



Continuous monitoring effectiveness of human resource management through employee satisfaction survey after accepting ISQua's International Accreditation Programme (IAP)

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Objectives

The Joint Commission of Taiwan (JCT) has qualified to become a professional accrediting organization which is certified by the International Society for Quality in Health Care Ltd. (ISQua). After being accepted as the ISQua's International Accreditation Programme (IAP) External Evaluation Organisations, JCT made many changes for improvement in order to maintain the status and become better. For example, JCT amended the Taiwan hospital's Accreditation Standards to fulfill the international trend, and revised the communication plan to increase public understanding of JCT's value through establishing social media and publishing the annual report. For internal human resource management, JCT re-planned the office space and meeting rooms to ensure employees have ergonomically safe and comfortable workspaces. More, Quality Management Committee and Human Resource Committee were established, and the multiple educational trainings were planned to meet the employees' specific business requirements in the Committees. The competency mapping was also formulated for different job positions to let employees clearly understand their core competency. The purpose of this study is to investigate the JCT employee satisfaction tendency after being accredited by ISQua.

Methods

At the beginning of fiscal year, JCT asked all the employees to complete the "Employee Satisfaction Survey" as a questionnaire tool which adopted a five-point Likert scale (5 points represent strongly agree, 1 point represents strongly disagree). The contents of questionnaire include 8 dimensions: business, working environment, self-development, organization atmosphere and identification, leadership, salary and wellbeing, performance assessment and promotion, and other comments. After being accepted as the ISQua's IAP External Evaluation Organisations, JCT made the main improvements related to the first three dimensions of the ISQua IAP standard - business, working environment, and self-development, and these were chosen for analyzing with the T-test in this research.

Results

From 2015 to 2016, there were 130 employees and 116 employees in total accepted the survey, and the overall response rates of questionnaires are 76.15% and 79.31%. As the Figure 1, the study results showed that the satisfaction of business is 3.74 in 2015 and 3.86 in 2016; working environment is 3.78 in 2015 and 3.98 in 2016; self-development is 3.66 in 2015 and 3.81 in 2016. More, the overall satisfaction of 2016 is higher than 2015.

Conclusion

The study demonstrated that the results of JCT employee satisfaction survey are continuous improving due to the measurements we have implemented after accepting ISQua's IAP in 2014, especially on the dimension of "Working Environment". It showed that the most JCT employees were satisfied with new changes. On the purpose of talent retaining and better employee satisfaction, JCT will take the research results as references and keep monitoring and analyzing the effectiveness of human resource management to understand the needs of the employees via the annual survey.

Keywords: accrediting organization, employee satisfaction, continuous monitoring



Figure 1.

Dimension	2015 (n=98)	2016 (n=92)	p-value
Business	3.74±0.55	3.86±0.55	0.138
Working Environment	3.78±0.52	3.98±0.53	0.010
Self-development	3.66±0.60	3.81±0.59	0.090