

# Factors Influencing Job Satisfaction Among Employees at Shalby Multispecialty Hospital, Mohali

*By*

*Heena Mansotra*

*Dissertation submitted for the partial fulfillment of the  
MBA Hospital and Health Management*

*Academic year, 2015-2017*



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**To whomsoever it may concern**

This is to certify that Dr.Heena Mansotra student of MBA Hospital and Health Management from The IIHMR University, Jaipur has undergone internship training at Shalby hospital Mohali from 6<sup>th</sup> February 2017 to 6<sup>th</sup> May 2017.

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

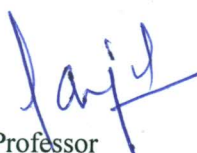
The Internship is in fulfillment of the course requirements.

I wish her all success in all her future endeavors.



Dean, Academics and Student Affairs

The IIHMR University, Jaipur



Professor

The IIHMR University, Jaipur



The certificate is awarded to



**Dr. Heena Mansotra**

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

**OPERATIONS**

and has successfully completed her Project on

**Factors influencing job satisfaction among employees**

From February 6<sup>th</sup> to May 6<sup>th</sup> 2017

**At**

**SHALBY HOSPITALS, MOHALI**

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

We wish him/her all the best for future endeavors

  
**HR MANAGER**

**SHALBY LIMITED**

Regd. Office: Opp. Karnavati Club, S. G. Road, Ahmedabad - 380 015, Gujarat, India.

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**THE IIHMR UNIVERSITY, JAIPUR**

**CERTIFICATE BY SCHOLAR**

This is to certify that the dissertation titled **FACTORS INFLUENCING JOB SATISFACTION OF EMPLOYEES AT SHALBY HOSPITAL MOHALI** and submitted by **Dr HEENA MANSOTRA** Enrollment No **IIHMR-U/01/2015-17/0284** under the supervision of **Dr S.D.GUPTA** for award of MBA in HEALTH AND HOSPITAL MANAGEMENT of the University carried out during the period from **February 06, 2017 to May 05, 2017** 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.

*Heena  
Mansotra*

Signature

**THE IIHMR UNIVERSITY, JAIPUR**

**CERTIFICATE BY SCHOLAR**

This is to certify that all ethical issues have been considered while collecting data for my dissertation titled: **FACTORS INFLUENCING JOB SATISFACTION AMONG EMPLOYEES AT SHALBY HOSPITAL MOHALI.**

*Heena  
Mansotra*

Signature of student

# ABSTRACT

**TITLE:** Factors influencing job satisfaction among employees at Shalby Multispecialty Hospital, Mohali.

**AUTHOR:** Heena Mansotra

## **BACKGROUND**

Job satisfaction is very significant as it results in increased efficiency, non-attendance and lower employee turnover. Low job satisfaction may affect the efficiency of health services. The subject of job satisfaction is particularly relevant and of interest to public health practitioners due to the fact that organizational and employees health and well being rest at a great deal on job satisfaction. This is particularly important because employees in the healthcare delivery system are expected to provide quality patient care while working in a highly stressful environment. Various studies have shown that the dissatisfaction with one's job may result in **higher employee turnover, absenteeism, tardiness and grievances**. Improved job satisfaction on the other hand results in **increased productivity**. Job satisfaction shows that personal factors such as an individual needs and aspirations determine his/her attitude, along with group and organizational factors such as relationships with co-workers and supervisors and working conditions, work policies, and compensation. A satisfied employee tends to make positive contributions and stays with the organisation.

## **OBJECTIVES:**

To assess the level of job satisfaction of employees in Shalby multi specialty hospital, Mohali?

To determine the factors influencing job satisfaction?

**METHODOLOGY:**

A cross-sectional survey was done from February - May 2017 to determine the factors influencing job satisfaction among employees at Shalby Multispecialty hospital, Mohali. Employees from different departments were asked 25 well framed questions. The data was collected and then analyzed with Microsoft excel.

**RESULTS:**

It was analyzed that the employees of Shalby hospital were satisfied with the working conditions, sharing of knowledge, circulation of information and are efficiently maintaining their work life balance. Hospital needs improvement in areas like parking, canteen and washrooms.

**CONCLUSION:**

Since the employees working at Shalby Hospital Mohali are satisfied with their job profile, working environment, office working hours, weekly offs and feel acknowledged. There is a need to maintain this trend. Motivational schemes may be implemented like HIGH-5 badges, best employee of the month or similar schemes. Employees must feel that they are recognized for their work. Motivational, behavioral and work related trainings need to be conducted. Perks, allowances, promotions and transfers need to be more transparent. Documented policy and circulation of the same to all employees may enhance trust of the employees.

## ***Acknowledgement***

*I WOULD LIKE TO EXPRESS MY SPECIAL THANKS TO **MR.SUNIT AGGARWAL (CAO,MOHALI)** AND **MR.NITIN SOI (MANAGER OPERATIONS)** AND **MR.SANDEEP SEHGAL (HEAD HR)** FOR GIVING ME THE GOLDEN OPPORTUNITY TO PURSUE MY INTERNSHIP AT **SHALBY MULTISPECIALITY HOSPITAL,MOHALI**.*

*I AM USING THIS OPPORTUNITY TO EXPRESS MY GRATITUDE TO EVERYONE WHO SUPPORTED ME THROUGHOUT THE COURSE OF MY INTERNSHIP AT **SHALBY MULTISPECIALITY HOSPITAL,MOHALI**.*

*ALSO, MY SUCCESSFUL COMPLETION OF THE PROJECTS WOULD NOT HAVE BEEN POSSIBLE WITHOUT THE HELPING DEEDS OF THE DEPARTMENT HEADS.*

*I WOULD ALSO LIKE TO THANK MY PROJECT INTERNAL GUIDE **MR. S.D.GUPTA** (CHAIRMAN IIMR UNIVERSITY) FOR HIS CONSTANT SUPERVISION AND SUPPORT IN COMPLETING THE PROJECTS.*

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## **INTRODUCTION:**

According to Nancy C. Morse "Satisfaction refers to the level of fulfillment of one's needs, wants and desire. Satisfaction depends basically upon what a person wishes from the world, and what he gets." Employee satisfaction is a measure of how happy workers are with their job and working environment. There may be many factors affecting the organizational efficacy and one of them is the employee satisfaction. Employee satisfaction can be evaluated if there are good working relationships within the colleagues. In addition parameters like good salary, work atmosphere, training and education opportunities and career developments may be related with the increasing employee satisfaction. Employee satisfaction is the terminology used to describe whether employees are happy, contented and fulfilling their desires and needs at work. Employee satisfaction is cumulative result of employee motivation, employee ambition achievement and optimistic employee morale in the work place.

Job satisfaction is very significant as it results in increased efficiency, non-attendance and lower employee turnover. Low job satisfaction may affect the efficiency of health services. Employees working in healthcare organizations need to have positive attitude as they are going to deal with people under stressful circumstances

Various studies have shown that the dissatisfaction with one's job may result in higher employee turnover, absenteeism, tardiness and grievances. Improved job satisfaction on the other hand results in increased productivity. Various factors like relationships with coworkers, organizational working conditions, organization policies, work related benefits, leave structure and compensation etc are some of the factors determining job satisfaction. A satisfied employee always makes positive offerings and shows loyalty with the organisation.

Everyone from managers, retention agents to HR need to get a handle on employee loyalty and satisfaction – how committed is the workforce to the organization and if workers are really contented with the way of things for gauging their likelihood to stay with the company. Main facet of HR Management is to measure employee satisfaction. This department is Human resource is considered to be backbone of every association. Satisfied employee is an asset to any organization as it helps organization to reach the heights of success. So it is the main function of HR department to recruit employees who have the positive attitude towards their work. The organization must take care of the needs of its

employees by motivating them. A motivated employee will give his/her 100% for the growth of the organization.

Employees of an organisation may be considered job satisfied if

- 1) They are self motivated and work professionally.
- 2) They are emotionally attached and remain in the organization.
- 3) They are ready to work out of the normal during hard times.
- 4) They acknowledge changes and stay focused.
- 5) They maintain brand image of the organisation.

## REVIEW OF LITERATURE

A study of job satisfaction and work environment perception among doctors in a tertiary hospital in Delhi showed that a significant proportion of doctors were found to be dissatisfied with an average number of their work-hours and salary. Factors like the average number of work-hours per day and the number of night shifts per month were found to have a significant relation with dissatisfaction. Further studies were suggested to explore how best the work- hours of doctors could be adjusted to improve their job satisfaction. Workplace stress among doctors in government hospitals (Irfan Baba) (2012), this study showed that stress experienced at work can have adverse outcomes for the well-being of individual employees and organization as whole. Many studies showed that there are five major stressors that were of high levels of job displeasure and off-putting mental being: these were put into practice administration and demands of job, interfering with family and social life, routine medical work, interruption and working atmosphere. Job satisfaction among hospital doctors in Norway and Germany. A comparative study on national samples (Judith Rosta) (2009) Norwegian hospital doctors had significantly life and job satisfaction than German colleagues. Freedom to choose your own methods of working opportunities to use your skills physical working conditions, recognition you get for good achievement, overall job situation, work hours, rate of pay.

Physician job satisfaction driven by quality of patient care (2013). An in-depth study about doctor job satisfaction has found physicians are motivated primarily by their ability to provide quality health care to their patients.

### **OBJECTIVES:**

To evaluate the level of job satisfaction of employees in Shalby multi specialty hospital, Mohali?

To find out the factors influence job satisfaction?

### **RESEARCH METHODOLOGY:**

#### **STUDY DESIGN**

Cross-sectional

#### **STUDY DURATION**

February to May 2017.

#### **STUDY POPULATION**

The study population consisting of employees from different departments of Shalby hospital.

#### **SAMPLE SIZE**

50

#### **SAMPLING TECHNIQUE**

Convenient sampling

#### **DATA COLLECTION TOOL**

A well structured questionnaire consisting of 25 statement.

#### **RELIABILITY STATISTICS**

| CRONBACH'S ALPHA | N of Items |
|------------------|------------|
| 0.921            | 25         |

### **EMPLOYEE SATISFACTION SURVEY QUESTIONNAIRE FORM**

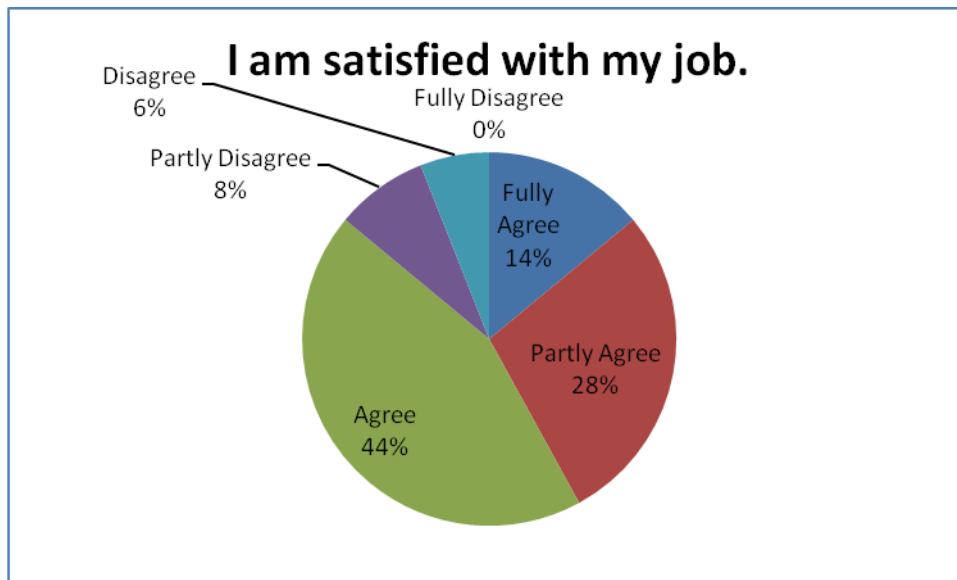
Select the most appropriate answer for each question:

| Sr no. | Question                                                                       | Fully agree | Agree | Partly agree | Partly disagree | Disagree | Fully disagree |
|--------|--------------------------------------------------------------------------------|-------------|-------|--------------|-----------------|----------|----------------|
| 1      | I am satisfied with my job.                                                    |             |       |              |                 |          |                |
| 2      | My job profile matches with my qualification and interests.                    |             |       |              |                 |          |                |
| 3      | I feel comfortable in this hospital.                                           |             |       |              |                 |          |                |
| 4      | Work allocation is fairly distributed within my team.                          |             |       |              |                 |          |                |
| 5      | I have enough time to share knowledge with my team members.                    |             |       |              |                 |          |                |
| 6      | I am respected within my team.                                                 |             |       |              |                 |          |                |
| 7      | There is proper coordination within the team.                                  |             |       |              |                 |          |                |
| 8      | My salary is in line with my expectation.                                      |             |       |              |                 |          |                |
| 9      | There is lot of stress in my job.                                              |             |       |              |                 |          |                |
| 10     | I am helped by my seniors and colleagues in my routine jobs.                   |             |       |              |                 |          |                |
| 11     | I am often recognized for my work by seniors and colleagues.                   |             |       |              |                 |          |                |
| 12     | I feel that there are abundance of opportunities in this work for me to shine. |             |       |              |                 |          |                |
| 13     | Perks and progressions are transparent.                                        |             |       |              |                 |          |                |
| 14     | Workplace problems do not affect my personal life.                             |             |       |              |                 |          |                |
| 15     | There is sufficient guidance on personal development and progress.             |             |       |              |                 |          |                |
| 16     | I am allowed to work freely without any restrictions.                          |             |       |              |                 |          |                |
| 17     | Timings of my job suit my personal life.                                       |             |       |              |                 |          |                |
| 18     | I have job security in this organization.                                      |             |       |              |                 |          |                |
| 19     | I would change my job if superior opportunity come my way in this same job.    |             |       |              |                 |          |                |
| 20     | Canteen, housekeeping and drinking water ability is up to the mark.            |             |       |              |                 |          |                |
| 21     | Proper and safe parking space is available for my vehicle.                     |             |       |              |                 |          |                |
| 22     | I am satisfied about the way of information sharing from the management.       |             |       |              |                 |          |                |
| 23     | I am satisfied with my daily working hours.                                    |             |       |              |                 |          |                |
| 24     | I am not forced to work overtimes and on Sundays.                              |             |       |              |                 |          |                |
| 25     | I will recommend others to join Shalby Hospital Mohali.                        |             |       |              |                 |          |                |

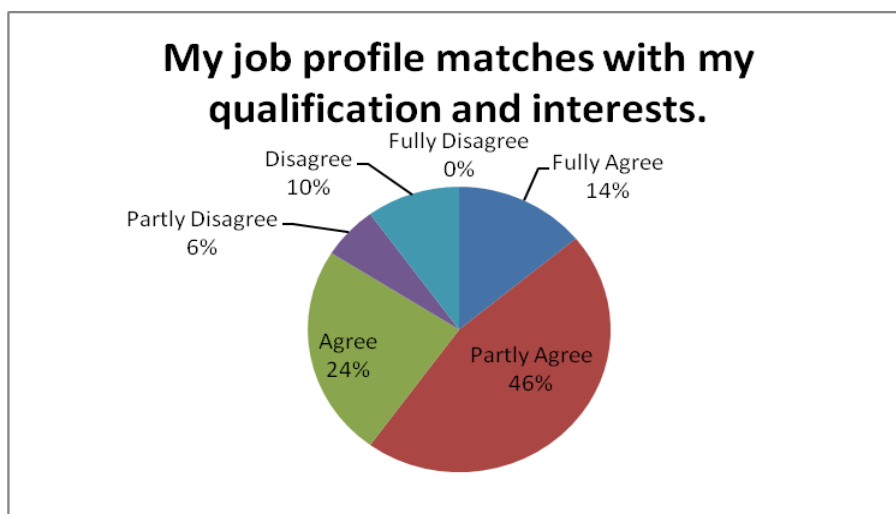
| Q.No | Questions                                                                             | Fully Agree | Partly Agree | Agree | Partly Disagree | Disagree | Fully Disagree | Total |
|------|---------------------------------------------------------------------------------------|-------------|--------------|-------|-----------------|----------|----------------|-------|
| 1    | I am satisfied with my job.                                                           | 14%         | 28%          | 44%   | 8%              | 6%       | 0%             | 100%  |
| 2    | My job profile matches with my qualification and interests.                           | 14%         | 46%          | 24%   | 6%              | 10%      | 0%             | 100%  |
| 3    | I feel comfortable in this hospital.                                                  | 10%         | 56%          | 10%   | 4%              | 14%      | 6%             | 100%  |
| 4    | Work allocation is fairly distributed within my team.                                 | 12%         | 48%          | 16%   | 8%              | 12%      | 4%             | 100%  |
| 5    | I have enough time to share knowledge with my team members.                           | 22%         | 48%          | 8%    | 8%              | 14%      | 0%             | 100%  |
| 6    | I am respected within my team.                                                        | 36%         | 50%          | 12%   | 2%              | 0%       | 0%             | 100%  |
| 7    | There is proper coordination within the team.                                         | 32%         | 34%          | 24%   | 8%              | 2%       | 0%             | 100%  |
| 8    | My salary is in line with my expectation.                                             | 2%          | 26%          | 30%   | 16%             | 16%      | 10%            | 100%  |
| 9    | There is lot of stress in my job.                                                     | 6%          | 36%          | 42%   | 2%              | 10%      | 4%             | 100%  |
| 10   | I am helped by my seniors and colleagues in my routine jobs.                          | 28%         | 48%          | 12%   | 6%              | 6%       | 0%             | 100%  |
| 11   | I am often recognized for my work by seniors and colleagues.                          | 18%         | 58%          | 10%   | 6%              | 8%       | 0%             | 100%  |
| 12   | I feel that there are abundance of opportunities in this work for me to shine.        | 8%          | 38%          | 20%   | 26%             | 4%       | 4%             | 100%  |
| 13   | Perks and progressions are transparent.                                               | 0%          | 29%          | 33%   | 20%             | 12%      | 6%             | 100%  |
| 14   | Workplace problems do not affect my personal life.                                    | 18%         | 38%          | 10%   | 12%             | 18%      | 4%             | 100%  |
| 15   | There is sufficient guidance on personal development and progress.                    | 2%          | 46%          | 20%   | 12%             | 16%      | 4%             | 100%  |
| 16   | I am allowed to work freely without any restrictions.                                 | 8%          | 28%          | 32%   | 6%              | 18%      | 8%             | 100%  |
| 17   | Timings of my job suit my personal life.                                              | 16%         | 44%          | 16%   | 6%              | 14%      | 4%             | 100%  |
| 18   | I have job security in this organization.                                             | 6%          | 42%          | 22%   | 12%             | 14%      | 4%             | 100%  |
| 19   | I would change my occupation if better opportunities come my way in this same career. | 44%         | 36%          | 6%    | 8%              | 6%       | 0%             | 100%  |
| 20   | Canteen, housekeeping and drinking water capacity is up to the mark.                  | 0%          | 20%          | 20%   | 18%             | 12%      | 30%            | 100%  |
| 21   | Proper and safe parking space is available for my vehicle.                            | 8%          | 30%          | 22%   | 18%             | 4%       | 18%            | 100%  |
| 22   | I am satisfied about the way of information sharing from the management.              | 0%          | 28%          | 30%   | 10%             | 22%      | 10%            | 100%  |
| 23   | I am satisfied with my daily working hours.                                           | 6%          | 54%          | 10%   | 14%             | 12%      | 4%             | 100%  |
| 24   | I am not forced to work overtimes and on Sundays.                                     | 16%         | 55%          | 10%   | 2%              | 10%      | 6%             | 100%  |
| 25   | I will recommend others to join Shalby Hospital Mohali.                               | 12%         | 34%          | 20%   | 8%              | 18%      | 8%             | 100%  |

## **DATA ANALYSIS AND CONCLUSIONS**

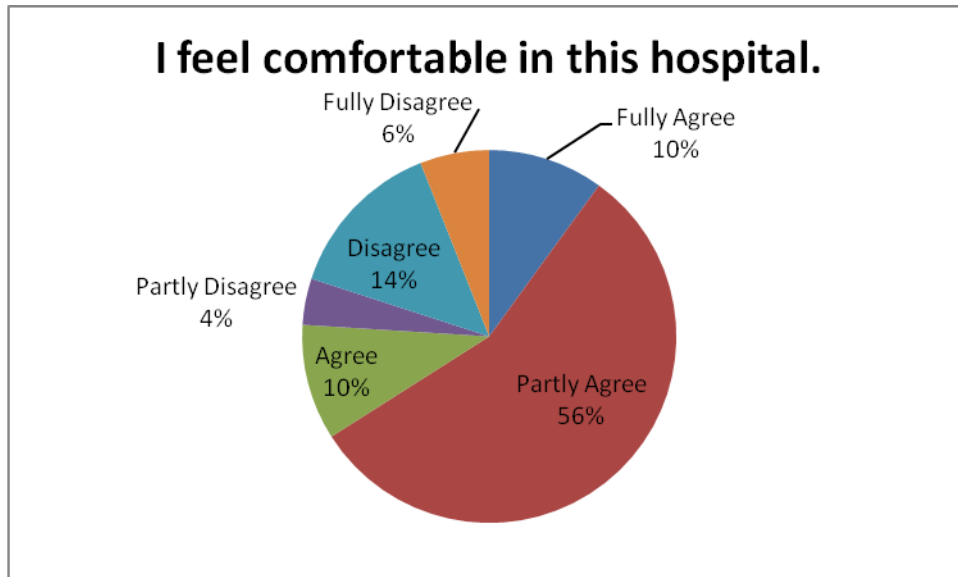
1. Pie chart mentioned below clearly indicates that majority of the employees are satisfied with their job. 14% fully agree, 44% agree and 28% partly agree suggests that employee, as a whole, are satisfied with their job. It also indicates that organization is taking proper care of their human resource.



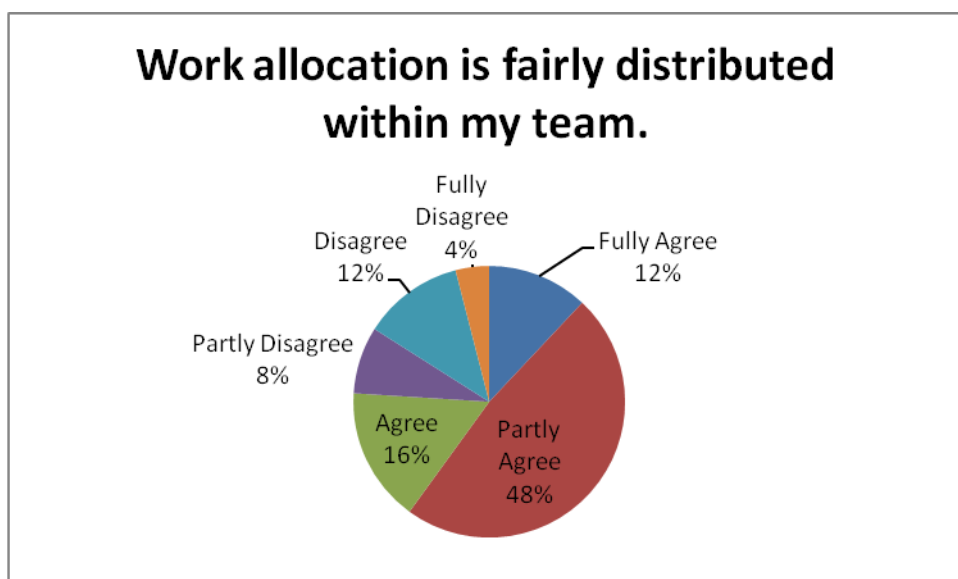
- 2) 14% fully agree, 46% agree and 24% partly agree that their job profile is in line with their academic qualifications and matches with their interests. This suggests that employees adore their job and are fully committed to take organization forward.



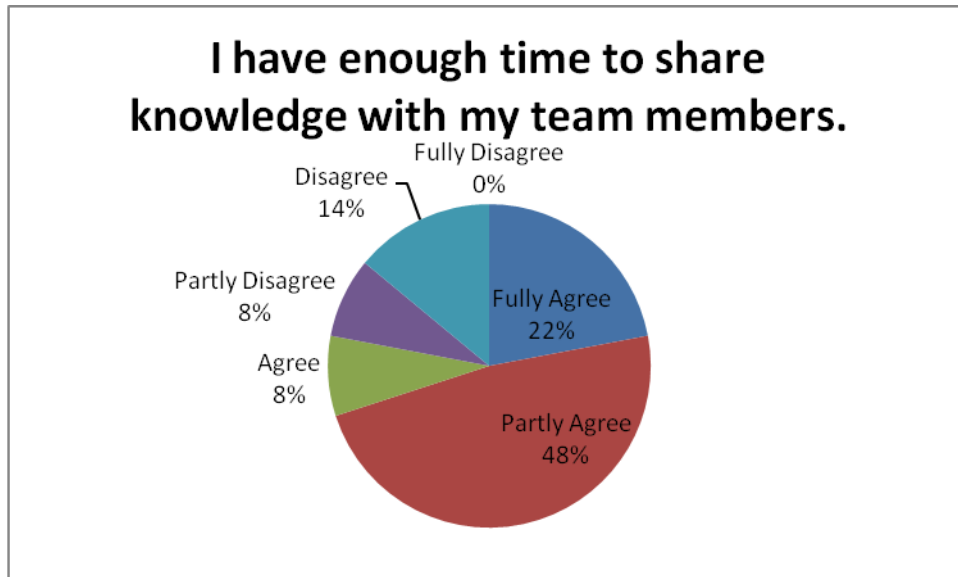
- 2) 76% employees feel comfortable working in this hospital. It indicates there is better coordination within the team. Management is providing all necessary support to their employees to carry out their tasks.



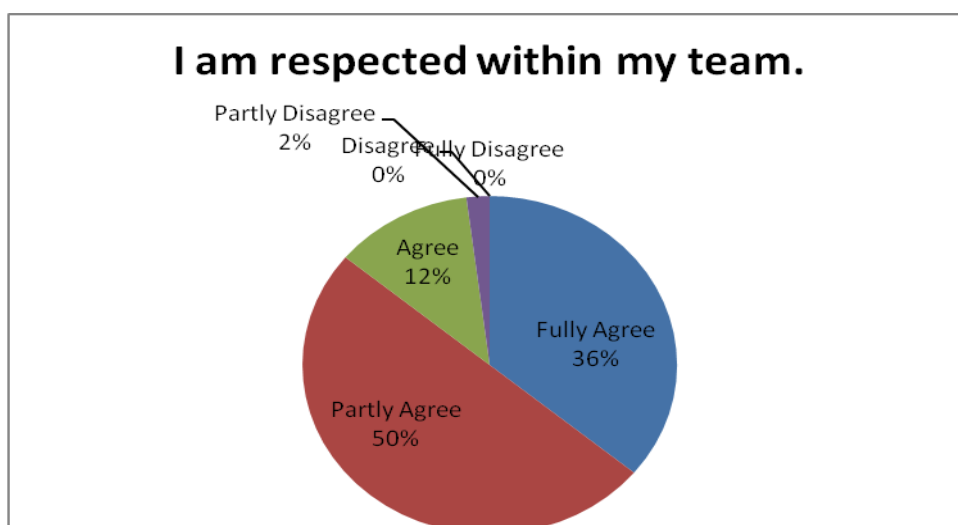
- 3) 12 % fully agree, 16 agree and 48% partly agree that work is fairly distributed within the team. This ensures sense of equality and at the same time ensures that employees are given enough time to enhance their skills.



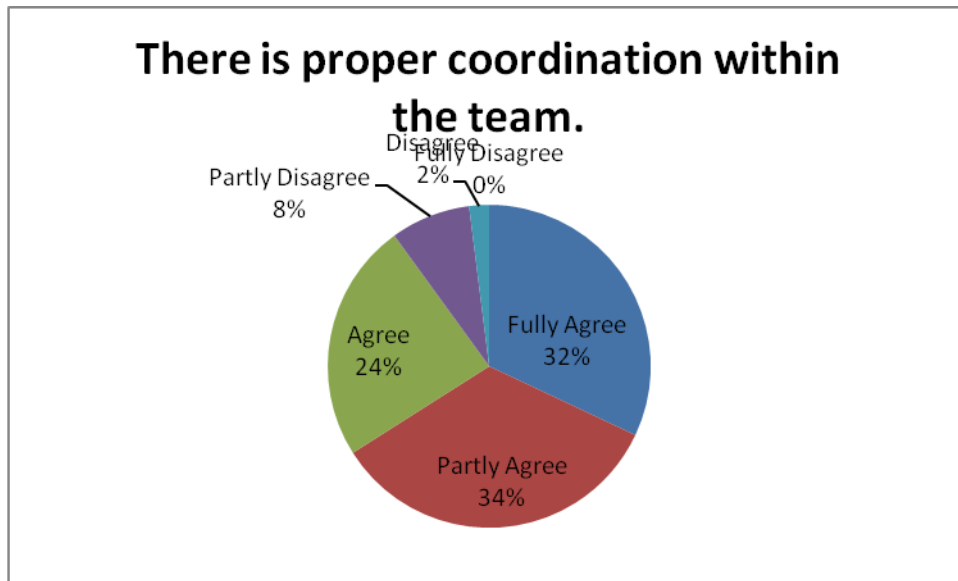
- 4) 22 % fully agree, 8 agree and 48% partly agree indicate that employees have enough time to share knowledge with their team members. This is one of the most vital tool for self learning. It saves valuable time and capital which otherwise will be required to provide trainings and conduct workshops.



- 5) Sense of respect at workplace is one of the most important parameter of employee satisfaction. Almost everyone in the hospital feels respected and indicates that overall employees are satisfied with their jobs.



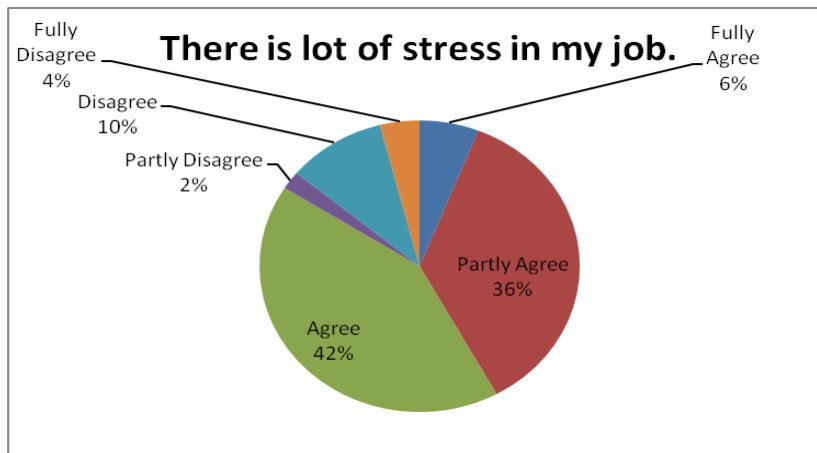
- 6) Pie chart shown below indicates that team is synchronised and motivated to work in proper coordination.



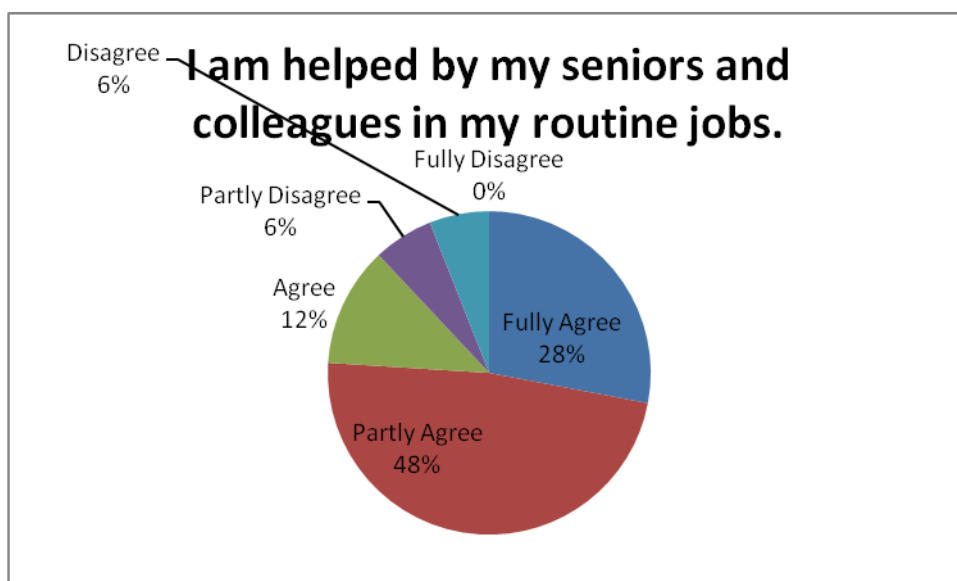
- 7) 2% fully agree, 30% agree and 26% partly agree indicates that around 58% of the employees feel salary is in line with their expectation and job profile. However 42% employees feel that improvement is required on this parameter. There is a need to analyse salary particulars. If better options are available for employees at some other organisation, they may think of switching organisation.



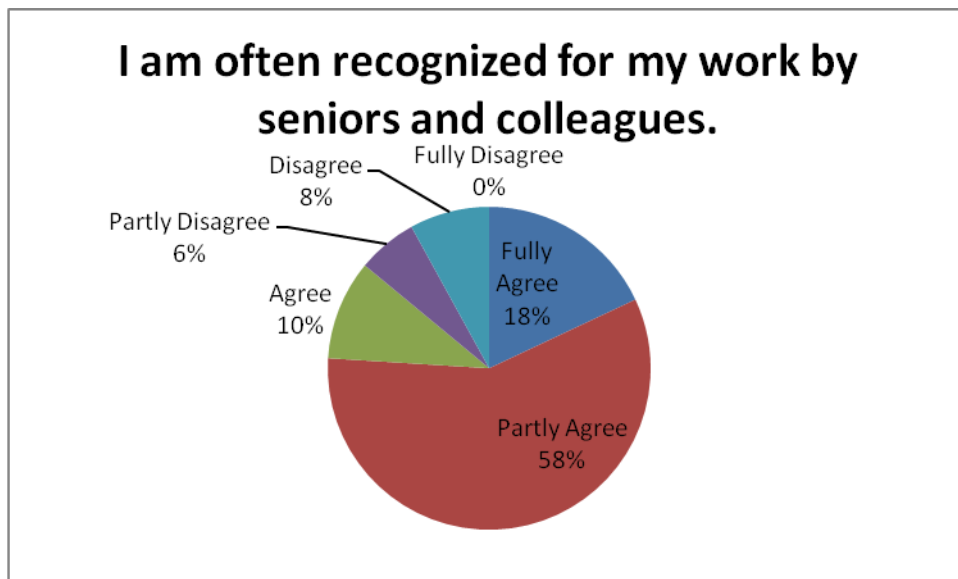
- 8) 6% fully agree, 42% agree and 36% partly agree indicates that there is lot of stress in their job. There is a need to provide necessary breaks to employees. Get togethers, picnics and other social gatherings may be helpful. Employees should always stay focussed and every care must be taken to minimise monotonous work life.



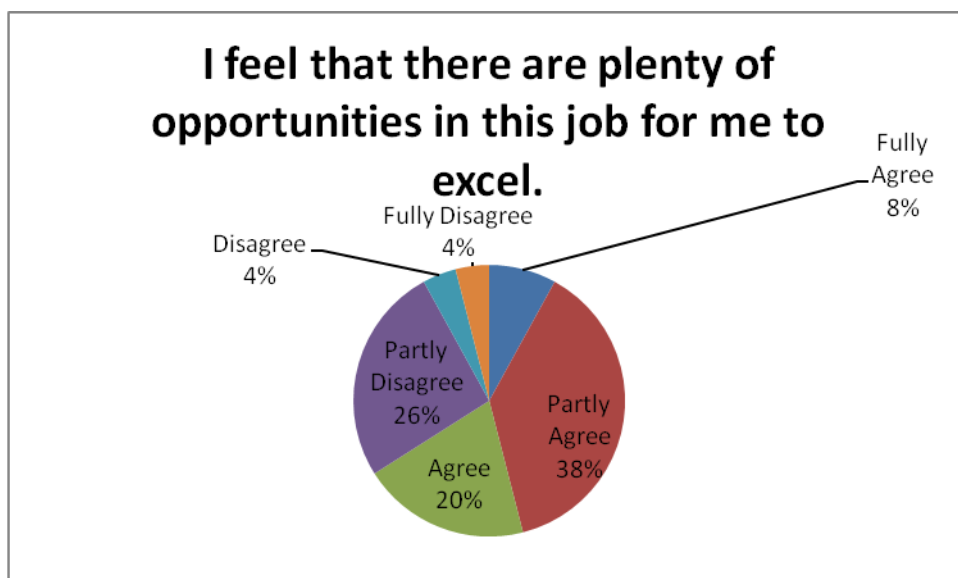
- 9) 28% fully agree, 12% agree and 48% partly agree indicates new employees and trainees are welcomed and guided to perform their work.



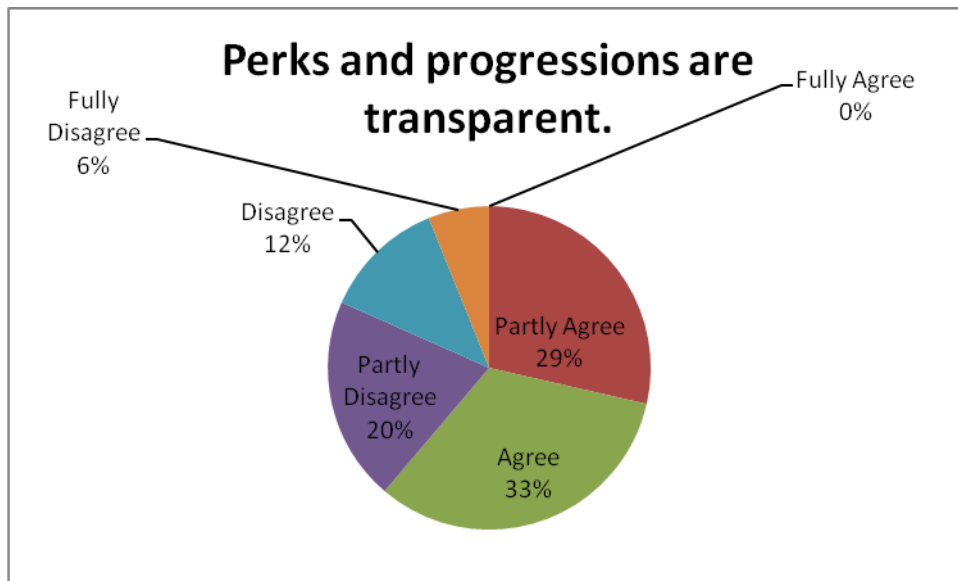
- 10) 18% fully agree, 10% agree and 58% partly agree indicates employees are recognised for good work done by them. This motivates each one in the team to perform job to the best of their ability.



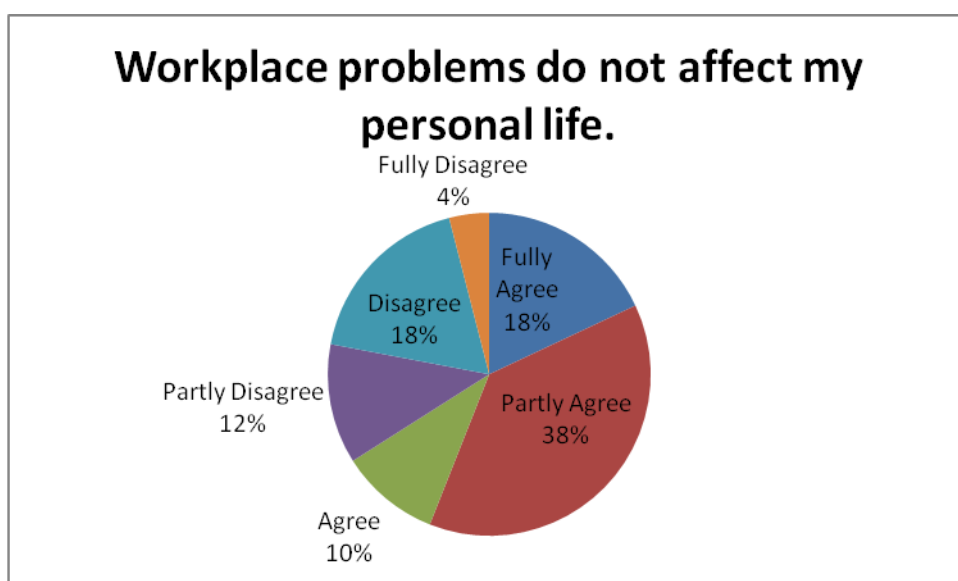
- 11) 8% fully agree, 20% agree and 38% partly agree indicates that employees feel there are enough chances for them to excel in this job.



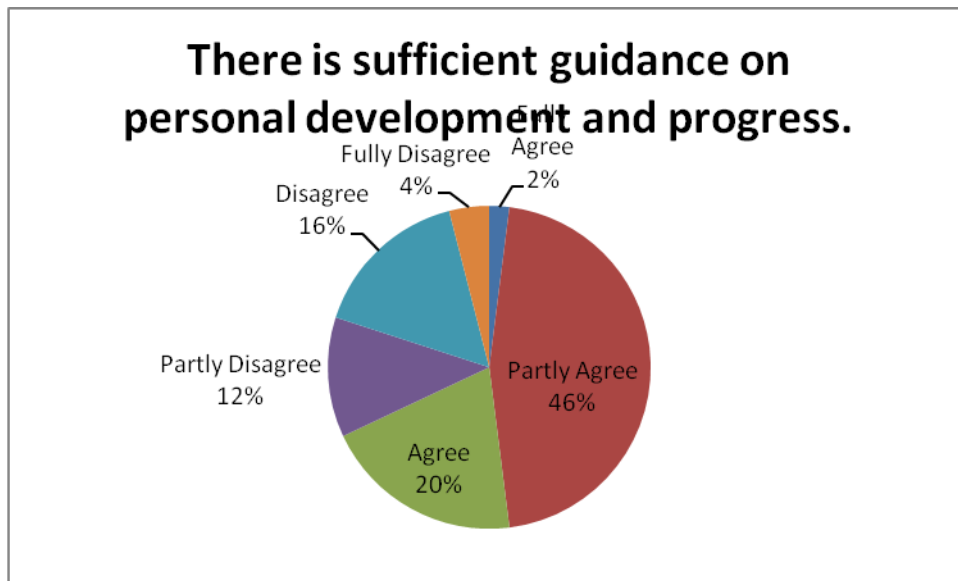
- 12) 33% agree and 29% partly agree indicates that employees feel perks and progressions are transparent. Good percentage of employees feel there is need for more transparent policy.



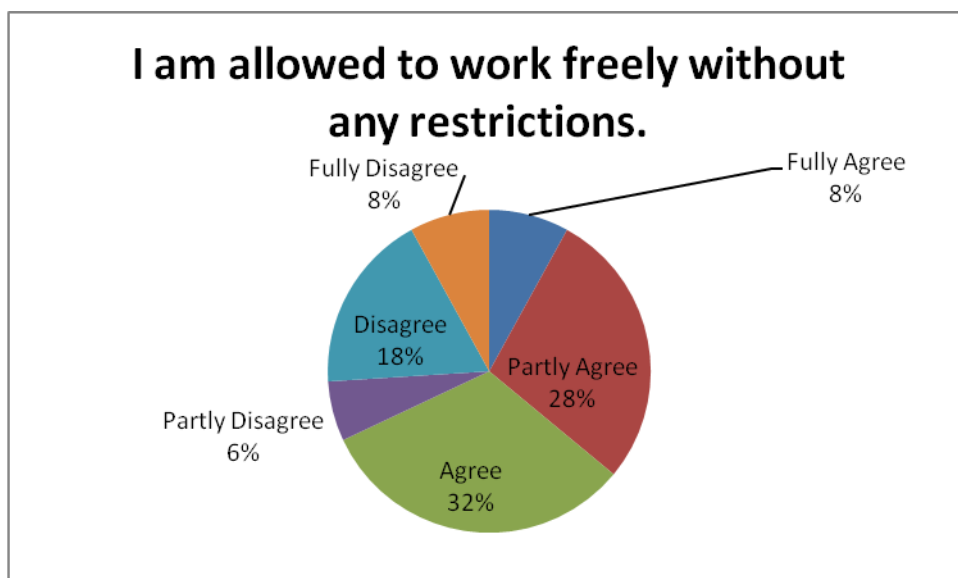
- 13) 18% fully agree, 10% agree and 38% partly agree indicates that employees are efficiently maintaining work life balance. Still there is need for improvement.



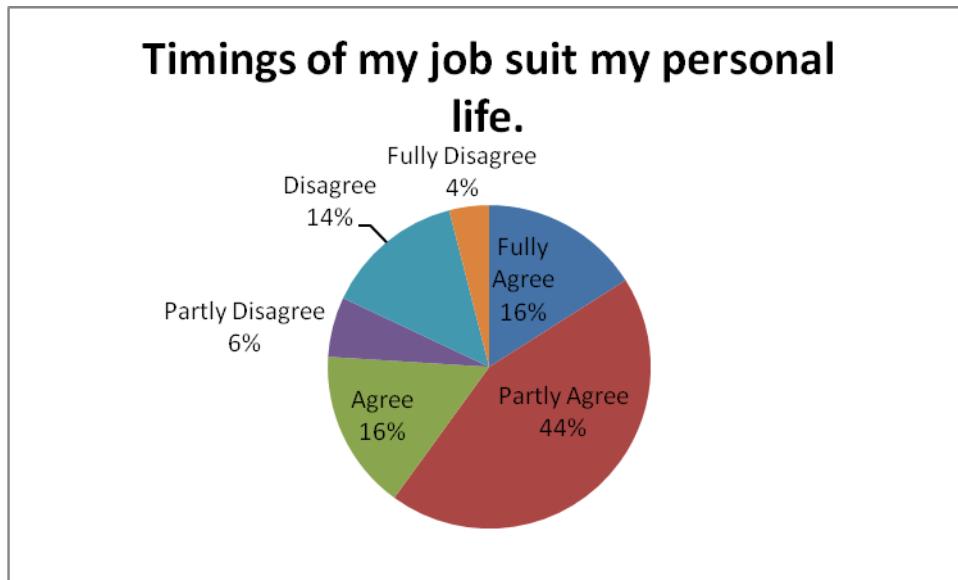
14) 2% fully agree, 20% agree and 46% partly agree indicates that employees are guided on personal development.



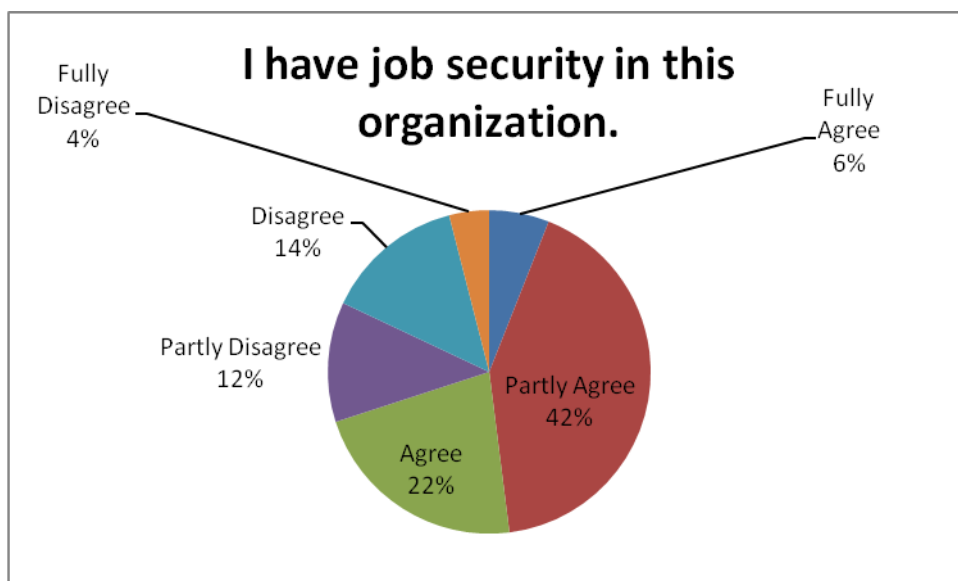
15) 8% fully agree, 32% agree and 28% partly agree indicates that employees are allowed to work freely. They are not monitored at all the times. Sense of responsibility seems to be prevalent and this is one of the prime indicator of satisfaction.



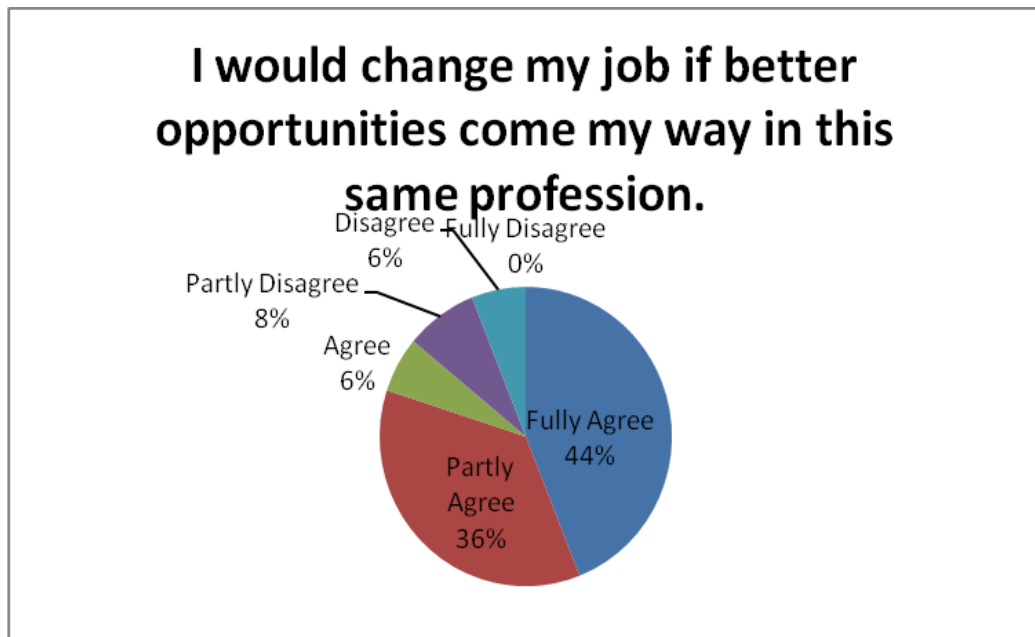
16) 16% fully agree, 16% agree and 44% partly agree indicate timings suit to employees and in turn they can devote quality time at home.



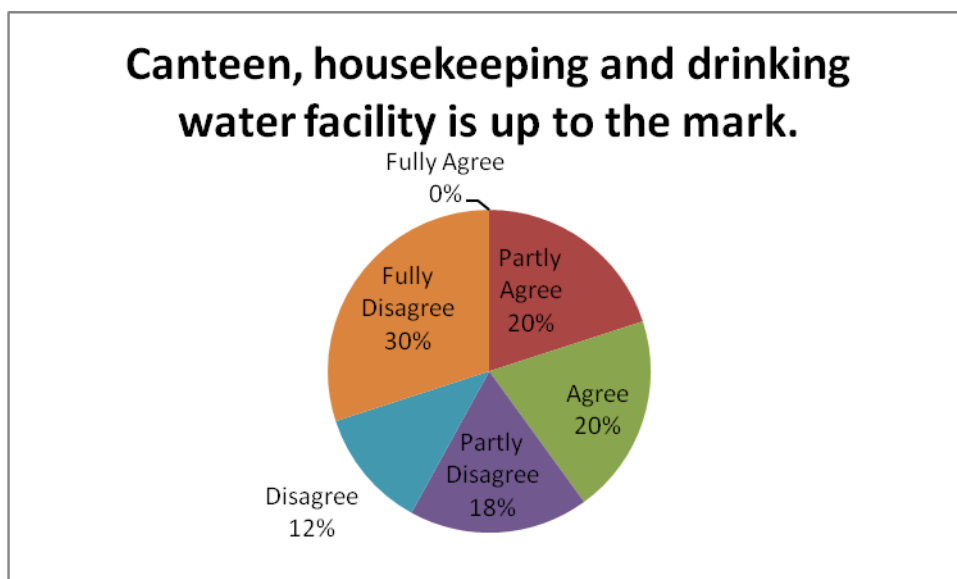
17) 6% fully agree, 22% agree and 42% partly agree that they have job security in this organisation.



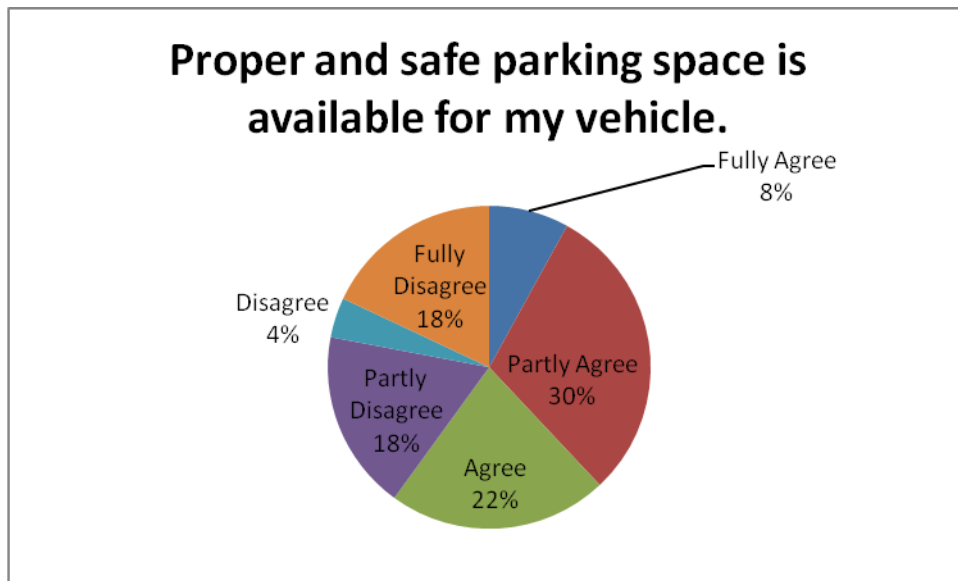
- 18) 44% fully agree, 6 % agree and 36% partly agree that they may switch jobs if better opportunities come thier way. This is almost 86% and clearly indicate that organisation must get better, move forward and connect employees.



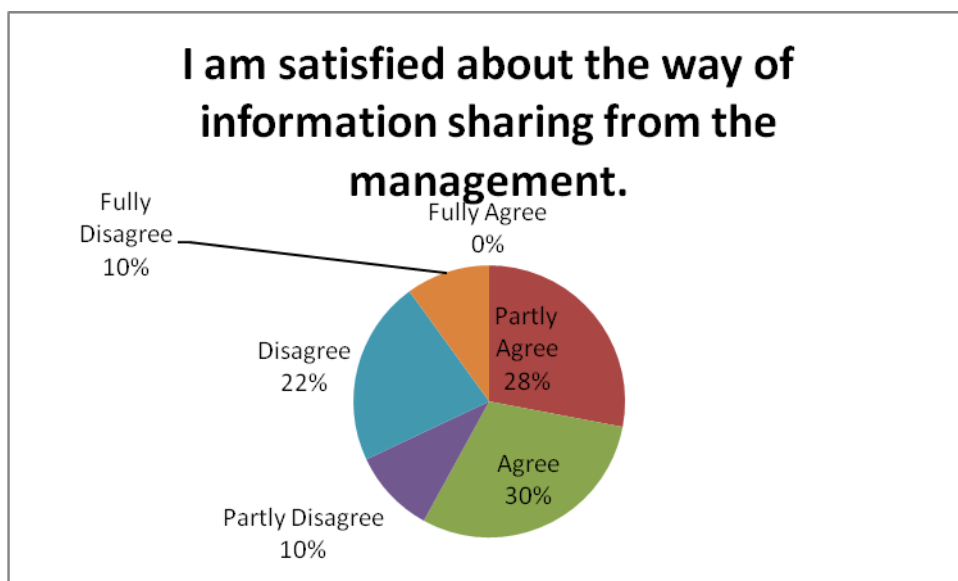
- 19) 30% fully disagree, 10% partly disagree and 12 % disagree indicate 52% employees feel there is immediate need to maintain facilities up to the mark. Canteen facility needs to be improved along with drinking water facility and housekeeping in general.



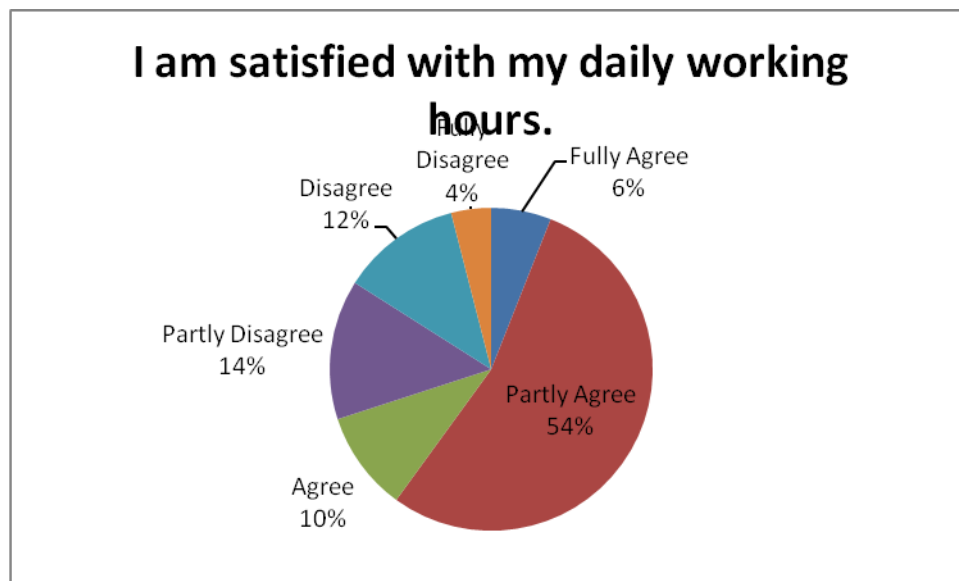
20) 8% fully agree, 22% agree and 30% partly agree indicates that there is scope of improvement in parking facility.



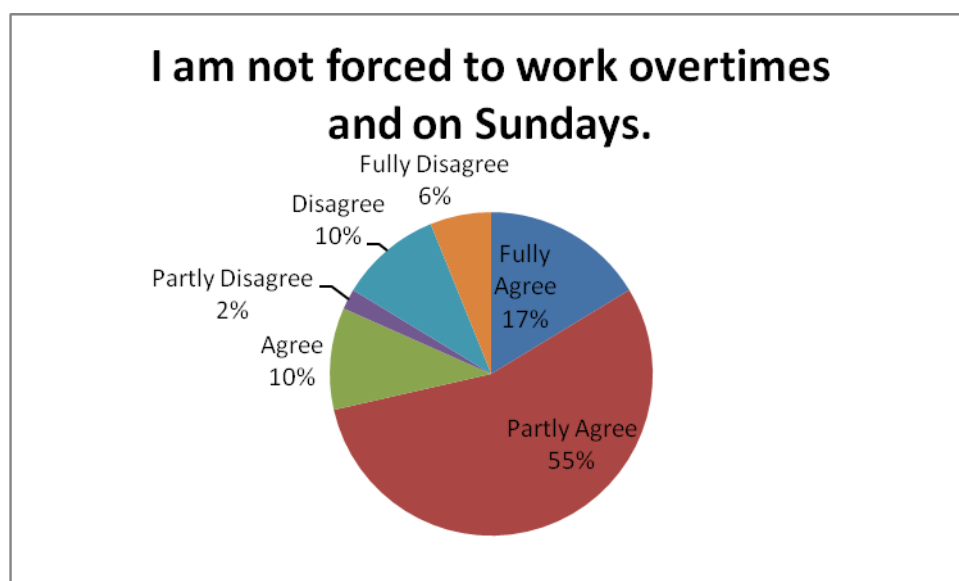
21) 30% agree and 28% partly agree that information sharing method is good and should be further streamlined.



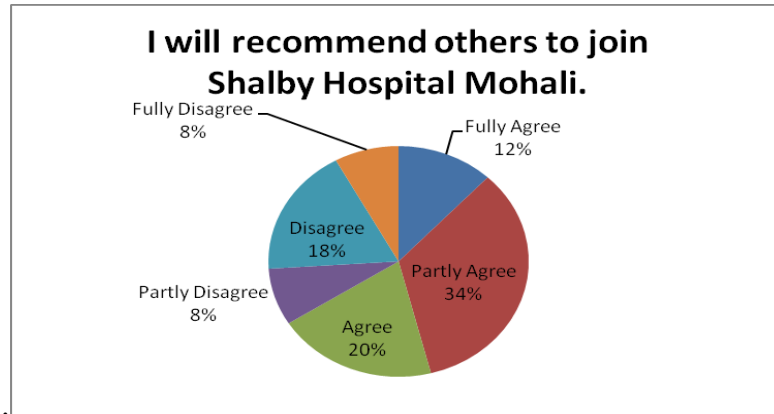
22) 6% fully agree, 10% agree and 54% partly agree that they are satisfied with the hospital timings and their shifts.



23) 17% fully agree, 10% agree and 55% partly agree that they are given weekends for their personal life.



24) Almost 66% employees will recommend others to join Shalby Hospital



### **RECOMMENDATIONS:**

1. Employees working at Shalby Hospital Mohali are generally satisfied with their job profile, working environment, office working hours, weekly offs and feel acknowledged. There is a need to maintain this trend. Motivational schemes may be implemented like HIGH-5 badges, best employee of the month or similar schemes. Employees must feel that they are recognized for their work.
2. Employees feel that they are ably guided and supported by their seniors in their work. Training modules may be prepared wherein senior employees formally show the way to new staff.
3. There is a huge scope of improvement in Hospital facilities like canteen, drinking water, washrooms, parking etc.
4. Perks, allowances, promotions and transfers need to be more transparent. Documented policy and circulation of the same to all employees may enhance trust of the employees.
5. Motivational, behavioral and work related trainings need to be conducted.
6. Post implementation, fresh survey may be conducted to verify recommendations and sketch for organizational excellence.

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