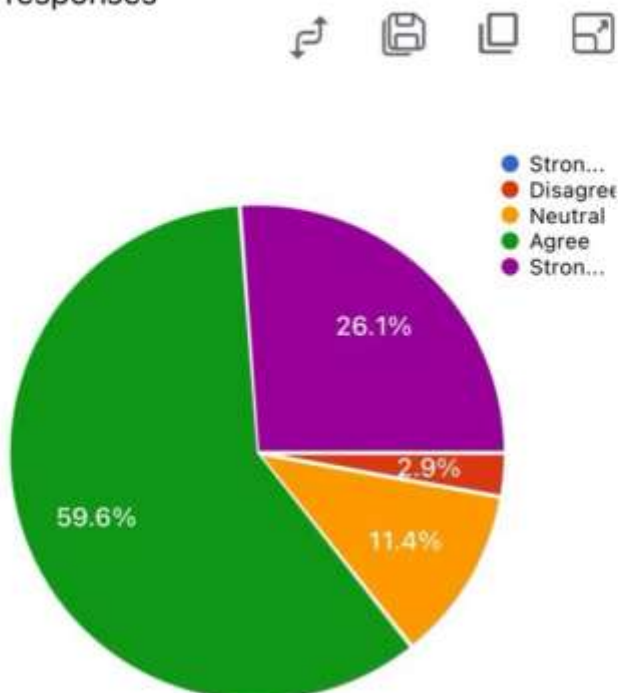
communicate important information related to Hospital growth initiatives, progress, expansion, employee benefits, wellness programs and other key takeaways?

242 responses



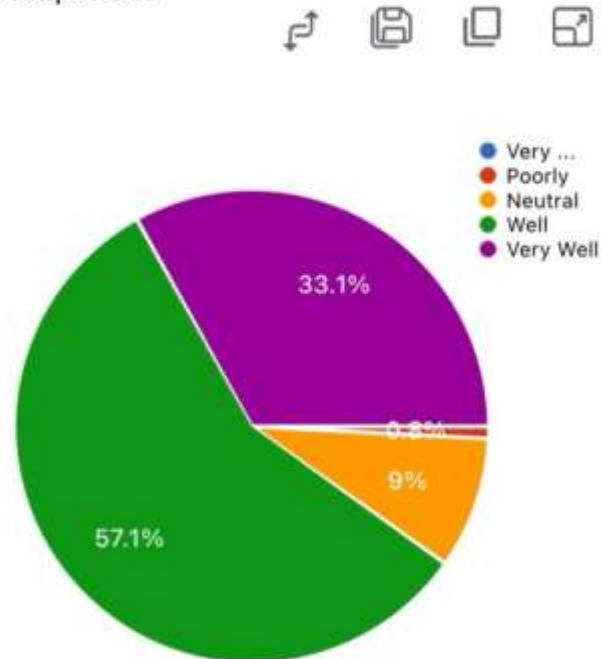
1. Are your opinions and suggestions are valued by Senior Leadership?

245 responses



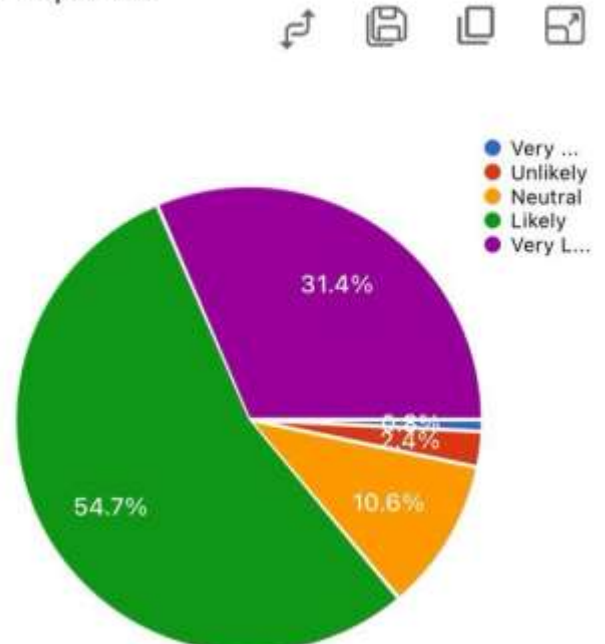
10. How well do you think your team works together to achieve common goals?

245 responses



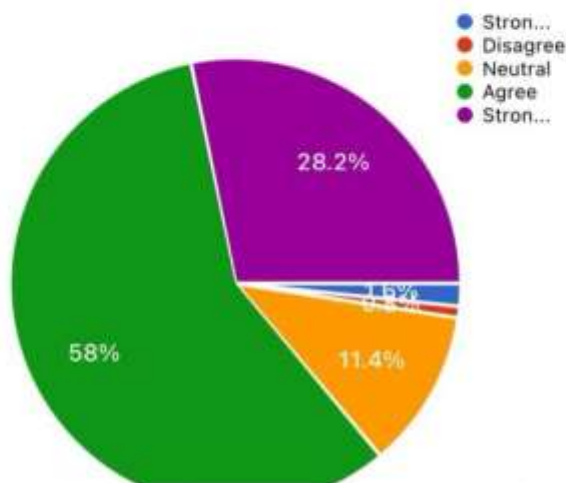
12. Would you Refer or Recommend to your Friends to work at our hospital?

245 responses



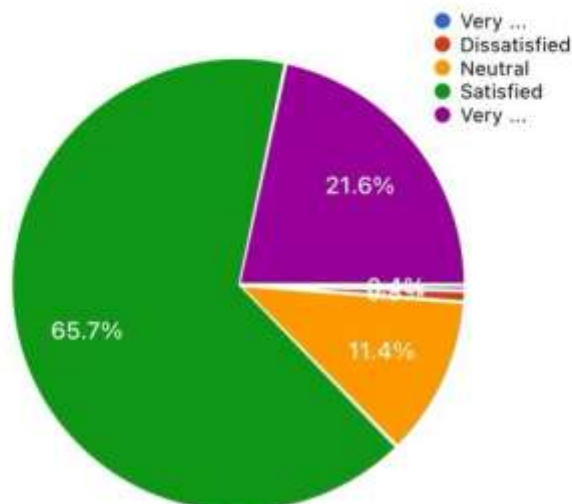
13.Does everyone regardless of their cultural background have equal opportunities to collaborate, work and whether the organization encourages celebrating different cultural events?

245 responses



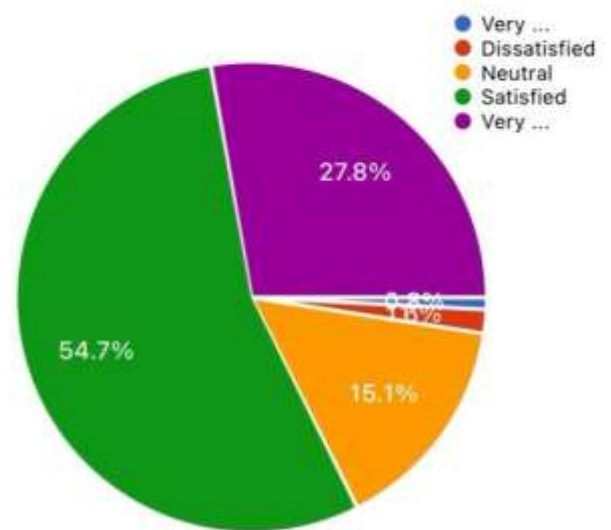
15. How satisfied are you with the level of support and collaboration from your colleagues?

245 responses



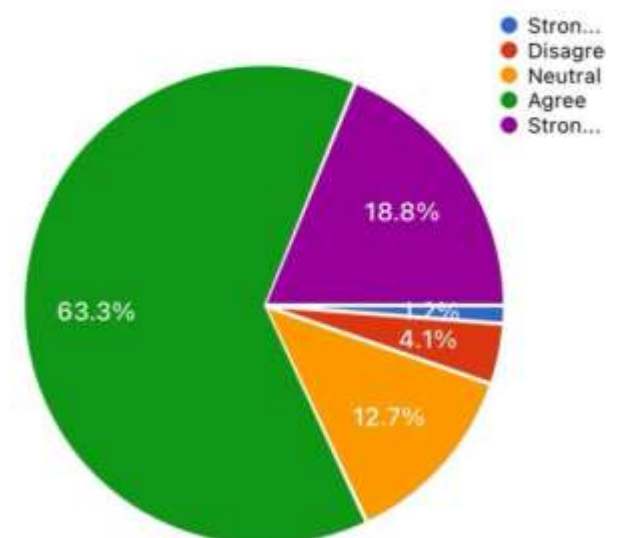
14.Rate your satisfaction with the overall health benefits provided by the hospital.

245 responses



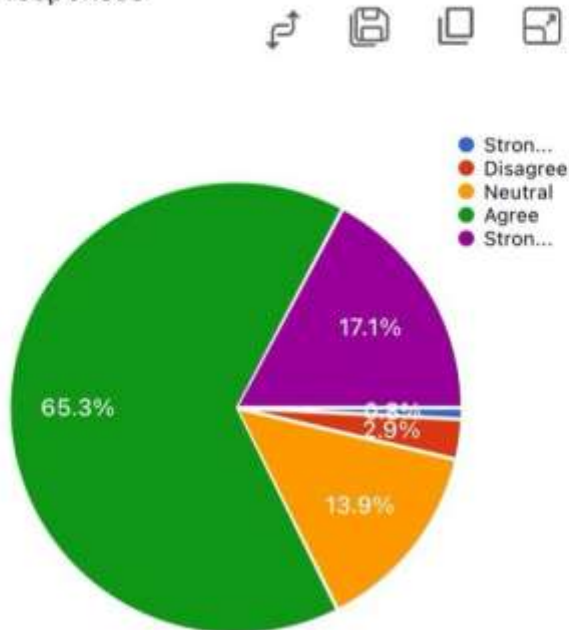
16. Is your workload manageable?

245 responses



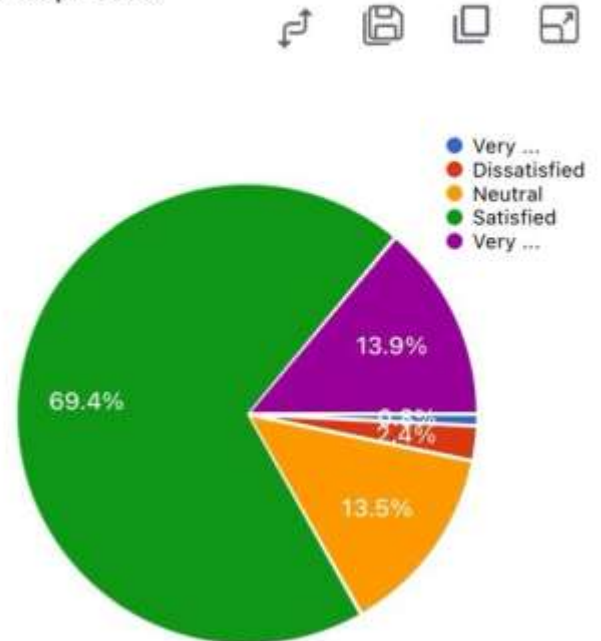
17. Do you have the necessary resources and tools to perform job effectively?

245 responses



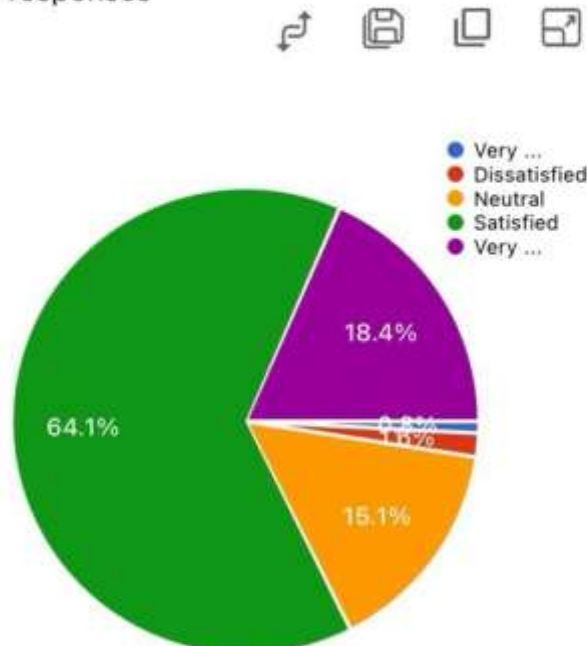
18. Please rate your satisfaction with the employee engagement initiatives conducted in the hospital.

245 responses



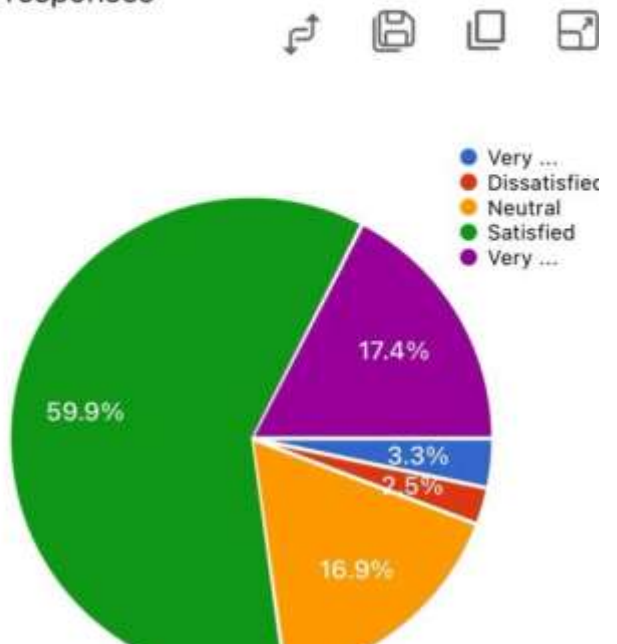
19. How satisfied are you with the performance management system followed by the hospital?

245 responses



20. To what extent do you agree that the rewards and recognition you receive are proportional to the work you perform?

242 responses



Results and Discussion

1. Job Stability Satisfaction

- 21.6% of employees are very satisfied.
- 58.8% are satisfied.
- 16% are very dissatisfied, and 2.4% are dissatisfied.
- 15.5% remain neutral.

Discussion: A majority of employees (80.4%) feel secure in their roles, reflecting a generally stable job environment. However, the 18.4% who expressed dissatisfaction indicate potential concerns related to contract terms, career progression, or job security policies. Addressing these concerns through better communication and career growth initiatives can further improve job stability perception.

2. Workplace Organization and Efficiency

- 22% strongly agree.
- 61.2% agree.
- 12% strongly disagree.
- 13.9% are neutral.
- 16% disagree.

Discussion: With 83.2% of employees agreeing that their workplace is well-organized, the hospital demonstrates strong workflow efficiency. However, nearly 28% remain neutral or dissatisfied, signalling potential challenges in workflow management, resource allocation, or internal coordination. Conducting regular process audits and improving communication channels may enhance efficiency.

3. Cleanliness, Maintenance, and Safety Protocols

- 19.6% very satisfied,
- 55.9% satisfied.
- 4.1% very dissatisfied,
- 4.1% dissatisfied.
- 16.3% neutral.

Discussion: With 75.5% satisfaction, the hospital's cleanliness and safety protocols are well-received. The 8.2% dissatisfaction suggests that specific areas may require maintenance or protocol reinforcement. Regular feedback from employees and timely facility inspections can help improve sanitation and safety measures.

4. Awareness of Hospital's Vision, Mission, and Values

- 35.5% strongly satisfied.
- 58% satisfied.
- 4.9% neutral.
- 16% strongly dissatisfied.

Discussion: Over **93%** of employees are aware of the hospital's core values, indicating strong internal communication. However, the **16%** dissatisfaction suggests that a segment of employees may not fully understand or align with the hospital's mission. More training sessions, workshops, and interactive sessions may improve awareness and engagement.

5. Contribution to Hospital's Vision and Mission

- **31.4%** strongly agree.
- **60.4%** agree.
- **5.7%** neutral.
- **16%** disagree.
- **0.8%** strongly disagree.

Discussion: With **91.8%** agreement, employees feel aligned with the hospital's vision. However, the **16.8%** who are neutral or disagree may benefit from further engagement strategies, such as employee participation in strategic meetings and recognition programs that highlight contributions.

6. Understanding of Job Role and Responsibilities

- **53.1%** very well.
- **41.6%** well.
- **4.1%** neutral.
- **1.2%** very poor.

Discussion: **94.7%** of employees clearly understand their roles, reflecting effective job training and role clarity. This is a strong indicator of successful onboarding and communication.

7. Leadership Support for Professional Growth

- **26.1%** strongly agree.
- **58.8%** agree.
- **11.4%** neutral.
- **4%** disagree.
- **1.2%** strongly disagree.

Discussion: A combined **84.9%** of employees acknowledge leadership support, indicating a positive professional development environment. However, the **15.4%** who remain neutral or disagree suggest a need for enhanced training programs, mentorship initiatives, and clearer career progression pathways.

8. Feedback from Supervisors

- **28.6%** very satisfied.
- **57.6%** satisfied.
- **11.8%** neutral.
- **1.6%** dissatisfied.
- **0.4%** very dissatisfied.

Discussion: With **86.2%** satisfaction, employees generally receive clear feedback. However, the **13.8%** neutral or dissatisfied responses indicate some gaps. More structured feedback mechanisms, such as regular one-on-one meetings and performance discussions, can further improve this aspect.

9. Management Communication

- **21.1%** very well.
- **59.1%** well.
- **16.9%** neutral.
- **2.9%** poor.

Discussion: Communication is effective for **80.2%** of employees, but **19.8%** may need better clarity on hospital updates. More transparent and interactive communication strategies, such as town halls and email newsletters, can address this gap.

Conclusion

The survey results indicate high employee satisfaction across various dimensions, with notable strengths in job stability, leadership support, teamwork, and workplace organization. Most employees feel valued, engaged, and aligned with the hospital's mission. However, areas for improvement include enhancing communication on hospital initiatives, addressing concerns about job stability for a minority, and refining employee recognition systems.

A key driver of employee satisfaction is the hospital's recruitment and selection process. Hiring the right candidates who align with the hospital's values, culture, and job expectations contributes significantly to job satisfaction, retention, and performance. A well-structured recruitment strategy ensures that employees feel confident in their roles and career trajectories, reducing dissatisfaction and turnover. Additionally, providing continuous professional development and fostering a culture of open communication can enhance overall engagement and satisfaction.

By addressing these gaps, the hospital can further strengthen employee morale, engagement, and overall workplace satisfaction. Regular follow-up surveys and action plans based on employee feedback will ensure continuous improvement in the work environment.

Survey link -https://docs.google.com/forms/d/e/1FAIpQLScQ5JIWuNQEzNSWXyMTc0SlPI9-JDHy-oUrPYoiCYudB_9szQ/viewform?usp=sf_link