



## EMPLOYEE ENGAGEMENT AT APOLLO HOSPITALS A CASE STUDY ON APOLLO HOSPITALS ENTERPRISE LTD NASHIK, MAHARASHTRA

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### **Abstract**

Today it is very important for any organisation to keep its employees engaged with the organisation to keep them satisfied. Employee engagement is the extent to which employees feel valued and involved in their everyday work. It profoundly influences their willingness to learn and perform at work. Employee engagement has a direct impact on the employee's productivity. The most productive employees are those that are committed, loyal and whose outputs are healthy and gratifying both for themselves as well as for their organization. Health care sector of Nashik has been witnessing major changes and catalyzing relation between a doctor and a patient. There is huge demand of the hospitals coming under private sector. The mindset of the patient towards doctor and hospital has changed. Nowadays patients have to be informed about all the possible treatment options. Moreover the reducing faith on doctors changed the way the hospitals are been looked upon. To tackle this situation the need of rendering better services to the patient arises. This in turn asks the organizations to recruit a workforce which gets engaged in the work they do. This ultimately gives birth to the concept of employee engagement and also the cost of implementing it. This is the basic reason of the researcher for conducting the case at Apollo Enterprise Hospitals Ltd.in Nashik (Maharashtra).The present study was undertaken to know what are the employee engagement initiatives taken by Apollo Hospital Enterprise Ltd and the challenges faced by the organization. This research is based on one to one interview basis with management personnel in Apollo Hospital Enterprise Ltd.

### **Health care Industry**

The Indian healthcare sector is growing at a brisk pace due to its strengthening coverage, services and increasing expenditure by public as well private players. Health Care Industry is going through a transition phase and restoring of doctor patient ties will lead to upliftment of both the sectors of the society. The revenue of India's corporate healthcare sector is estimated to grow at 15 per cent in FY 2017-18.The Indian healthcare market, which is worth around 643.9 billion Indian Rupee, will likely grow at a CAGR (compound annual growth rate) of 23 per cent to 1801.3 billion Indian Rupee by 2020. There is a significant scope for enhancing healthcare services considering that healthcare spending as a percentage of Gross Domestic Product (GDP) is rising. The Industry had its journey from the days where patients were blindly handed over to the doctor for treatment to the current phase where patients are rendered better services along with informing all the possible treatment options. This has put pressure on the Health care service Organisations to recruit best talent as their workforce. This forces the Management to take effort to keep its workforce involved and let them feel valued in their job. So considering employees as mere workers will be a huge mistake by the organizations in Health care sector. The need to consider Human Resource as asset is the need of time and to keep them engaged and happy in the work they do will bring glorious days to the organisations adopting this policy in current and coming days.

### **Construct of The Case**

The case revolves around the employee engagement and the investment perspective at Apollo Enterprise Hospitals Ltd, Nashik. The case highlights Employee engagement program and the cost it takes to get implemented leading to the construction of the case. This helps us to understand in depth the real dilemma of engaging the proper talent in an organization. The attempt with the case has scope of unfolding the real challenge faced in adopting employee engagement program. The study on the planning for employee engagement at the Hospital and challenges associated with it signifies the rationale behind constructing the case.

### **Apollo Hospitals**

Apollo Hospitals was inaugurated in 1983 by Shri Giani Zail Singh (President of India) in Chennai. Dr. Prathap C Reddy, the visionary Founder-Chairman of Apollo Hospitals is widely acknowledged as the architect of modern Indian healthcare. He is best described as a compassionate humanitarian, who dedicated his life to bringing world-class healthcare within the economic and geographic reach of millions. Nashik today is one of the fastest growing economic cities of India with a growing demand for quality health care. Apollo Hospitals Enterprise Ltd (Nashik) was established in 2014 in Nashik (Maharashtra) region. The 150 bedded multi-speciality hospital offers basic, Multi - Speciality and Super Speciality services all under one roof. The Investment is one of the major challenges in employee engagement at Apollo Hospitals Enterprise Ltd. The unit established in 2014 started performing well within a short span of time with 80 employees at the start and now extending up to 400 employees. Apollo Hospitals Nashik is a tertiary care flagship unit of the Apollo Hospitals group

committed to provide quality healthcare and facilities within the reach of every individual. It comprises of excellent team of more than 25 consultants who are experts in major medical specialties having a rich clinical background.

### Employee Engagement Activities Conducted At Apollo Hospitals

Employees	Mode of engagement
Medical Consultants	Employee excellence Awards ,satisfaction surveys,Grievence Redressal,Dr.Day celebration.Meetings,events including open forum every month, celebration of department day ,Foundation day celebration.
Nurses	Employee excellence Awards, Honesty Award, Dedicated service awards, satisfaction surveys, Grievance Redressal, Nurse Day celebration. Meetings, every month, Foundation day celebration.
Technicians/ Therapist/ Medical Assistants	Employee excellence Awards, Honesty Award, dedicated service awards , satisfaction surveys, Grievance Redressal, training sessions. Meetings, every month, celebration of department day, Foundation day celebration.
Pharmacists	Employee excellence Awards, Honesty Award, dedicated service awards ,satisfaction surveys,Grievence Redressal ,Pharmacist Day celebration. Meetings, every month, celebration of department day, Foundation day celebration.
Customercare executives	Employee excellence Awards, Honesty Award, dedicated service awards ,satisfaction surveys,Grievence Redressal, Meetings every month, ,Foundation day celebration, cultural day celebration.
Security Guards	Employee excellence Awards, Honesty Award, dedicated service awards surveys,Grievence Redressal, Meetings every month, ,Foundation day Celebration.

### Challenges In Employee Engagement Activities

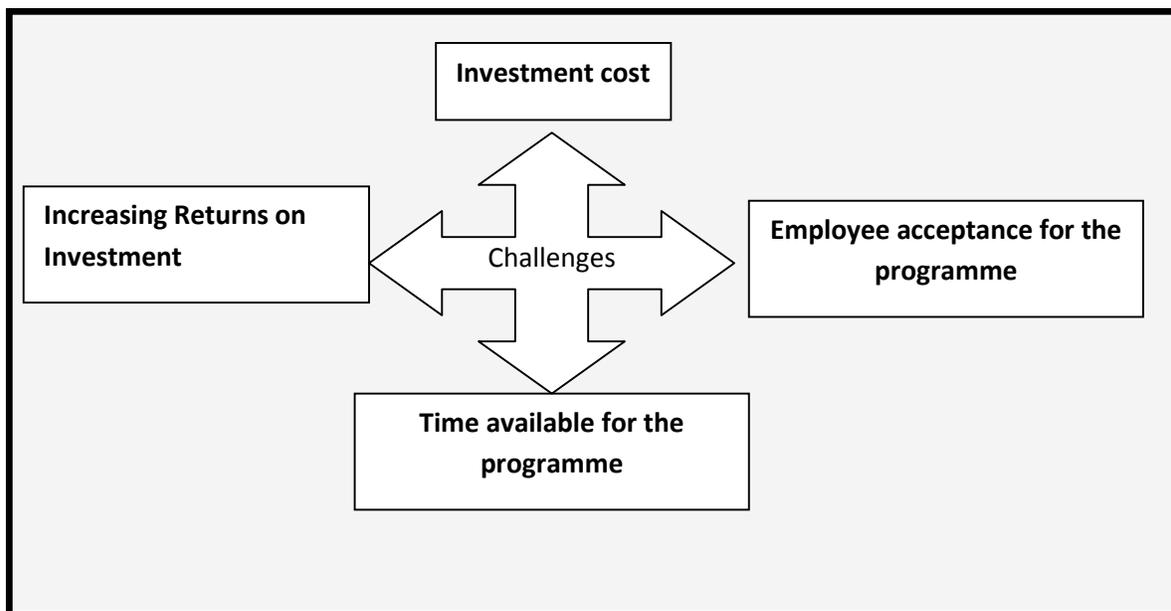


Figure: 01 Challenges in employee engagement programme

Changes in consumer preferences are also leading to new demands in health care delivery. A corporate hospital has to define two things. Apollo Hospital's responsibility to the patient is first, but has an equal responsibility toward people who have invested in us. Apollo Hospitals need investments to sustain and to grow. So it needs to bring the best of both worlds as far as the investors and the patients and their relatives are concerned. Apollo to fulfill its commitments, Apollo Hospitals has a well define HR program with the objective of employee engagement. Investment cost which is little higher than expected seems to be the major challenge for the management for implementing the employee engagement program in the organization. Apart from this Time required for the program poses another challenge for the management to manage due to busy work schedule .Employees acceptability of program is a minor challenge which needs to be addressed. Employees understanding and acceptability for the employee engagement program also becomes a face of one of the challenges that needs attention at Apollo Hospitals

### Dilemma At Apollo

Apollo Hospitals started its operation in Nashik since 2014 .The Investment cost in employee engagement programme is little higher than expected .There is a dilemma for the management how to reduce the investment cost and increase the Returns on Investment from the programme. Another problem to be resolved is to manage the time for such programme In spite of busy work schedule.

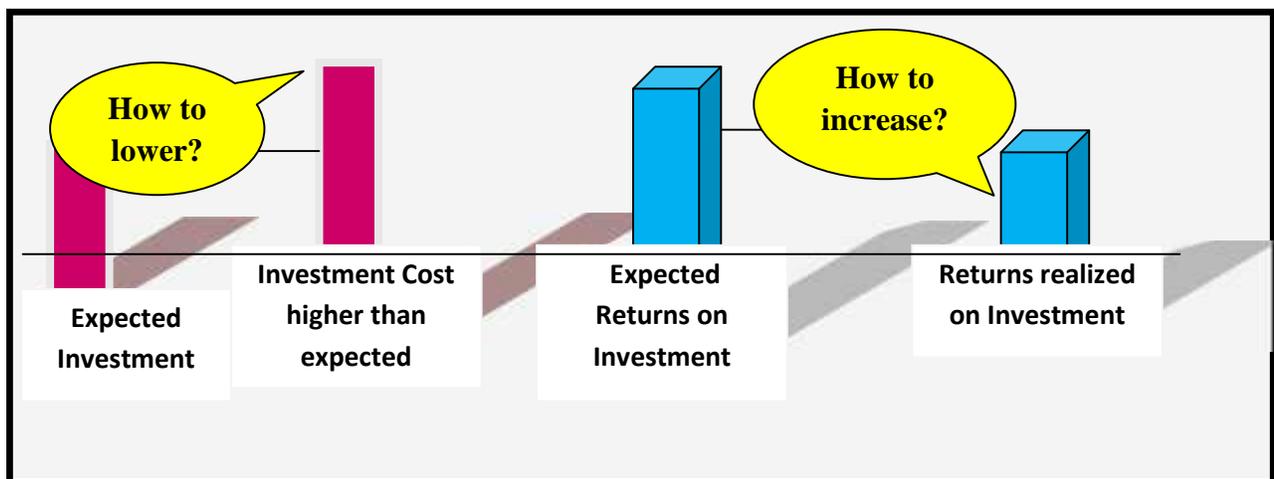


Figure: 02 Dilemma of lowering the increased investment cost in employee engagement programme

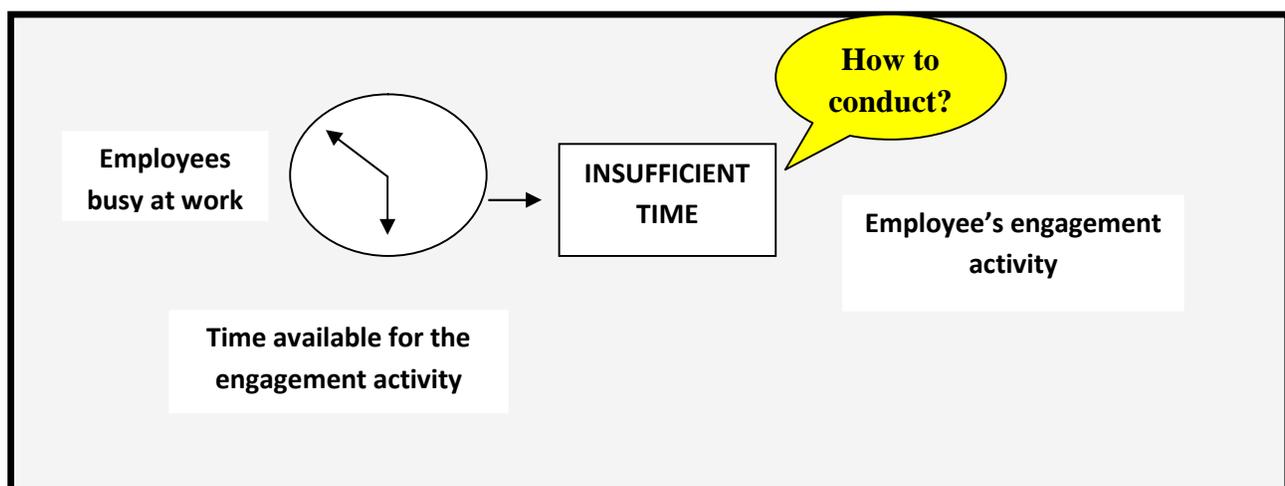


Figure: 03 Dilemma of sufficient time available for employee engagement programme



### **Case Implications**

Employee engagement and investment cost is an apt case for medical final year students', medical health care professionals, MBA (HR) students and Pharma MBA students. For Apollo engagement is about managing healthy and fruitful relationships with its employees. Tackling the investment cost, employee acceptance for engagement activities and changing customer's preference can be viewed as challenges in employee engagement activity at Apollo. Exercising an appropriate strategic control to lower the investment cost with higher rate of returns from employee engagement program still needs to be attended with concrete solution. The dilemma of time for employee available for engagement program have to be resolved yet at Apollo Hospitals Enterprise Ltd.

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