

Study on Nurse Satisfaction in the Mission Hospital Durgapur

By

Shailja Sahu

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

Academic year, 2017-2019



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TO WHOMSOEVER MAY CONCERN

This is to certify that **Dr. Shailja Sahu** student of MBA Health and Hospital Management from The IIHMR University, Jaipur has undergone internship training at **The Mission Hospital , Durgapur** from **4st February 2019 to 30th April, 2019.**

The Candidate has successfully carried out the study on '**A study on Nurse Satisfaction in the Mission Hospital, Durgapur**' designated 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.



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

17 May 2019.



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



Ref: TMH/HRD/OG/April/19/90

Date: 01/05/19

TO WHOM IT MAY CONCERN

This is to certify that **Dr. Shailja Sahu** has done three months dissertation on **A Study on Employee Satisfaction among Staff Nurses at The Mission Hospital, Durgapur, West Bengal** from 04/02/2019 to 30/04/2019.

During the period of dissertation **Dr. Shailja Sahu** has been found sincere, hard working & having an attitude to learn.

We wish her a successful future and brilliant professional career ahead.

For The Mission Hospital, Durgapur


Ramesh Lall
Sr. General Manager - HR

THE IIHMR UNIVERSITY, JAIPUR

CERTIFICATE BY SCHOLAR

This is to certify that the dissertation titled **A study on Nurses Satisfaction in The Mission Hospital Durgapur** and submitted by **Dr. Shailja Sahu** Enrollment Number **661** under the supervision of **Dr. Seema Mehta** for award of MBA in Hospital and Health Management in Indian Institute of Health and Hospital University carried out during the period from **4th Feb. to 30th April 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 **11/5/19**

Abstract

Background -

The strength and success of an organisation depends on the capacity of its employees. In the hospital any kind of dissatisfaction related to work could be contagious in such organization and also it can have a very negative impact on the consumer as well, because patients come with a very delicate state of mind and require complete attention and needed to be handled with care and any negligence in delivering care could lead to patient dissatisfaction. A nurses can efficiently deliver their services only if they are happy and gratified with their work environment and their job. To know the satisfaction level among nurses, Nurse Satisfaction Survey is one of the important survey which need to be done at regular intervals in the organization at periodic basis. Therefore present study aimed to conduct the nurse satisfaction survey in the Mission Hospital.

Research Question -

What is the satisfaction level of nurses working in The Mission Hospital Durgapur?

Objectives -

- 1) To study the satisfaction level of nurses of Mission Hospital Durgapur
- 2) To study the factors which leads to satisfaction and dissatisfaction
- 3) To give suggestions to improve the nurse satisfaction .

Methodology-

The study was conducted for the duration of three months of February 2019 to May 2019 in the Mission Hospital Durgapur and sample size was taken 278 nurses which includes more than 1 year of experience and primary data was collected with the help of questionnaire.

Results -

72.6 % nurses are overall satisfied and 17.6% are overall dissatisfied with the job profile and the facility provided to them which help in their job. The most factors which lead to the dissatisfaction are- salary scale of the nurses (only 51.1 were satisfied), adequate no of staff in their unit (only 51.4 were satisfied) , availability of change rooms, washrooms and dining places are available in their unit (only 51.1 % were satisfied) ,quality of food provided by the hospital in night shift (only 48.6% were satisfied), not getting enough time for taking breakfast and rest hours during their shift (only 50.4% were satisfied and when they asked about the reasons for leaving the hospital the reasons they give are according to experience salary is low, discrimination of annual leave, better opportunity and govt. job

Conclusion -In the Mission hospital attrition of nurses are very high so to understand the reasons behind it this study was conducted. It will help to understand the major factors which leads to dissatisfaction among nurse . Although nurses are satisfied with most of the factors but the factors which leads to dissatisfaction are salary scale, shortage of manpower , quality of food provided in the night shift so the management should work on these areas to improve the working environment so that efficiency of the nurses can be improved.

ACKNOWLEDGMENT -

The successful completion of the dissertation and final outcome of this project required a lot of guidance and assistance from different people and I consider myself fortunate to have so many people around to guide me.

First and foremost I would like to thanks **Col. (Dr.) Ashok Kaushik(Dean Academics and Student Affairs, IIHMR, Jaipur)** to provide such a great learning opportunity. I own my profound gratitude to **Dr. Partha Pal(Chief Medical Superintendent)**for guiding me and always adding value to my understanding of different department in the hospital . I am also thankful to **Dr. Taraknath Taraphdar** (Assistant Medical Superintendent: Quality and audit)and **Mrs. Saraswati Roy** (Nursing Superintendent) for his help in further nurturing my understanding about the depth and providing me guidance regarding the project.

I am also thankful to each and every staff of the Mission Hospital Durgapur for sharing their experience and knowledge and providing their precious time to add value to my knowledge . Without their cooperation , the dissertation and the project work would not have been possible.

Last but not least I would like to extend my sincere regards to my mentor **Dr. Seema Mehta** (Professor, The IIHMR University , Jaipur) for his support and guidance.

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Dissertation Report

Introduction- All stakeholders of healthcare industry has direct vigilance so as to improve the quality of the services customers obtain and certify their safety. Administrators of healthcare industry are essential to prioritize the safety and wellbeing of their customers and concurrently, ensure the financial wellbeing of their organizations. The feasibility of a healthcare facility is reliant upon customer satisfaction and its financial activities. Employee who engage in direct healthcare delivery play a immense role in fulfilling these responsibilities. as much as employee are requisite to fulfill these responsibilities. As much as employees are required to satisfy their workers the services they provide to their customers.

Job satisfaction among health professionals is important because it affects the employees job performance and consequently quality of hospital and healthcare services. Job satisfaction and job stress are highlighted by nurses, for which job satisfaction is considerable negatively correlated to stress and intention to leave the job and disturbing the turnover within the nursing profession. It is proved by the studies that the factors which leads to dissatisfaction related to job are effects of poor organizational climate, independence and salary ,heavy workload, poor conditions in peer support and thus it may ultimately lead to high staff turnovers.

1.1 Importance of Job Satisfaction in Nurses

Job satisfaction is important for the employee for their happiness and can be based on the individual's attitude or perceptions towards his/her work. Employees will be more satisfied with their job if they get a recognition/reward from the work they are doing in their job. If the employee works in pleasant emotional state it will be more benefit for his/her job as well as organization and results in greater job satisfaction. Therefore, nurses job satisfaction is one of the vital issues in recruiting and maintaining nursing manpower in hospitals.

Nursing manpower shortage is a worldwide issue that affects the accessibility of health care services, the quality of patient care and the overall resource management of healthcare system. Nurses job satisfaction is a critical factor to understand the reasons behind the shortage of nurses . It was found in the studies that those nurses who were having significantly less job satisfaction as compared to others nurses in the first two years of the joining either plans to leave their organization or did not have long-term commitment in their current position so this attitude of nurses can be a reason for the nurses that they quit the jobs more frequently and this can be considered the 'push' factors of their turnover rate.

In addition to other factors job stress is also one of the factors which leads to deprived job satisfaction, rising absenteeism, turnover and shortage of nurses and thus leads to increase in the productivity cost and instability and decrease in the quality of care in healthcare .

Job satisfaction is an important interpreter of absenteeism. It interrupts in scheduling which leads to the need of over-staff and raises an organizational costs. Absenteeism also leads to turnover of the employees which leads to increase in cost of recruitment and training of substitute employees. Therefore job satisfaction is a main pull factors of the nurses turnover. Nurses who are more satisfied with their job environment, benefits and other conditions leaves the job less frequently.

1.2 Factors Influencing Nurses Job Satisfaction

Job satisfaction is significantly important for the nurses for providing quality and continuous patient care. It has shown in the studies that job satisfaction would increase the establishment of positive attitude which creates the affinity between nursing staff and increases their interactions between nurses and patients and increases the confidence of nurses. Consequently job satisfaction can improve teamwork and thus leads to increase in the patient satisfaction.

Scientists has built up the connection between the segments of occupation fulfillment; and a few factors, for example, relational relationship and correspondence, polished methodology and vocation advancement, association arrangement, power, and pay are main considerations secured which prompts position fulfillment. As indicated by a large portion of the investigations there is certain connection between medical caretakers work fulfillment with pay and advantage. Studies has additionally appeared there is a positive connection between the expert advancement and occupation fulfillment . One of the examinations brought up that chances of advancement likewise drives extraordinary effect on fulfillment. .

Studies have recognized the wellsprings of worry in medical attendant as remaining task at hand, initiative or the board improve proficiency, proficient clashes and passionate requests of minding . Bratt, et al. contemplated the impact of pressure and nursing administration on occupation fulfillment in an example of 1973 pediatric attendants in concentrated consideration units. The outcomes demonstrated that there was a noteworthy negative connection between's activity stress and employment fulfillment of these medical caretakers. The pressure gotten by medical attendants would diminish the activity fulfillment influencing their presentation, adding to wasteful work market would be considered a 'push' factor towards turnovers. In this way, a few investigations upheld that decreasing the outstanding burden would reduce the activity stress, bringing about an expansion of employment fulfillment

Other related elements, including individual inclining qualities, for example, age, long periods of experience and training level are found to have affiliations or effects on attendants' activity fulfillment. An examination recommended that more youthful and higher taught medical attendants are bound to have less fulfillment with their occupations than more established and less instructed attendants, since accomplished attendants have higher desire towards their activity . In any case, there are opposing outcomes appeared in a cross-sectional examination utilizing 1,973 staff medical caretakers, and found that the level of attendant employment fulfillment did not vary crosswise over age gatherings, training levels or long stretches of clinical experience . Contrasts on ecological (outer), situational/interactional, and individual (inside) factors affecting occupation fulfillment can be come about because of the socio-ethnic, social and relevant varieties crosswise over settings. (1)

Background of the Project -

The strength and success of an organisation depends on the capacity of its employees. In the hospital any kind of dissatisfaction related to work could be contagious in such organization and also it can have a very negative impact on the consumer as well, because patients come with a very delicate state of mind and require complete attention and needed to be handled with care and any negligence in delivering care could lead to patient dissatisfaction. A nurses can efficiently deliver their services only if they are happy and gratified with their work environment and their job. To know the satisfaction level among nurses, Nurse Satisfaction Survey is one of the important survey which need to be done at regular intervals in the organization at periodic basis. Therefore present study aimed to conduct the nurse satisfaction survey in the Mission Hospital.

Literature Review-

According to **Wai-Tong Chien et al (2016)** the nurses in the private hospital are modestly unpleasant and happy with their workplace and connections. The discoveries of the examination gives data to private hospitals and healthcare organizations that their is need for improvement of nurse's job satisfaction thus reinforcing their recruitment and retention. (2)

Mohammad Sayed. et al (2014)) this study aims to examines the effects of perceived work-life balance and job satisfaction on organizational commitment among healthcare employees. It was predicted that perceived work-life balance fosters job satisfaction which leads to the organizational commitment among employees in the long run The finding of the investigation proposes that their is huge relationship among work-life balance, work fulfillment and hierarchical responsibility and work life parity and occupation fulfillment and job satisfaction are important for developing and enhancing organizational commitment among healthcare workers (3)

Elarabi.H. M et al (2014) considered the variables that influence work fulfillment and employment execution and the connection between occupation fulfillment and employment execution. Study recognized four variables: work comfort, work treatment, pay, motivators and assessed a their impact on job satisfaction of the medical staff working in government hospitals in Libya. Employees and medicinal staff were not happy with every one of the elements influencing work fulfillment which lead to low job performance in the hospital. . The study concluded that the performance of medical staff and medical service quality in hospitals could be enhanced when employees are satisfied and are well treated by their managers in addition to good salaries and effective incentive system.(4)

According to the **Cui,Lui et al (2011)** work experience, overall job satisfaction, job satisfaction: extrinsic rewards, interaction, praise/recognition and control/responsibility were significant factors contributing to nurses intention to leave. Innovative and adaptable managerial interventions need to be taken by the nurse managers and healthcare management to implement strategies to improve nurses job satisfaction and to strengthen their intention to stay. (5)

Guldal Guleryuz et al (2006) the objective of this study is to find the relations among emotional intelligence, job satisfaction and organisational commitment of nurses and the mediating effect of job satisfaction between emotional intelligence and organisational commitment. The findings of this study suggests that emotional intelligence was significantly and positively related to job satisfaction and organisational commitment and The positive relation between job satisfaction and organisational commitment was also significant . The other finding of the study is that job satisfaction is a mediator between “regulation of emotion” and organisational commitment. (6)

Aim -

To measure the satisfaction level of nurses working in The Mission Hospital Durgapur.

Objectives -

- 1) To study the satisfaction level of nurses of Mission Hospital Durgapur
- 2) To study the factors which leads to satisfaction and dissatisfaction
- 3) To give suggestions to improve the nurse satisfaction .

Methodology-

Study Design- Descriptive cross sectional study

Setting - This study is conducted in the Mission Hospital Durgapur West Bengal

Study tool - The data was collected through structured questionnaire. (Annexure 1)

Study Duration - 3 months (February 2019 to April 2019)

Sample Size - 278 nurses (out of total 444 nurses 166 nurses having 1 or less than 1 year of experience) of the Mission Hospital Durgapur.

Inclusion criteria - Nurses having 1 or more than 1 year of experience

Exclusion criteria - Nurses having less than 1 year of experience

Sampling Technique - Convenient sampling.

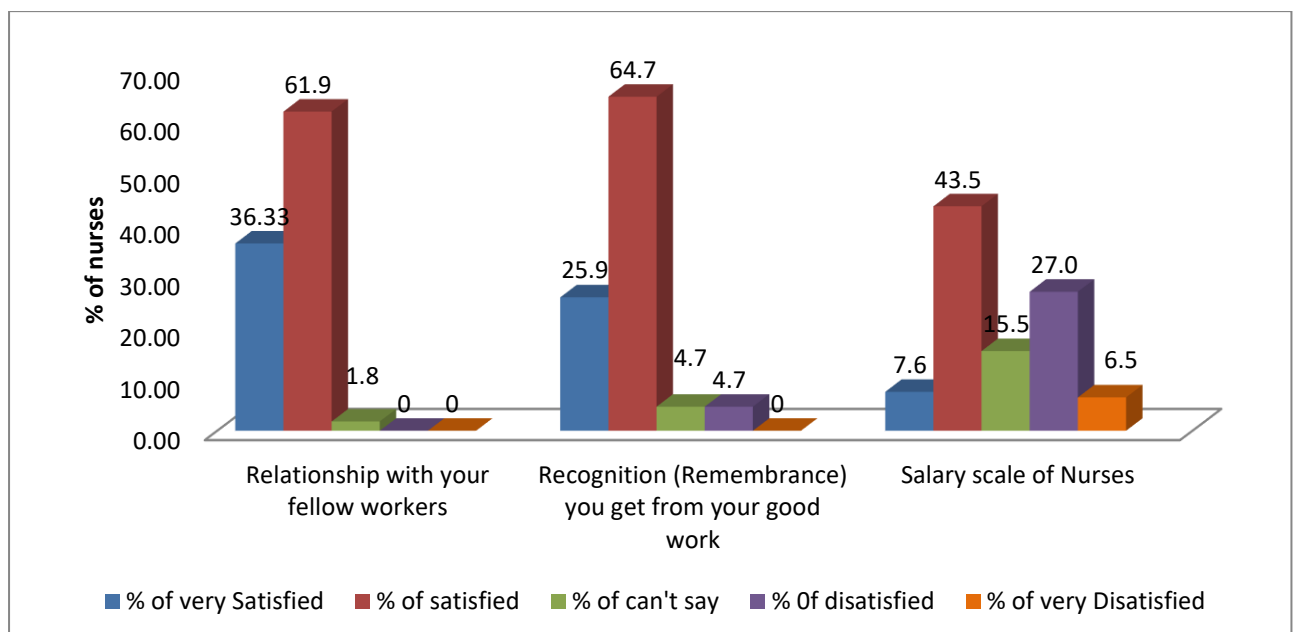
Data Analysis and Interpretation -

The results of the following study are explained in a graphical form,

1)) Satisfaction level with Relationship with Fellow workers , Recognition they get from their work and Salary scale

When nurses were asked about the following points the result was that

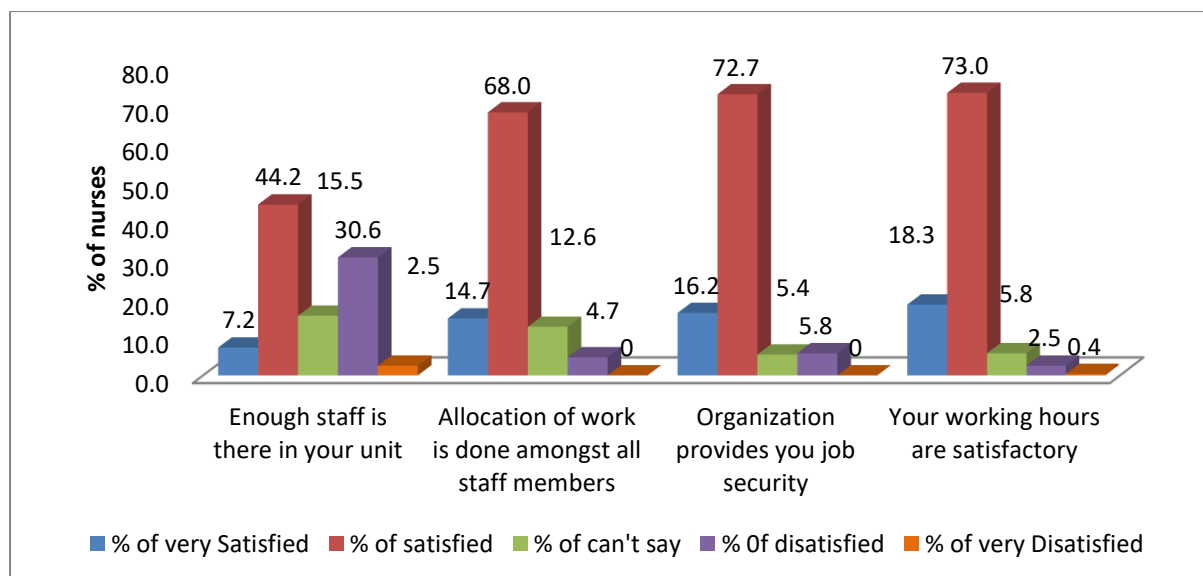
- 36.33% were very satisfied and 61.9% were satisfied with the relationship with their fellow workers
- 25.9% were very satisfied and 64.7% were satisfied with recognition (remembrance) they get from their good work
- 7.6% were very satisfied and 43.5% were satisfied with their salary scale



2) Satisfaction level with the Enough staff in their unit, Allocation of work is done among all the staff members, Organization provides them job security and Working hours.

When nurses were asked about the following points the result was that

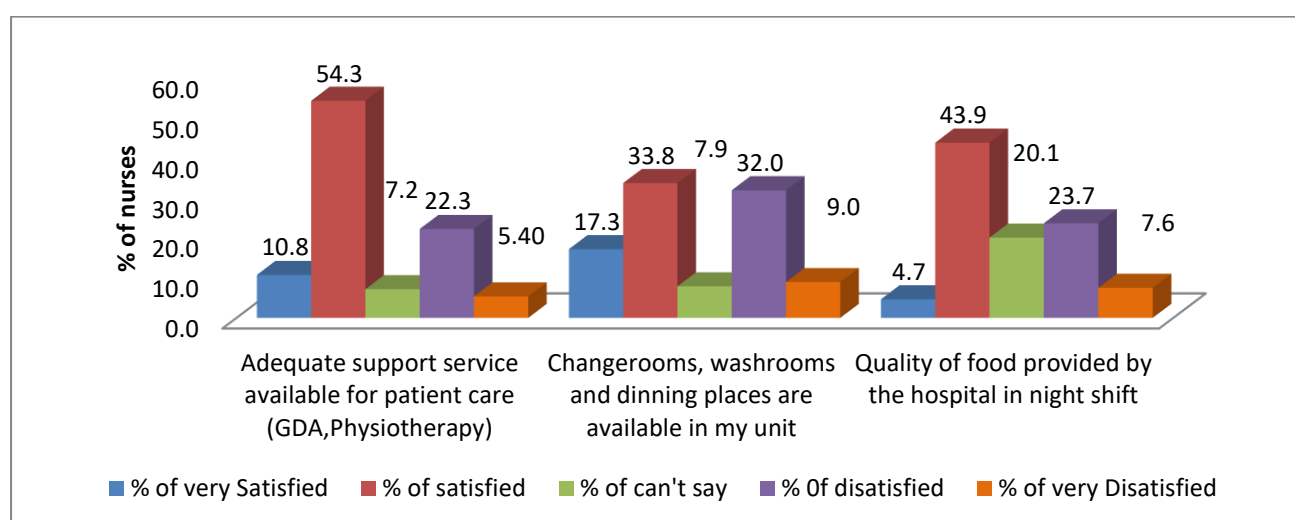
- 7.2% were very satisfied and 44.2% were satisfied with the statement that enough staff is there in their unit
- 14.7% were very satisfied and 68% were satisfied with the statement that equal allocation of work is done amongst all staff members
- 16.2% were very satisfied and 72.7% were satisfied with the statement that organization provides them job security
- 18.3% were very satisfied and 73% were satisfied with the working hours.



3) Satisfaction level with the adequate support services available for patient care (GDA, Physiotherapy), Change rooms, washrooms and dinning places are available in my unit, Quality of food provided by the hospital in night shift.

When the nurses were asked about the following points the result was that

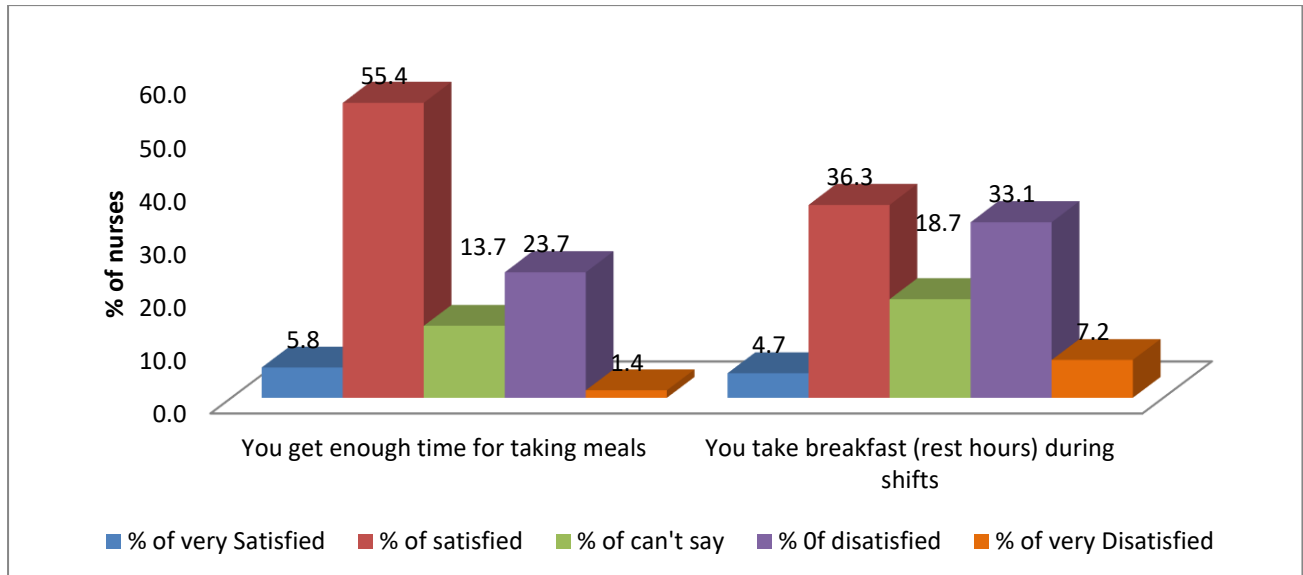
- 10.8% were very satisfied and 54.3% were satisfied with that they get adequate support service available for their patient care (GDA , Physiotherapy)
- 17.3% were very satisfied and 33.8% were satisfied with the statement that a change rooms, washrooms and dining places are available in my unit.
- 4.7% were very satisfied and 43.9% were satisfied with the quality of food provided by the hospital in night shift.



4) Satisfaction level with the Break

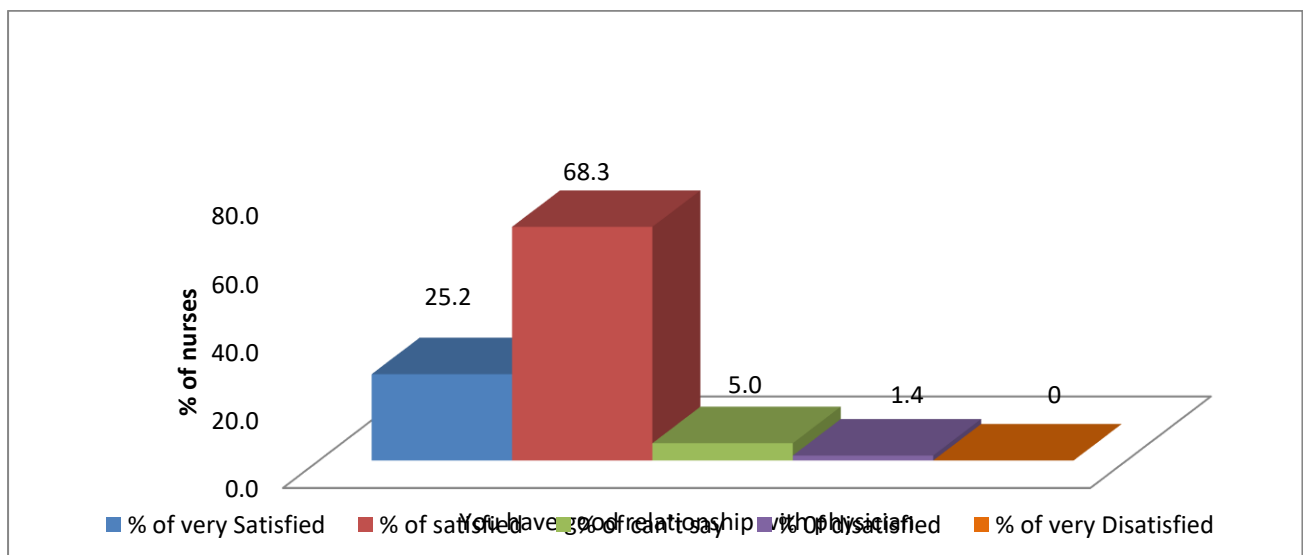
When the nurses were asked about the break and overtime the result was that

- 5.8% were very satisfied and 55.4% were satisfied with that they get enough time for taking meals
- 4.7% were very satisfied and 36.3% were satisfied with that they get enough time for taking breakfast (rest hours) during shifts.



5) Satisfaction level with the Nurse Physician Relationship

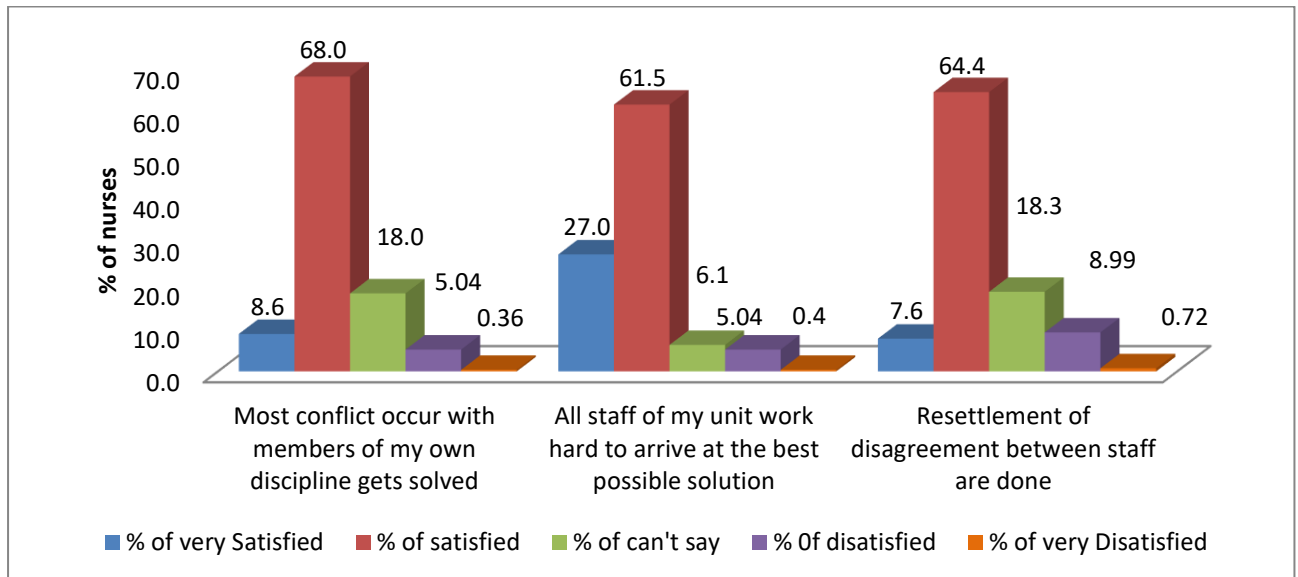
When the nurses asks about nurse physician relation 25.2% nurses were very satisfied and 68.3% were satisfied .



6) Satisfaction level with the Conflict among staff members

When the nurses were asked about the conflict among themselves the result was that

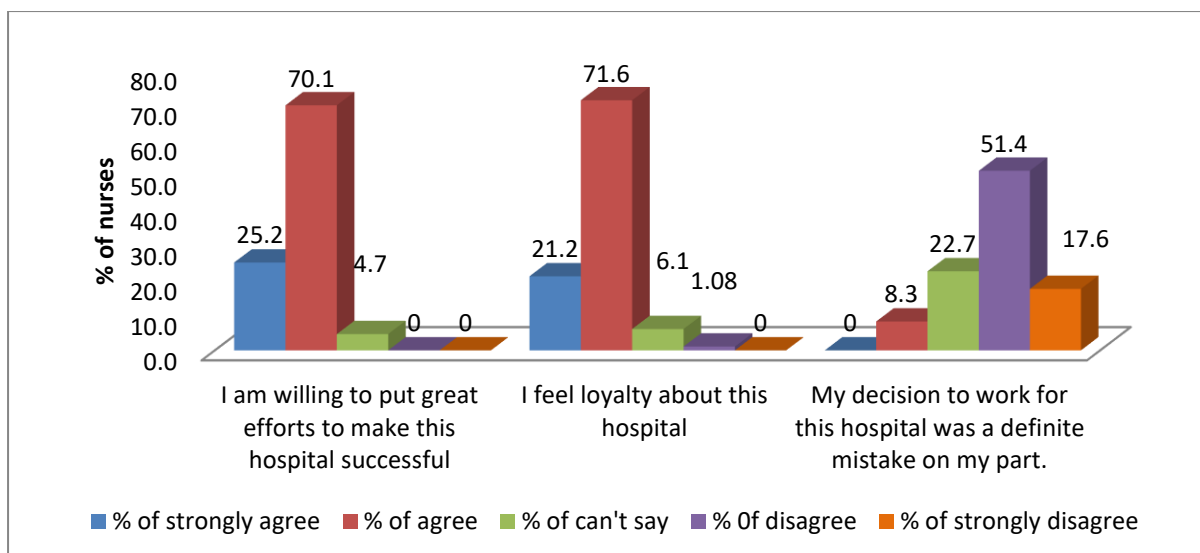
- 8.6% were very satisfied and 68% were satisfied with the statement that most conflict occur with members of my own discipline gets solved
- 27% were very satisfied and 61.5% with the statement that all staff of my unit work hard to arrive at the best possible solution.
- 7.6% were very satisfied and 64.4% were satisfied with the statement that resettlement of disagreement between the staff are done.



7) Satisfaction level with the Level of organization commitment

When the nurses were asked about the level of organization commitment the result was that

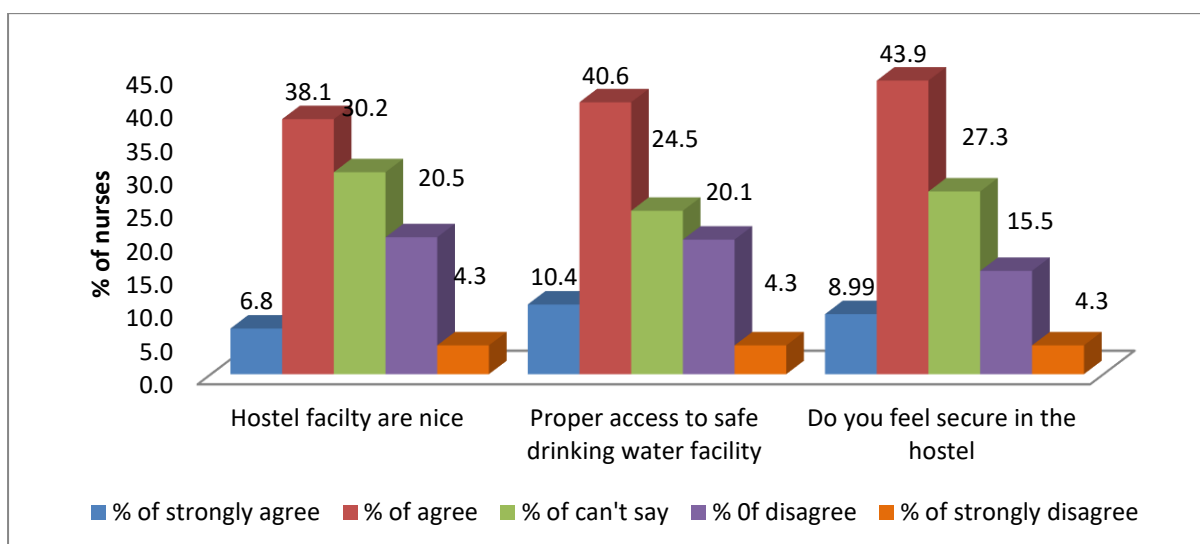
- 25.2% were strongly agree and 70.1% were agree with the statement that I am willing to put great efforts to make this hospital successful
- 21.2% were strongly agree and 71.6% were agree with the statement that I feel loyalty about this hospital.
- 17.6% were strongly disagree and 51.4% were disagree with the statement that my decision to work for this hospital was a definite mistake on my part



8) Hostel Facility

When nurses were asked about the hostel facility the result was that

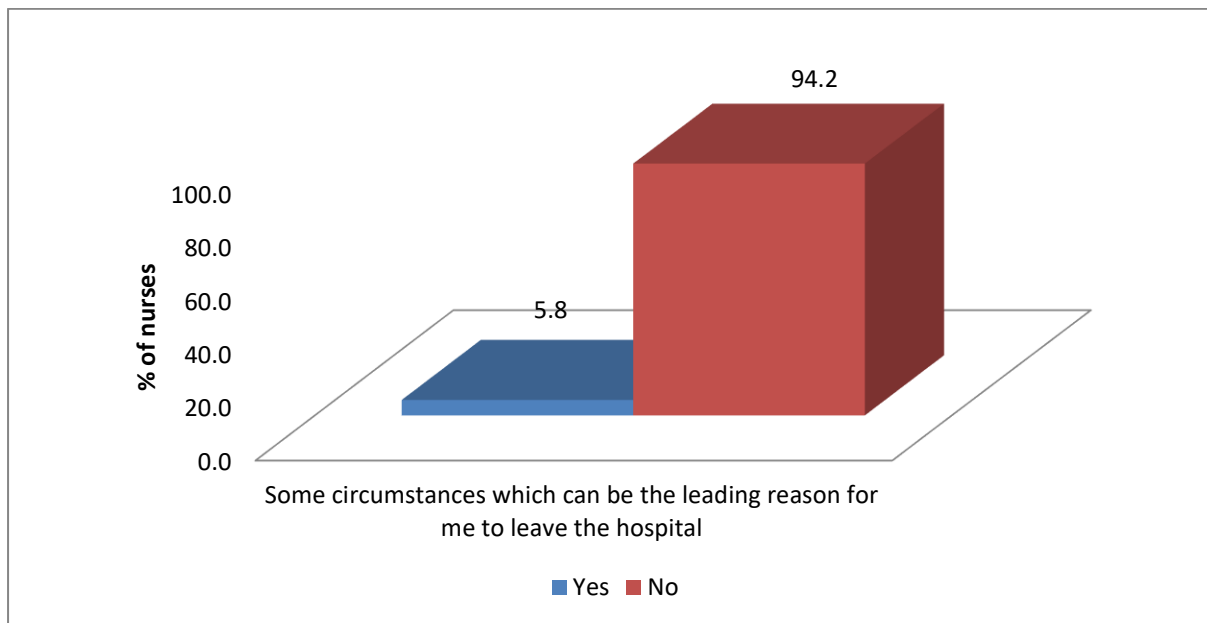
- 6.8% were strongly agree and 38.1% agree with the statement that hostel facility are nice and 30.2 % have no opinion since they don't access hostel
- 10.4% were strongly agree and 40.6% were agree with the statement that they have proper access of safe drinking water and 24.5% have no opinion since they don't have hostel.
- 8.9% were strongly agreed and 43.9% were agreed with the security of the hostel facility and 27.3% have no opinion since they don't have hostel.



9) Reasons for leaving the hospital

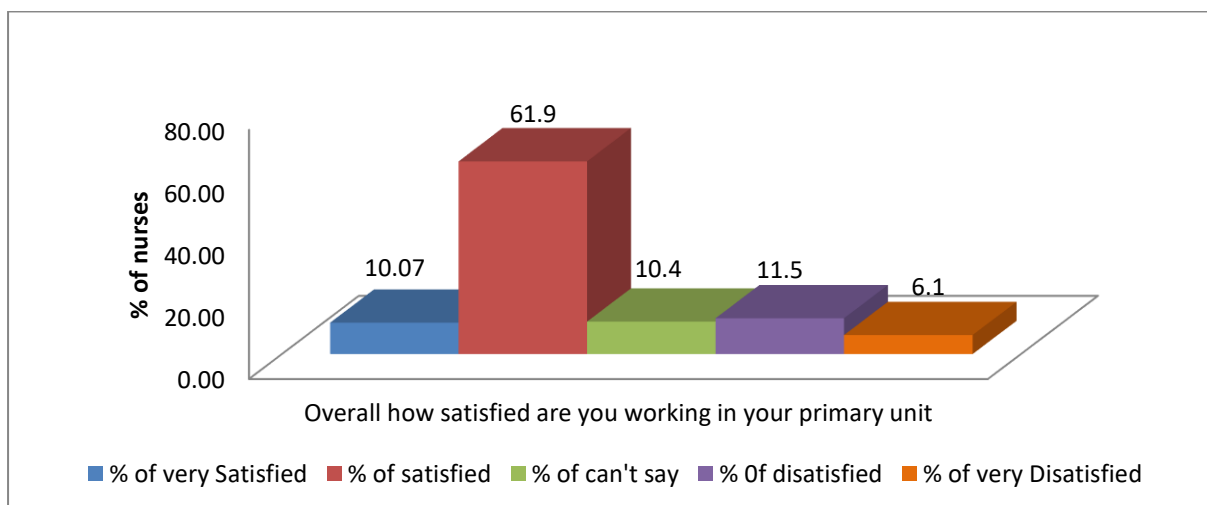
When nurses were asked about the certain reasons to leave this hospital 5.8% nurses give the reasons that is

- 1) Better opportunity
- 2) Getting govt. job
- 3) Discrimination for annual leave
- 4) According to experience salary is low.



8) Overall Satisfaction

When nurses were asked about the overall satisfaction the result was that 10.07% nurses were very satisfied and 61.9% nurses were satisfied



Summary of the findings-

- 1)When nurses asked about the job satisfaction most factors which lead to the dissatisfaction are salary scale of the nurses (7.6% were very satisfied and 43.5% were satisfied, adequate no of staff in their unit (7.2% were very satisfied and 44.2% were satisfied) , availability of change rooms, washrooms and dining places are available in their unit (17.3% were very satisfied and 33.8% were satisfied), quality of food provided by the hospital in night shift (4.7% were very satisfied and 43.9% were satisfied)
- 2) When nurses asked about the break and overtime dissatisfaction factor among the nurses are that they don't get time for taking breakfast and rest hours during their shift(4.7% were very satisfied and 36.3% were satisfied)
- 3) When nurses asked about the reasons for leaving the hospital the reasons they give are-according to experience salary is low, discrimination of annual leave, better opportunity and govt. job
- 4) When nurses asked about the hostel facility 30% were dissatisfied about the hostel facility
- 5) When nurses asked about the overall satisfaction 10.7% were very satisfied 61.9% were satisfied and 11.5% were dissatisfied and 6.1% were very dissatisfied

Conclusion - In the Mission hospital attrition of nurses are very high so to understand the reasons behind it this study was conducted. It will help to understand the major factors which leads to dissatisfaction among nurses and also to understand the working environment in which they work . Although nurses are satisfied with most of the factors but the points in which nurses are not satisfied are salary scale, shortage of manpower which leads to overburden of the work, Quality of food provided in the night shift by the hospital so the management should work on these areas to improve the working environment so that efficiency of the nurses can be improved.

Suggestions -

- 1) HR department may rationalize and revise the salary of the nurses according to performance.
- 2) Manpower in units where double duty going on can be increased, aids in improving the nurse satisfaction level
- 3) Proper Changing room and dining places can be allocated unit wise.
- 4) Separate washrooms can be allocated for nurses unit wise with cleanness .
- 5) Quality of food provided by the hospital in the night shift can be improved
- 6) Aqua guard must be placed in the hostel so that nurses can avail proper drinking water.

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Annexure - 1

NURSE SATISFACTION SURVEY

JOB SATISFACTION SCALE

SRL	PARTICULARS	VERY SATISFIED	SATISFIED	CAN'T SAY	DISSATISFIED	VERY DISSATISFIED
01	RELATIONSHIP WITH YOUR FELLOW WORKERS					
02	RECOGNITION (REMEMBRANCE) YOU GET FROM YOUR GOOD WORK					
03	SALARY SCALE OF NURSES					
04	ENOUGH STAFF AND EQUAL DISTRIBUTION OF WORK IS DONE					
05	ORGANIZATION PROVIDES YOU JOB SECURITY					
06	YOUR WORKING HOURS ARE SATISFACTORY					
07	ADEQUATE SUPPORT SERVICE AVAILABLE FOR PATIENT CARE (GDA, PHYSIOTHERAPY)					
08	CHANGEROOMS ,WASHROOMS AND DINNING PLACES ARE AVAILABLE IN MY UNIT					
09	QUALITY OF FOOD PROVIDED BY THE HOSPITAL IN NIGHT SHIFT					

BREAKS AND OVERTIME

SRL	PARTICULARS	VERY SATISFIED	SATISFIED	CAN'T SAY	DISSATISFIED	VERY DISSATISFIED
01	YOU GET ENOUGH TIME FOR TAKING MEALS					
02	YOU TAKE BREAKS(REST HOURS) DURING YOUR SHIFTS					

NURSE-PHYSICIAN RELATIONSHIP

SRL	PARTICULARS	VERY SATISFIE D	SATISFIED	CAN'T SAY	DISSATISF IED	VERY DISSATISFI ED
01	YOU HAVE GOOD RELATIONSHIP WITH PHYSICIAN					

DISAGREEMENT / CONFLICT

SRL NO.	PARTICULARS	VERY SATISFIED	SATISFIED	CAN'T SAY	DISSATISFIED	VERY DISSATISFIED
01	MOST CONFLICT OCCUR WITH MEMBERS OF MY OWN DISCIPLINE					
02	ALL STAFF OF MY UNIT WORK HARD TO ARRIVE AT THE BEST POSSIBLE SOLUTION					
03	RESETTELMENT OF DISAGREEMENT BETWEEN STAFF ARE DONE					

ORGANIZATIONAL COMMITMENT SCALE

SRL	PARTICULARS	STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE
01	I AM WILLING TO PUT GREAT EFFORTS TO MAKE THIS HOSPITAL SUCCESSFUL					
02	I FEEL LOYALTY ABOUT THIS HOSPITAL					
03	MY DECISION TO WORK FOR THIS HOSPITAL WAS A DEFINITE MISTAKE ON MY PART.					
04	SOME CIRCUMSTANCES WHICH CAN BE THE LEADING REASONS FOR ME, TO LEAVE THE HOSPITAL . (YES/NO) IF YES, GIVE REASONS---					
	(I)					
	(II)					

HOSTEL FACILITY

SRL	PARTICULARS	STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE
01	HOSTEL FACILITY ARE NICE					
02	PROPER ACCESS TO SAFE DRINKING WATER FACILITY					
03	DO YOU FEEL SECURE IN THE HOSTEL					

OVERALL SATISFACTION

SRL	PARTICULARS	VERY SATISFIED	SATISFIED	CAN'T SAY	DISSATISFIED	VERY DISSATISFIED
01	OVERALL HOW SATISFIED ARE YOU WORKING ON YOUR PRIMARY UNIT?					