

Study on Employee Satisfaction in Credihealth, Gurugram

By

Bipasha Das

*Dissertation submitted in partial fulfillment of the requirements of the degree
MBA Hospital and Health Management*

Academic year, 2017-2019



The IIHMR University, Jaipur

1, Prabhu Dayal Marg, Sanganer, Airport
Jaipur 302029, Rajasthan
Ph: 0141 3924700, Fax: 3924738
Website: www.iihmr.edu.in

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TO WHOMSOEVER MAY CONCERN

This is to certify that Ms. Bipasha Das, student of MBA Hospital and Health Management from The IIHMR University, Jaipur has undergone internship training at Credihealth Pvt. Ltd., Gurugram, Haryana from 4th February 2019 to 3rd May 2019.

The Candidate has successfully carried out the study assigned to her during internship training and her approach to the study has been sincere, scientific and analytical.

The Internship is in fulfillment of the course requirements.

I wish her all success in all her future endeavors.

A handwritten signature in blue ink, appearing to read 'Ashok'.

Col.(Dr.) Ashok Kaushik
Dean, Academics and Student Affairs
The IIHMR University, Jaipur

A handwritten signature in blue ink, appearing to read 'Nutan'.

Dr. Nutan P. Jain
Professor
The IIHMR University, Jaipur

14 May 2019

Registered Office

710, Ansal Chamber-II, 6 Bhikaji Cama Place, New Delhi - 110066

CIN: U85100DL2013PTC249274, Email: info@credihealth.com

Phone: +911244342555

credihealth
Aapka Health Partner

The certificate is awarded to

Bipasha Das

In recognition of having successfully completed her
Internship in the department of

Medical Operations - International Patient Service

and has successfully completed her Project on

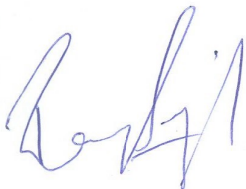
A Study on Employee Satisfaction in Healthcare Startup

4th February 2019 - 3rd May 2019

Credihealth Pvt. Ltd.

She comes across as a committed, sincere & diligent person who has a
strong drive and zeal for learning

We wish her all the best for future endeavors



Training & Development



Zonal Head-Human Resources

THE IIMMR UNIVERSITY, JAIPUR

CERTIFICATE BY SCHOLAR

This is to certify that the dissertation titled A Study on the Employee Satisfaction in Credihealth Pvt. Ltd. and submitted by Ms. Bipasha Das, Enrollment Number: 0552, under the supervision of Dr. Nutan P. Jain, for award of MBA in Hospital and Health/ Pharmaceutical / Rural Management in Health and Hospitals of the University carried out during the period from 4th February 2019 to 3rd May 2019, embodies my original work and has not formed the basis for the award of any degree, diploma associate ship, fellowship, titles in this or any other institute or other similar institution of higher learning.



Signature

(Bipasha Das)

0552 – MBA (HM) -22nd

ABSTRACT

Title: A Study on Employee Satisfaction in Credihealth, Gurgaon

Author: Bipasha Das

Guided By: Dr. Nutan P. Jain

Background: Employee satisfaction is a measure of how happy workers are with their job and working environment. With increase in number of start-ups especially in the healthcare industry, the traditional ways of motivating and satisfying the employee has changed. Start-up culture has proven to be different than that of older corporations, and the techniques used to motivate start-up employees are just as diverse. About 7 million students graduate college every year, out of which 55% of the youth prefer working in start-ups over corporates but the current attrition rate is 50% to 80%.

Objectives: The objectives of the study were: 1) To explore what satisfies/dissatisfies the employees the organisation, 2) To assess the level of employee satisfaction in the organisation and 3) To identify the key factors that contributes to employee satisfaction

Methodology: The study was conducted in Credihealth, Gurgaon during February to April 2019. The study is descriptive in nature. A total of 47 employees from eight teams / units were interviewed using self-administered questionnaire developed by the Intern.

Results: The result showed that 60% employees were overall satisfied with the organization. the factors adversely affecting the satisfaction level of the employees and playing a key role in causing dissatisfaction in Credihealth employees were low in recognition at work, employees feeling undervalued and less appreciation from the managers, high stress levels, poor work life balance and not having good connection with their managers. On the other hand, having good bond and understanding amongst the team members, the workplace itself, Credihealth's work culture, opportunities to grow and develop the employee's career creates a sense of satisfaction amongst the employees.

Conclusion: Healthcare start-ups need to create an enabling environment to provide opportunities to personal growth, recognition and appreciation, strategies to manage stress and bonding with each other. They should also keep a friendly and good working environment in their workplace so that employees are more satisfied.

Key Words: Satisfaction, start-ups, healthcare Start-ups, Credihealth, Employee, Stress, Work
Life balance

ACKNOWLEDGEMENT

I am using this opportunity to express my deep and sincere gratitude to everyone who supported me and helped me throughout the course of this dissertation opportunity with Credihealth, Gurgaon. Working with Credihealth was a great experience with an immense learning opportunity.

My foremost regards to **Mr. Ravi Virmani**, the co- founder and Managing Director of Credihealth and **Mr. Raunaq Singh**, Vice President- Service Delivery at Credihealth, Gurgaon, for trusting me that I am capable enough to be a part of the Credihealth Family.

I would like to express my heartfelt gratitude and warm thanks to my mentor Mrs. **Reena Tharani**, Team Lead - International Patient Services, at Credihealth, who in spite of being extremely busy, took time out to hear, guide and keep me on the correct path and for making my life at Credihealth a lot easier.

I am sincerely grateful to **Ms. Akanksha Shivpuri**, Assistant Manager – Human Resource and all of the support staff at Credihealth, Gurgaon, for sharing their honest and illuminating views on a number of issues related to the project.

I would finally like to thank my team, **The International Patient Service Team** at Credihealth Gurgaon, for being the biggest support and for guidance In completing my project.

Sincerely,

Bipasha Das

MBA (HM) – 22nd Batch

2017-2019

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List of Abbreviations:

CH	Credihealth (Credi)
CRM	Customer Relationship Management
EHR	Electronic health records
E health	Enterprise of Healthcare

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A. About Credihealth

Credihealth (CH), “established in 2014, is the first Omni-channel player in the hospitalization/ inpatient business. The organization is currently operable in ten cities across India- Delhi NCR, Mumbai, Kolkata, Hyderabad, Chennai, and Ranchi. It also caters international patients from Africa and SAARC nations- Afghanistan, Bangladesh and Nepal. CH is an end to end solution for hospitalization needs – from searching for the right doctor, to scheduling appointments, diagnostics, surgeries & post-op care. It interacts with customers via website, mobile app, telephone & WhatsApp to provide them a complete solution”

Founded and led by Ravi Virmani – ex COO of Max Healthcare

Services provided by Credihealth

The following Services are provided by Credihealth:

- a) Talk to a Medical Expert: At Credihealth, patients can directly speak to a medical expert regarding their queries and medical conditions. The Expert will help them understand and guide them to the better treatment options.
- b) Book an Appointment: Credihealth helps the patient to book appointment with the doctors of their choice for consultations or second opinions
- c) Compare Treatment Cost: Not only between two hospitals in same city, Credihealth helps its user to compare treatment cost and treatment plan across India so that patient can take an informed and right decision
- d) International Patients: Credihealth Provides services for International patient's as well so that International patients can take treatment in India and their treatment experience is hassle-free.
- e) Home Care: Currently Credihealth is working as homehealth care only for delivering medicines – but the aim is to expand it to a complete home healthcare for its users
- f) Health Community – Credihealth has its own health community, where the users can get their personalized questions answered by some verified experts.

The Need to establish Credihealth

Since every “family has a healthcare need, CH helps navigate through the complex healthcare system and aspires to leverage technology to expand the healthcare boundaries, by enabling”

a) Access to Healthcare through Information and Delivery

Information – Hospital and Doctor Credentials, Procedures, Treatments, Feedback, and healthcare content for the common man

Ensuring Delivery – CH serves as credible partner to support the patient through the entire experience of their hospital journey.

b) Transparency

CH empowers people to make informed healthcare decisions, by way of verified reviews, price comparisons, multiple treatment options and a belief that now there’s a better way!

Credihealth involves the online “organic search to get valuable consultations and further the treatment from the best doctors. Engagement can be low to moderate. It can be increased with bundling other forms of content in the app. Notifications can also work if they are related to free stuff. Retention can be moderate to high. High retention can occur for satisfied users. Since health care services are of high involvement, a great experience will not only retain users but also drive a lot of recommendations too”

Mission of Credihealth

To help people get credible “information at the time of their need. Accidents can’t be anticipated. Aged family members can fall sick at any time. Infants and children are fragile lives who require constant care. Credihealth aim to be the support system at the time of patient’s need. Not just that, we recognize the constant increase in living expenses making medical bills more and more painful. Our overarching goal is to start ‘The Right Cost Movement’ Indian Healthcare

A Study on Employee Satisfaction in Credihealth, Gurgaon

1. Introduction

Employee satisfaction is extremely Important in an organization because employee satisfaction plays an important role in the productivity of the company. If we look around the workplaces and organisations, there is no dearth of competitors in the market, thus it is essential that the employees work with their utmost dedication and sincerity in the organisation. If the satisfaction level of the employees is high, they would produce superior quality performance in optimised time and hence in turn help in increasing the profit of the organisation.

Employee satisfaction is a state of mind, where employees are not only happy with their current organisations but also look forward towards working in a long-term association with the organization. When an employee leaves a job, it not only creates a negative effect in the organisation but also it creates some amount of pressure on the employee as well. No individual wants to quit his/her job after every six months. But eventually when monotony starts creeping in, people start looking for better and exciting opportunities. Most of the times, employees think their jobs are just a mere source of earning their basic requirements of food and shelter. They do not find office and work enjoyable, but such employees just come to office just because of their salaries, because that helps them in live and survive in the world.

Nancy C. Morse (1997) termed Satisfaction refers to the level of fulfilment of ones needs, wants and desire. Satisfaction depends basically upon what an individual wants from the world, and what he gets. The measure of how happy employees are with their job and their working environment is what we understand by employee satisfaction. There may be many factors and key roles that affects the organization's effectiveness and one of the top factors amongst them is employee satisfaction. A culture of having maximum employee satisfaction is encouraged by the most effective and best company as stated by Bhatti & Qureshi, (2007) Hunter & Tietyen, (1997) also found that for an employee to be more loyal and productive employee satisfaction remains the must. Employee satisfaction not only affects employees but also the customer satisfaction and productivity of the organisation.

In Management studies, satisfaction is considered with different perspectives such as: customer satisfaction, job satisfaction, employee satisfaction and many more. Amongst the many pillars, one of the most important pillars on which the organization rely are employees. Utilization of physical resources in an organisation is not possible without efforts of the employees. So, human resource is an asset that will enable the organizations to bring benefits from other sources of profits.

Every activity directly or indirectly is supported by human efforts therefore organizations should always keep on holding to satisfied and motivated employees and while selecting such employees the concentration really moves towards high success. For an organization to shape up and to perform better and with high productivity the construction of employee satisfaction is extremely necessary.

Employees who are satisfied are likely to be happy and come out with idea with innovation and out of the box. Such employees will try to come up with breakthroughs that allow a company to grow and develop. As the heart to the body important, satisfaction of employees at the workplace is same. Employees who are partially satisfied will work but the productivity will be less if not zero. Those companies who are or were in the top in world ranking have an extremely good human resource system where every employee is kept happy and satisfied with the environment or the remuneration package or through some other way.

India, alone in 2018, added 1200+ start-ups and there was more than 50% growth in the number of 'Advanced Tech' start-ups. Prime cities to operate most of the start-ups are Bangalore, Delhi & NCR and Mumbai but as time proceeds, the culture of start-ups is rapidly expanding especially in tier I and tier II cities for tapping the immense potential of opportunities and work force. Hyderabad, Pune, Chennai, Chandigarh, Jaipur, Indore, Kerala etc, are also taking steps in setting up of startups and in their expansion.

India with the GDP growth rate of 7% is currently considered as the leading country in global economic growth rate and expected to become the world's No. 1 most populous nation in 2050 with about half the population being 28 years old or younger. This will enable India to support a high labour economic growth rate in the future.

UK and US is considered as the top countries with Startups. India is currently in the third rank with about 20,000 start-ups out of which 5200+ technology led start-ups which are expected to

reach 10,500 by 2020 as reported by Start-up India and NASSCOM. If we look into the statistics of workforce, seven million students, graduates college per year and out of them 55% of the youth prefers to work in the start-ups over corporates. Median age of founders for the startups in India is 31 years. Though the rate of employment in a start-ups is higher than corporates, a report from Quartz India states that, the current attrition rate in start-ups are about 50% to 80%. There are multiple reasons as to why the attrition rates are so high, however one of them is employee satisfaction.

As often a startup lacks basic structures, policies and procedures, Standard operating procedures – it is more or less considered as and by a trial and error method. Hence the work load or the work pressure can get high at times. Employees while comparing themselves to their other friends, working in an established well to do organisations or corporates, might feel demotivated and dissatisfied with the differences and the work that is done in a start-ups vs the work or policies in an established company .

Thus it is very important for a startup, especially for a startup in healthcare, having mostly young population and millennials in their team, to find factors that help them decrease the attrition rate as well to provide a healthy and better working condition to the employees so that the employees remain satisfied and in turn make the organisation a better one.

Research Question

What are the factors important to increase level of employee satisfaction in the organisation?

Objectives:

- 1) To explore what satisfies/dissatisfies the employees the organisation
- 2) To assess the level of employee satisfaction n the organisation
- 3) To identify the key factors that contributes to employee satisfaction

2. Review of Literature

According to, DecisionWise, (A top leading human resource consulting company) “Employee satisfaction can be defined, as an emotional state where people feel passionate, energetic, and committed towards their work. in turn, they fully invest their best selves—in hearts, spirits, minds, and hands—the work they perform”

In simple language, "Employee satisfaction" is the term used to describe whether the employees are happy and contented also if their needs are met in the in the work place or by the workplace. Employee motivation, employee achievement, and positive employee morale in the workplace often leads to the employee satisfaction. Employee satisfaction, also known as job satisfaction, is the level to which an individual is contented with their work and the role of their job that is been played in their lives. Employees who are more satisfied n their positions have more reason to work hard and contribute to a shared work ethic that encourage others to do the same.

Hoppock (1935) has an obseravtion that if we combine the psychological, physiological and environmental circumstances that a person goes through and that causes a person to say – he his satisfied with his job, is what job satisfaction can be termed. The Seidman and Wastson (1940) reported that working condition, social conditions, duties and responsibility, ego, recognition in workplace and appreciations and friends in the organisation, are more important as major contributing factors in job satisfaction than salary and monetary benefits.

The importance of employee satisfaction and work motivation is growing all the time n the companies. Employees are the most satisfied and highly productive when their job offers them security from economic strain, recognition of their effort clean policy of grievances, opportunity to contribute ideas and suggestions, participation in decision making and managing the affairs, clean definitions of duties and responsibilities and opportunities for promotion, fringe benefits, sound payment structure, incentive plans and profit sharing activities, health and safety measures, social security, compensation, communication, communication system and finally, atmosphere of mutual trust respect.

Employee satisfaction is a state of mind, where employees are not only happy with their current organisations but also look forward towards working in a long-term association with the organization. When an employee leaves a job, it not only creates a negative effect in the organisation but also it creates some amount of pressure on the employee as well. No individual

wants to quit his/her job after every six months. But eventually when monotony starts creeping in, people start looking for better and exciting opportunities. Most of the times, employees think their jobs are just a mere source of earning their basic requirements of food and shelter. They do not find office and work enjoyable, but such employees just come to office just because of their salaries, because that helps them in live and survive in the world.

With increase in number of start-ups especially in the healthcare industry, the traditional ways of motivating and satisfying the employee has changed. Though the work pressure remaining high and the work life balance is at stake, yet the attrition rate of the start-up company s very low compared to the older organisations. Start-up culture has proven to be different than that of older corporations, and the techniques used to motivate start-up employees are just as diverse. One of the purposes of this research would be to explore the factors of employee satisfaction employees those who are employed in a healthcare start-up

3. Methodology

Study area: Credihealth Pvt Ltd, Gurgaon, Haryana

Study respondents, and sample size : The respondents for the study were:

- Medical Operations :21
- Product Operations: 2
- Marketing Development:4
- Digital marketing: 9
- Product: 1
- Tech team: 8
- Management team: 2

The total number of employees, more than one-year old n the company is 86 staff members. Out of which 47 responses were collected (59%). These were

Inclusion Criteria:

- Employees who has been with Credihealth at least one year or more than a year
- Employees working from 8 am to 6pm
- Employees willing to participate n the study

Exclusion Criteria:

- Newly Joined employees and employees who has worked less than a year with credihealth
- employees working under notice period
- Employees who have taken work from home during the entire study period

Study Design: This study adopts descriptive study design.

Methods of Data collection: Self-administered Questionnaire

The study investigates on the three generally accepted dimensions to employee satisfaction: (i) Satisfaction is an emotional response to a job situation. it cannot be seen; it can only be inferred.

(ii) Satisfaction is related to the expectations of the employees.

(iii) Satisfaction represents attitudes towards –| a) The work itself - interesting tasks, opportunities for learning, accept responsibility. b) Pay - Financial remuneration. c) Promotion opportunities - Chances for advancement d) Supervision - ability of the supervisor to provide technical assistance & behavioural support. e) Relationship with Co-workers and Management

Tools of data collection

A self-structured questionnaire administered by the Human Resource Manager at Credihealth was prepared with both open and close ended questions that give both qualitative and quantitative data. The Questionnaire was kept in the interviewer's mobile phone. While interviewing the respondents the responses were recorded directly in the excel sheet. The people working less than a year was not considered as valid respondents

Study duration: 3 months (Feb 2019 to April 2019)

Steps taken to conduct the study:

- 1) The working culture, environment and the HR policies in the organisations were reviewed
- 2) Factors were decided based on literature review and discussions with the senior staff i.e. Human Resource Manager, to develop the tool for studying employee satisfaction

in Credihealth

Self- Structured Questionnaire was prepared and taken approval from the Human Resource Manager. The following are the justification for each item included in the tool

S.no	Item	Response	Reason to ask	Remarks
1	Do you Enjoy working in Credihealth's Working Culture?	Yes/No	A good and health working culture is very important for an employee to give their full potential n work. According to ia article by Delloite n 2018, 88% of employee across the globe believes that strong corporate culture is important for a successful business	Yes are satisfied with the working culture No means employee are not not satisfied with the working culture
2	Dyou find your work adding some meaning to your life?	Yes/No	The ability to perceive your job as a meaningful one, has more effect on the engagement and satisfaction of the employee. A recent study by the millennials, indicate that considering your working meaningful is as important as salary for about 69% employees across globe.	Yes – The employee perceives their job as meaningful No – employee do not perceive their job as meaningful
3.	Does Credihealth offer adequate opportunities for promotions and Career Development?	Yes/ No	An employee s more likely to be dissatisfied with his/her job when they feel that there are no more growth opportunities or learning opportunities – if a company does not support career growth, it can lead to high number of saturated and demotivated employees	Yes means Employee finds adequate opportunities for promotions and Career Development No means employees do not find adequate opportunities for promotions and Career Development

4.	Do you feel your work been recognized and valued?	Yes / No	On an average an employee spends around 45 hours per week in office – which excludes the time for commutes. So in case, they feel their work s not been valued or recognized can lead to dissatisfaction. So making employee recognition a top priority is as important as making the employees stick around.	Yes means the employee feels their work being recognized and valued No means the employees feel their work not been recognized or valued
5	Do you think that your work in the team is evenly distributed across the team?	Yes /No	Distribution of equal work creates a sense of fairness and unbiased nature of a company over an employee. It helps in making teamwork stronger and also helps in keeping a balance amongst the work pressure and team members	Yes means the work is evenly distributed. No means the work s not evenly distributed
6	Do you feel your job utilizes your skills and abilities as much as t could?	Yes / No	It is extremely difficult for an employee to be satisfied when they feel their strongest skills are ignored or not utilized properly. According to multiple employee satisfaction reports, this point proves to be one of the key factors of causing dissatisfaction	Yes – the job utilizes their skills and abilities No means the job s not utilizing the skills and abilities
7	On a Scale of 1-5, rate how well do you connect with your coworkers and teammates?	1 to 5	Co-workers are one of the most important things about a job that can make an employee satisfied or cause dissatisfied. It is not very healthy for an employee’s mental health to not have workplace friends in office.	1 being very low connection and 5 being very good connection

8	On a Scale of 1-5, rate how well do you connect your team lead or managers or immediate supervisors	1 to 5	If an employee perceives that the manager or their supervisor s only present to boss over them and to rebuke them, then there are very less chances of an employee to be satisfied. According to reports by tinypluse, only 24% employees feel connected to their Managers, which is one of the main reasons for their dissatisfaction	1 being very low connection and 5 being very good connection
9	On a Scale of 1-5, rate how stressed do you feel while at work or regarding your work?	1 to 5	While little stress is considered as normal and effective, but excessive stress can cause interference with productivity and emotional and mental health. According to surveys in 2018, 89% on Indian millennials feel extremely stressed and workplace stress is one of the major contributors to that	1 being very stressed connection and 5 very low stress
10	On a scale of 1 to 5, rate your work life balance. (1 being very poor work life balance and 5 being very good work life balance)	1 to 5	Studies have shown that employees who has positive work life balance does better at job, and are highly satisfied with the job. A hampered work life balance makes the employee more stressed, unhappy and arises more conflicts.	1 being very poor work life balance and 5 being very good work life balance
11	Considering everything, how satisfied are you with your job. Rate your answer from 1 to 5, 1 very dissatisfied and	1 to 5	Considering all the factors that plays a role in the employee's job – as an overall perception, knowing how much satisfied an employee s with the current job	1 to 5, 1 very dissatisfied and 5 being very satisfied

	5 being very satisfied)			
12	Credihealth could make this a more desirable workplace if they:	Open ended	To know the suggestions and perceptions	Can be added as suggestions

- 3) Collection of lists of employees at least a year old from the Human Resource Manager.
- 4) Explaining all the employees' floor wise regarding the survey by the Human Resource Manager
- 5) Collection of data from various teams that include were Operations team, Business Development Team, Digital Marketing Team, Product Operations Team, Technical Team and Management Team
- 6) Data was recorded for each question statement for every respondent in Ms Excel
- 7) Cumulative percentages and averages were calculated to find out the results.

Ethical Concerns:

- Data confidentiality will be maintained throughout the study.
- The employee ID and personal details are kept confidential.
- This will be shared for the dissertation purpose only.
- No one will be forced to participate in the study.
- Consent was taken from every respondent

4. Results

The study was to find out the factors that can increase the level of employee satisfaction the organisation. On discussion with the Human Resource Manager, the Intern had decided to take cut off of 70% as the norm. It means if less than 70% staff Responses were not considered as “desirable”.

For the average ratings of items, at least 3.5 was considered desirable score and lesser than that was considered a low/ poor.

Table 2 : Per cent distribution of respondents by their responses (1-6)

Item No.	Items	Percentage of Yes	Category
1	Enjoy working in Credihealth’s Working Culture	72	Desirable
2	Find your work adding some meaning to life	62	Poor
3	Credihealth offer adequate opportunities for promotions and Career Development?	70	Desirable
4	Feel the work been recognized and valued	26	Poor
5	Think that that the work in the team is evenly distributed across the team?	77	Desirable
6	Feel that the job utilizes the skills and abilities as much as it could	55	Poor

Table 3: Average Score for each item by the responses (7-11)

Item no.	Item	Cumulative Score	Category
7	Score on how well the employees connect with their coworkers and teammates	4	Desirable
8	Score on how well do the employees connect their team lead or managers or immediate supervisors	3	Poor
9	Score on how stressed the employees feel while at work or regarding your work.	1	Poor
10	Score on how the employee feels about their work life balance.	2	Poor
11	Score on, overall how satisfied the employees are with the job (Considering everything)	3.5	Considerable

** Though the cumulative score for the question 11, is 3.5, the scope of improvement should have been desirable. But considering the study, along with the other responses, and the aim of the study the category of this item kept 'considerable', so that there is a fair chance of improvement

C) For question number 12 on what other things or activities can be incorporated in Creihealth and regarding the open suggestions on making Credihealth a desirable working place, 12 people have mentioned points. Some of them were : i) having more number of leaves, ii) having transportation or cab facilities, iii) meetings with the team on regular intervals, iv) more employee engagement programs or trainings, v) having good teamwork etc. The most valid ones are added in the suggestions.

5. Discussion:

The study was conducted with employees who have worked with Credihealth for at least a year. The reason for choosing such employees was to understand the perception of the employees who have been into the system for long time and already were eligible for increments and promotions.

As per the results of the study, there are some very important places where the Human Resource, the management as well as the teams need to focus and work upon.

- 1) Around only 62% of the employees at Credihealth who have worked for at least a year, feel that their work is adding meaning to their life, the rest of the employees do not feel the same. It means the employees at Credihealth are probably unaware of the impact that they are creating in their patient's life. Appreciation from inner self is as important as appreciation from the manager or leader.
- 2) Only about 26% of the employees at Credihealth feel that their work is recognized and valued. This can be one of the main reasons as to the prevalent attrition rate in the company. Motivation, appreciation and transparent discussions are the key tools for reducing the number of employees who feel undervalued at workplace.
- 3) Only about 55% of the employee feels that their skills and abilities are utilized as much as they could, rest 46% of the employees find this lacking. In the busy world of multitasking often there is a mismatch of 'wavelength' between the employee and the managers. Managers often in their busy schedules and duties, are unable to understand the needs of the employees and hence the skills and abilities are not used to their potential level.
- 4) The score for checking the connection and bonding with the managers, suggest there is some scope for improvement and corrective steps should be taken. This score can be a result of the leadership style adopted by the managers. Lack of communication between the employees and managers, conflicts and misunderstanding also play a key role in poor score.
- 5) The score for the checking the stress level in the organisation while working suggests that the employees feel very stressed at work. High stress at work in the probation

period is often justified as change of work culture, working pattern and the need to learn the working techniques, but high stress after a year or so needs to be checked and controlled. Stress at workplace is one of the major reasons to high attrition rates in companies. The probable reason for such high stress level is the kind huge mental activity that the employees go through in the workplace.

- 6) **Work Life balance** is as important as having a good working culture and environment. The score to check the work life balance of an employee, reports that the work life balance of the employees are not balanced. More studies should be done so as to see what is hampering their work life balance and then corrective measures should be taken. One of them is the amount of time employees are spending on their commute to the organisation.

6. Recommendations

Here are some of the recommendations that can help in making the employees more satisfied in the organisation. The recommendations are result of the literature review, open discussions in the organisation as well as from the answers received in the questionnaires.

- 1) **Creating a Feel-Good factor** – Creating mini videos about the team, how they have helped patients, promoting some good reviews, would make the employees feel proud to be a part of that team or organisation and in turn increase their self-appreciation and self-awareness of the employees
- 2) **Mini – Appraisal Meetings** - Conducting a one on one discussion by the supervisor / managers with each employee once a month. To discuss about the issues that the employees are facing or to boost the motivation of the employee can help the employee bond with the managers as well to help them feel valued.
- 3) **Employee Engagement Programs:** Small employee engagement programs, like small quizzes, small competitions, fun training sessions etc can help the manager understand the skills and ability the employee possess and in turn the employees will get a chance to showcase their abilities. This will help the managers to utilize the skills and abilities of the employees to full potential.

- 4) **Small Projects** – Giving small projects to each team members as per their abilities, interest and skills will also help in boosting up the satisfaction of the employees.
- 5) **Quiet Space** – It could be great way to help the employees to get over their depression or mental stress. This space can help the employees to excuse themselves for a moment and spend some time with their self.
- 6) **Transportation Facilities:** Approximately 40% of the employees come from far places, in that case, common transportation facilities will help the employees reach faster in the organisation hence create some extra time for their family and themselves.
- 7) **Get to know me** – A small get to know me e-cards can be shared in the organisation through common email groups. This could include the hobbies, interest and some highlights about the person. It might help a person to make friendships with people at workplace.
- 8) **Teamwork** – Creating a sense of teamwork amongst the group and maintain that throughout will create better bonding and better workplace environment.
- 9) **Appreciation Note** – a small appreciation notes, to every employee either on their date of joining every year, or on the annual day of the company could be given by their managers.
- 10) **Green Environment** – Adding more trees or plant pots in the vicinity or in the office will create a soothing effect on the employees – this might decrease the frustration and depression of the employees.

7. Conclusion

With advancements in the technology, ideas and in financial facilities, India is becoming one of the booming nations for start-ups. Healthcare system in India with its many gaps, give us immense opportunities to create bridges for those gaps to help the system as well the one needing the services. Working in a start-up sounds very adventurous and challenging – a sense of passion and zeal s often playing the key roles. But surviving in a start-up and the challenges n them creates dissatisfaction n the employees, resulting in the high attrition rate. High attrition rate for a start-up company s expensive. Since funds n start-ups are often limited, the working pressure s high and the company expects all the employees to work hard so that they can make a stand in the market and become established soon. So, training for the same job role repeatedly becomes a burden cost to the organisation – not only financially but also for the crucial time loss that happens.

According to a report in The Economic Times (May, 2018), only 20% of the Indians were satisfied with their jobs. Some of the main reasons were Poor workplace ethics, Poor growth opportunities, poor work life balance. On a contrary around 60 % of the employees who have worked with the company for at least a year are satisfied at Credihealth. The key factors that leads to the dissatisfaction are the less recognition and less appreciation, as well as the hampered work life balance and excess job stress. Though having good bonds among the team-members, the workplace itself, the organisation cultures and good number of opportunities to grow and develop creates a sense of satisfaction amongst the employees, yet there are a lot of scope for improvement. t s hoped that this research project report will form a stepping stone to improve the employee satisfaction in Credihealth Pvt. Ltd

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**Annexure 1: Questionnaire to Determine the Awareness Level of Credi Employees
about Artificial intelligence:**

Hello There!

We know how hard you work at credihealth and we also know how busy you can get at times,
but

Please spend few minutes to give your valuable response on the employee satisfaction survey.
We hope that with the help of this survey we can provide you better facilities and a better
working place.

Please rest assured that your name and identity will be kept confidential:

- ✓ Age:
- ✓ Gender

Instructions: Selecting the relevant and honest response will be appreciated.

S. No	Question	Response
1	Do you Enjoy working n Credihealth's Working Culture?	Yes / No
2	Do you find your work adding some meaning to your life?	Yes / No
3	Does Credihealth offer adequate opportunities for promotions and Career Development?	Yes / No
4	Do you feel your work been recognized and valued?	Yes / No
5	Do you think that your work n the team s evenly distributed across the team?	Yes / No
6	Do you feel your job utilizes your skills and abilities as much as t could?	Yes / No

7	On a Scale of 1-5, rate how well do you connect with your coworkers and teammates? On a Scale of 1-5, rate how well do you connect with your coworkers and teammates?	
8	On a Scale of 1-5, rate how well do you connect your team lead or managers or immediate supervisors (1 being very low connection and 5 being very good connection)	
9	On a Scale of 1-5, rate how stressed do you feel while at work or regarding your work? (1 being very stressed connection and 5 very low stress)	
10	On a scale of 1 to 5, rate your work life balance. (1 being very poor work life balance and 5 being very good work life balance)	
11	Considering everything, how satisfied are you with your job. Rate your answer from 1 to 5, 1 very dissatisfied and 5 being very satisfied)	
12	Credihealth could make this a more desirable workplace if they:	

Thanking you for taking time to fill out the questionnaire. You can be assured we will take corrective measures on your comments in the required areas to improve the services.

Wish you good health and good fortune!