



DETERMINANTS AFFECTING IN-PATIENT SATISFACTION IN J. J. HOSPITAL MUMBAI FROM HOSPITAL EMPLOYEE PERSPECTIVE

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Abstract

The author attempts to understand employee expectations and perceptions of hospital internal-marketing and shows the usefulness of the Importance-performance analysis grid in evaluating hospital internal-marketing benefits from employee perspectives in Mumbai. The author identified a list of few items from the internal-marketing literature reviews, and each item was rated using a 5-point Likert scale. The findings suggest that an internal-marketing orientation is necessary to better match organizational characteristics and enhance service. The results are useful in identifying areas for strategic focus to help hospital managers develop internal-marketing strategies.

Keywords: Importance-Performance Analysis, Internal Marketing, Hospital Management.

Happy customers are loyal customers and businesses go to great lengths to monitor customer satisfaction to ensure that staffs are providing a helpful, quick, responsive service. In fact in the past twenty years, more than 15, 000 academic and trade articles have been published on the topic and it is the fastest growing area in market research. But in many instances, the cause of customer dissatisfaction is not the staff but a systemic failure in the rules, policies or communications of the business. Hospitals, like all enterprises, thrive only if they create satisfaction and loyalty in clients at an affordable price. That objective is just as responsive to a systematic managerial approach as are other organizational goals (e.g. quality assurance, cost containment, productivity). However, many past approaches to customer satisfaction have been piecemeal and intuitive rather than systematic and scientific.

Over the last several years, patient satisfaction has emerged not only as a measure of how well a hospital is viewed by its patients, but also as an important way to measure treatment outcome and services quality. Besides, today, a hospital's performance in several functional areas is measured against other hospitals and hospital systems, which makes patient satisfaction measures more important than ever.

Effectiveness is the degree to which the social system accomplishes its goals. As the concept of effectiveness is applied to the marketing as a domain of management function, its effectiveness is gauged by the extent to which the purpose of marketing function is accomplished in an organization.

The author attempts to understand employee expectations and perceptions of hospital internal-marketing.

Internal Marketing

The internal marketing concept was first proposed in the mid-1970s to achieve consistent service quality, a major problem in the services area (Ahmed & Rafiq, 2002). The internal-marketing concept emerged from services marketing, which includes interactive marketing, external marketing, and internal marketing. Internal marketing is the relationship between an organization and employees. Ahmed and Rafiq (2003) delineated this concept and stated that the logic of satisfying internal customer needs places an organization in a better position to deliver the desired quality to satisfy external customers. Internal marketing seeks to enhance customer interaction in all those involved in service encounters (Nikbin et al., 2010). It can play an important role in all organization types as a method of delivering high-organizational service quality.

Internal marketing theories state that the organization emphasizes the importance of employee satisfaction and approaches jobs as internal products, aimed toward developing and motivating best-qualified personnel (Grönroos, 1994; Zampetakis & Moustakis, 2007). The organization can train and motivate its employees to provide enhanced customer service. Ahmed and Rafiq (2002) similarly defined internal marketing as "...a planned effort using a marketing-like approach directed at motivating employees, for implementing and integrating organizational strategies toward customer orientation." Internal marketing emphasizes achieving customer satisfaction through implementing customer-orientated strategies by motivating employees and coordinating cross-functional efforts (Ahmed & Rafiq, 2002). Investing time and effort is important to train and motivate employees to serve customers well.

Numerous internal marketing strategies exist, such as job rotation, reward system, training, and empowerment. Naudé, Desai, and Murphy (2003) used 15 items to measure on a 7-point scale, such as "Our organization offers employees a vision



that we can believe in,” “This organization prepares employees to perform well” and “Our organization’s vision is well communicated to all employees.” Numerous conceptual and empirical studies have been developed on internal marketing (Aburoub et al., 2011; Chi et al., 2008; Finney, 2011; Kale, 2007; Mosahab & Mahamad, 2011; Nikbin et al., 2010; Papolomou & Vrontis, 2006a, 2006b; Schultz, 2004).

Certain scholars have declared that internal marketing affects customer satisfaction through mediation factors such as organizational support, organizational commitment, or work-group socialization (Chang, 2003; Jou et al., 2008; Lings, 2004; Liu, 2002). Jou et al. (2008) used a 24-item scale of six factors to effectively define and measure the internal marketing concept. The final scale consisted of six factors, including empathy and consideration, benchmarking, job quality, upward communication, information sharing, and promotional activities. Gounaris (2008) focused on three specific facets of an internal marketing program: empowerment, participative management, and communication formality. In the banks studied, four major rituals appeared to constitute internal marketing (Papolomou, 2006):

1. Internal customer image.
2. Training and education.
3. Internal performance standards.
4. Reward systems.

For internal marketing to effectively operate as an organizational management and strategy implementation tool, it requires clarification at the definitional level. This study explored numerous studies before proposing internal-marketing strategies. Drawing from these perspectives, the author offers the following expanded definition of internal marketing: “Internal marketing is the process of creating conditions within an organization to ensure that the needs and wants of internal customers are met.” Effective internal marketing not only responds to employee needs, but also enables them to perform well in their job. Internal marketing consists of better work support, empowerment, communication, a reward system, educational training, and an environment. The research questionnaire was developed based on an extensive literature review and the author’s practical experience.

Objective of the Study

The objective of the study is to examine the employee’s perception towards healthcare services and patient satisfaction.

Research methodology

Research Design:The research design is descriptive.

Scope of the study:The scope of the study is restricted to Mumbai.

Limitation

A significant limitation of this study is that the author used data from only one hospital. Although the survey research obtained good responses from 60 participants, future studies could make the findings more generalizable to entire health care systems.

Methodology

The author measures the degree of internal marketing in a hospital by surveying employee perception of organizational internal-marketing behaviors. A research-developed instrument was used to collect information and employee hospital perceptions. The questionnaire, covering most internal-marketing aspects, was developed based on an extensive literature review (e.g., Chang, 2003; Gounaris, 2008; Jou et al., 2008; Ling, 2004; Liu, 2002; Papolomou, 2006).

Data Collection and Response Rate

This study focused on employee attitudes toward internal-marketing provided by the hospital administrative support. Data were collected at a selected hospital in J. J. Hospital, Mumbai.

Table 1: Demographic details of Hospital employee

Item	Classification	Number of times	Percentage (%)
Gender	Male	41	68.33
	Female	19	31.67
Work-years	3 and below	8	13.33
	10 yr	11	18.33
	20 yr	15	25.00



	20 and above	26	43.33
Age	21-30	5	8.33
	31-40	18	30.00
	41-50	21	35.00
	51-60	16	26.67
Occupation	Doctor	20	33.33
	Nurse	18	30.00
	Other	22	36.67
Marriage	Married	48	80.00
	Single	12	20.00
Education	Graduate or Below	32	53.33
	Master	18	30.00
	Doctor	10	16.67

Data Analysis

The author computed descriptive statistics, including the number of respondents and sample percentage, based on respondents' demographic profile.

Results and Analysis

Pilot Study: The pilot study was used to determine whether the instrument was valid and reliable. A total of 60 employees completed the instrument for the pilot study during the 2014. Factor analysis was conducted prior to the final questionnaire and was run to understand the factor structure of the hospital sample in the pilot study. The factor analysis structure coincided with the questionnaire structure by the Kaiser-Meyer-Olkin statistic of 0.921 and Bartlett's test of sphericity with $\chi^2 = 1528.616$ (p value = .000). The results indicated that the sample data were suitable for factor analysis.

Conclusion

Organizations cannot function without people and employees play important organizational roles. This paper provides further evidence of the importance of internal marketing to hospital managers. Also, employee feels that the important reasons to visit government hospitals are less charges, geographical proximity, recommended by their friends or relatives. For patient important factor for satisfaction is the behaviors of medical staff and other employee, along with listening skill, how there query has been resolved and at stipulated time period.

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