

Abstract for review

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Nonprofit reputation building through employee satisfaction

Dimensions of employee satisfaction and their relatedness with reputation satisfaction and employee referral behavior

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Abstract:

Very different opinions exist within and across nonprofit organizations on what good nonprofit performance is, as goals (1) might be very different, (2) might have multiple unrelated dimensions, and (3) might serve very distinct, even contrasting needs of various stakeholders (Helmig, Ingerfurth, & Pinz, 2014). For example, in nonprofit hospitals different stakeholder groups, such as medical staff, administrative staff, patients, and referring specialist might have each very different ideas of what good hospital quality is, and have very different needs as stakeholders.

In such subjective and heterogeneous environments, effectiveness or at least the perceptions on it is strongly determined by the overall social construction about overall organizational effectiveness across stakeholder groups (Herman and Renz, 1999; 2008). This shared cognition can be defined as the effectiveness reputation of an organization, and is related to the satisfaction about the organization among stakeholders (Willems, Jegers & Faulk, 2016). Hence, an important stakeholder group in the social constructionist process on hospital effectiveness is the group of employees, as they are closely involved, and are, due to their training, well informed to assess organizational quality.

Therefore, our research question focusses on how different dimensions of employee satisfaction explain their contribution to the reputation building process of the hospital in which they work. Answering this research question has high practical relevance, as it can provide practitioners with insight on which employee management actions, strongest contribute to their reputation. For a sample of 1,084 respondents from two hospitals we first explore the dimensions of employee satisfaction, and subsequently test the relatedness of these dimensions with employee referral behavior. An exploratory factor analysis of the 52 items in the first hospital suggest 12 factors, and the confirmatory analysis, based on the data from the second hospital, shows that in particular satisfaction about (1) work time planning, (2) hospital infrastructure. and (3) internal communication explains referral behavior. We additionally test whether this finding is different for various employee groups (doctors, nurses, administrative personnel, etc.). We frame our findings in the literature on nonprofit and hospital employee satisfaction, and make the link with the more recent contributions on reputation building.

Most important references:

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