

Study on Assessment of Internal Communication between
Clinical and Non-Clinical Provider in Thumbay Hospital
New Life, Hyderabad

By

Alisha Mukhia

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

Academic year, 2016-2018



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TO WHOMSOEVER MAY CONCERN

This is to certify that Ms. Alisha Mukhia, student of MBA Hospital and Health Management from The IIHMR University, Jaipur has undergone internship training at Thumbay Hospital, Hyderabad from February 5th, 2018 to May 9th, 2018.

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



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The Certificate is awarded to

Ms. Alisha Mukhia

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

OPERATIONS MANAGEMENT

And has successfully completed her Project on

**A STUDY ON ASSESSMENT OF INTERNAL
COMMUNICATION BETWEEN CLINICAL & NON-CLINICAL
PROVIDER**

From 05/02/2018 to 9/05/2018

At **THUMBAY HOSPITAL** India Pvt. Ltd

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

We wish her all the best for future endeavors

Dr. Saurabh Patle

(Operations Head)

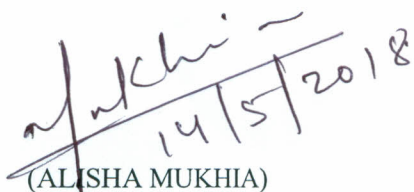
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THE IIHMR UNIVERSITY, JAIPUR

CERTIFICATE BY SCHOLAR

This is to certify that the dissertation titled **A study on assessment of Internal Communication in Thumbay Hospital New Life, Hyderabad** submitted by **Alisha Mukhia, MBA-HM21- 0378** under the supervision of Dr. S. D. Gupta (Chairman) for award of MBA in Hospital and Health from The IIHMR University, carried out during the period from 5 February 2018 to 4 May, 2018 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.


(ALISHA MUKHIA)

Signature

Abstract

Communication is the process of sharing ideas, information, and messages with others in a particular time and place. Communication includes writing and talking, as well as nonverbal communication (such as facial expressions, body language, or gestures), visual communication (the use of images or pictures, such as painting, photography, video or film) and electronic communication (telephone calls, electronic mail, cable television, or satellite broadcasts). Communication is a vital part of personal life and is also important in business, education, and any other situations where people encounter each other.

In order to deliver messages to the patient in an effective and efficient way, the organization must build a strong internal communication. When there is an internal communication problem within an organization there is usually a breakdown in the way information is sent from the sender to the receiver. This is precedent in the organization that have a top down hierarchy. In this type of hierarchy, it can be difficult for bottom level employees to obtain information regarding changes within the organization which will eventually affect external communication leading to patient dissatisfaction.

The purpose of this study was to assess the internal communication flow between the Supervisor and Subordinates in Thumbay Hospital, Hyderabad, to identify the ways in which employees usually receive most of their information and also to determine the subject's perception of their immediate supervisors and subordinates level of communication. The data was collected from the doctors, nurses, technicians, front desk staff, public relation officers, and billing executives through multiple choice single answer survey. The survey was distributed personally. Eighty eight percent of the surveys were returned back.

Although rumoured that there was a lack of communication within the hospital, the research was quite the opposite. Majority of the participants straddled the fence when asked about the overall satisfaction of communication within the organization. Both supervisor and subordinates though both the parties communicated well. And they usually communicated through whatsapp group.

Acknowledgement

Firstly, I would like to offer my humble salutation to The Creator and thank Him for giving me strength to complete this project.

This is a great opportunity for me to express my humble gratitude to everyone who has been a constant support to me throughout the terms of my MBA project. I am grateful to my friends and family for their aspiring guidance, invaluable constructive criticism and friendly advice during the project work.

I would also like to pass on my regards to entire staff of Thumbay Hospital New Life, Hyderabad for sparing their precious time and providing full co-operation in completion of my assigned task. Special thanks to Dr. Shyam Sunder T., Medical Director for being always very supportive. Dr. Saurabh Patle, Operations Manager thank you very much for being helpful, supportive, and receptive.

My chain of thanks would be incomplete without thanking my guide and mentor Dr. S D Gupta, chairman of the IIHMR University, Jaipur for unconditional support and treasured suggestion in completion of the project. His word of wisdom has always been a perpetual source of inspiration.

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List of Abbreviations

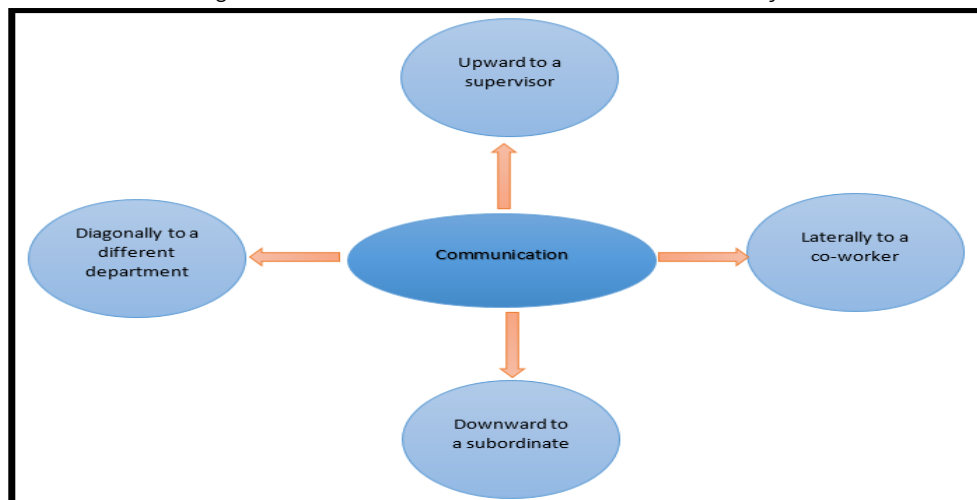
- **ACLS-** Advance Cardiac Life Support
- **CGHS-** Central Government Health Scheme
- **CSSD-** Central Sterile Services Department
- **CT-** Computed Tomography
- **EEG-** Electroencephalogram
- **EMNG-** Electromyography
- **ENT-** Ear Nose Throat
- **ESI-** Employee State Insurance
- **FDS-** Front Desk Staff
- **HOD-** Head of Department
- **HR-** Human Recourse
- **OP-** Out Patient
- **OPD-** Out Patient Department
- **OT-** Operation Theatre
- **PFT-** Pulmonary Function Testing
- **TMT-** Thermomechanical Treatment

1.Introduction: Communication is the process of sharing ideas, information, and messages with others in a particular time and place. Communication includes writing and talking, as well as nonverbal communication (such as facial expressions, body language, or gestures), visual communication (the use of images or pictures, such as painting, photography, video or film) and electronic communication (telephone calls, electronic mail, cable television, or satellite broadcasts). Communication is a vital part of personal life and is also important in business, education, and any other situations where people encounter each other.

When there is an internal communication gap within an organization there is usually a breakdown in the way information is sent from the sender to the receiver. This is precedent in the organization that have a top down hierarchy. In this type of hierarchy, it can be difficult for bottom level employees to obtain information regarding changes within the organization which will eventually affect external communication leading to patient dissatisfaction.

Information can flow horizontally and vertically. Fig 1 shows how communication flows horizontally from one co-worker to another co- worker and vertically from supervisor to subordinates or subordinates to supervisor.

Figure 1. Horizontal and Vertical Communication flow



Definition of Terms

Sender- Somebody or something that sends or transmit something. To establish yourself as an effective communicator, you must first establish credibility. In the business arena, this involves displaying knowledge of the subject, the audience and the context in which the message is delivered. You must also know your audience (individuals or groups to which you are delivering your message). Failure to understand who you are communicating to will result in delivering messages that are misunderstood (Fowler, 2005).

Message- A communication in speech, writing, or signals

Written, oral and nonverbal communications are effected by the sender's tone, methods of organization, validity of argument, what is communicated and what is left out, as well as your individual style of communicating. Message also have intellectual and emotional components, with intellect allowing us the ability to reason and emotion allowing us to present motivational appeals, ultimately changing minds and actions (Fowler, 2005).

Channel - a course or a means of communication or expression Messages are conveyed through channels, with verbal including face-to-face meetings, telephone and videoconferencing; and written including letters, emails, memos and reports (Fowler, 2005).

Receiver - These messages are delivered to an audience. No doubt, you have in mind the actions or reactions you hope our message prompts from this audience. Keep in mind, your audience also enters the communication process with ideas and feelings that will without a doubt influence their understanding. Your audience will provide you with feedback, verbal and nonverbal reactions to your communicated message. Pay close attention to this feedback as it is crucial to ensuring the audience understood your message (Fowler, 2005).

Context - the words or phrases or passages that come before and after a word or passage in a speech or piece of writing and help to explain its full meaning (Encarta, 2005). The situation in which your message is delivered is the context. This may include the surrounding environment or broader culture i.e. corporate culture, international cultures, etc. (Fowler, 2005)

Clinical Provider- Includes all the doctors, nurses and technicians who works closely with doctors and are directly related in providing services to the patients.

Non- Clinical Provider- Includes all the staff who are directly or indirectly related in providing service to the patients, but do not indulge in treatment of the patient clinically, such as front desk staff, billing executives, public relation officers, and house-keeping staff.

Supervisor - Someone who direct and inspect the work, actions, or performance of doctors, nurses and non- clinical staff.

Ground Level staff- An employee who do not have any subordinates but has supervisors to whom he reports. Front desk staff, nurses, housekeeping staff, billing executives, etc.

Entry Level Supervisor- Front Desk Supervisors, Housekeeping Supervisors, Nursing supervisors, etc.

Middle Level Staff- Doctors, Coordinators, Nursing In charge, basically a person who has a manager to whom he/she needs to report and a subordinate who reports him/her mostly, entry level managers report to him/her.

1.1 Aim: The purpose of this study is to assess the internal communication between staff in Thumbay Hospital New Life, Hyderabad.

1.2 Objectives: The following objectives were kept in mind while conducting the study:

- To assess the internal communication flow between the Supervisor and Subordinates in Thumbay Hospital, Hyderabad
- To identify the ways in which employees usually receive most of their information.
- To determine the subject's perception of their immediate supervisors and subordinates level of communication

1.3 Outline of the Study Performed:

The study was performed using primary research. Questionnaires were given to employees' of Thumbay hospital, Hyderabad and questions ranged from how do they usually receive information to what is the impression of their subordinates' and supervisors' communication skills.

1.4 Limitations of the study

The study was not performed for the top most management.

2. Methodology: This study was conducted as a part of the dissertation programme in Thumbay Hospital New Life, Hyderabad. The methods and materials used are described under the following heads:

2.1 Study Methodology

Research Questions

- How does the internal communication flow between supervisor, subordinates and co-workers in Thumbay Hospital New Life, Hyderabad?
- Is there a difficulty for lower level staff to get information from their supervisors?

Research Design: A cross sectional study design was used for this study.

Duration: 3 months

- Understanding work place environment: 1 week
- Preparation of the questionnaire: 2 weeks
- Data collection for the primary survey: 4 weeks
- Data Analysis: 2 weeks
- Report Writing: 2 weeks

- Final changes and presentation: 1 week

2.2 Data Collection

The study included collection of primary data through questionnaires.

The data was collected in terms of the following characteristics:

- Age
- Gender
- Job Status
- Work Environment
- Impression of communication
- Rating of opposite parties' communication skills
- Source of information

Data Collection tool used: A semi structured questionnaire containing both open and closed ended questions was used. (Appendix)

Sample Size: 126 respondents

Qualitative data: Open ended questions to know what kind of topic do the employees feel are important and would like to receive during future communications.

Quantitative Data: Closed ended questions regarding the mode of communication, impression of current communication structure of the hospital

Sampling Technique: Convenience Sampling was used.

Inclusion Criteria:

Employees who works on a regular basis that includes:

- Front desk staffs.
- Consultants and nurses.
- Technicians
- Housekeeping staffs

Exclusion Criteria:

Employees who doesn't work on regular basis such as:

- Visiting doctors
- Trainee nurses

3.Review of Literature:

- Catrin Johansson, 2007, in his publication “Research on Organizational Communication” studies the planning and evaluation of information campaigns concerning health, traffic and environment; and more recently, authority communication during major crises in society.
- Mary Welch & Paul R. Jackson, 2007, in their publication “Rethinking internal communication: a stakeholder approach” offers a fresh perspective from which to consider internal communication. It addresses gaps in the literature on internal communication by conceptualizing a multidimensional stakeholder approach.
- Lynn Kalani Terumi Hayase, 2009, in his report “Internal Communication in organizations and employee engagement” lay out the importance of efficient flow of communication between superior and subordinate.
- Katarzyna Krot & Dagmara Lewicka, 2012 in their journal “The importance of trust in manager-employee relationships” shows in new organizations, competence may play a greater role than benevolence or integrity in establishing intra-organizational relationships. Study showed that in mature organizations integrity may play a greater role than competence and benevolence in maintaining intra-organizational relationships.
- Gooch, 2016, in his study on “The chronic problem of communication: Why it is a patient safety issue and how hospitals can address it” state that communication at hospitals much more complex than people realize since communication is basically about behavior which is notoriously difficult to change which include the individual and the organizational behavior both. And various other factors like ethnicity, language, personality, and past experiences also play a role in determining effective communication.
- Daniel et al, 2014 in the study “Professional communication and team collaboration” states that lack of communication creates situation where medical errors can occur. Communication acts as a building block in creating trust and confidence between the patients and the providers.
- Evangelos Ergen, 2010 in a study on “Informal communication network within organization” focuses in the informal communication which considered a significant factor for an organization’s internal and external progress.

4. Results

The data collected with the help of the questionnaires was analysed using MS Excel and the results are as follows:

The respondents were impressively diverse, 15% respondents were employed for less than 6 months, 25% were employed for 6 months to 1 year, about 31% were employed for more than 1 year but less than 2 years and 29% respondents were employed there in the hospital for more than 2 years.

No. of years employee has been working in this organization	Frequency	%
a) Less than 6 months	19	15
b) 6 months-1 year	31	25
c) 1- 2 years	39	31
d) more than 2 years	37	29

Table 4(a) Respondent's no. of year of service N=126

The following table 4(b) shows the number of respondents from various departments.

Clinical Providers	No. of respondents
Doctors	29
Nurses	40
Technicians	8
Non-clinical Providers	
Front Desk Staff	8
Billing Executives	4
Public Relation Officers	3
House Keeping staffs	34

Table 4(b) Number of respondents from various departments N=126

4.1 Assessment of overall communication flow

The following pie chart Fig 4.1(a) represents the job level of the respondents. It can be seen that the 44% of respondents are middle level staff, 39% are entry level staffs

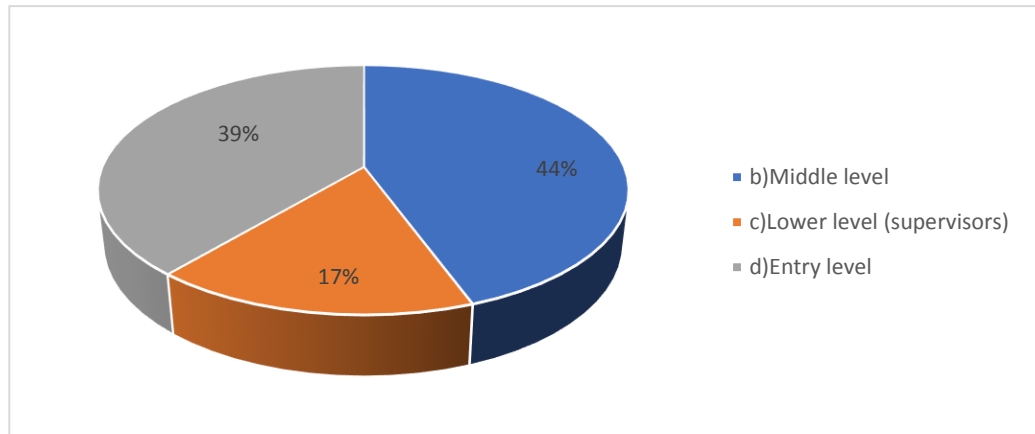


Figure 4.1(a) A pie chart showing the job level of the respondents

From the following graph in Fig 4.1(b), we can infer how employees receive different forms of information. The non-clinical providers include front desk staff, public relation officers, billing executives, housekeeping staffs. It can be clearly seen that the most common source of communication in the hospital is WhatsApp group among both clinical staffs (doctors, nurses and technicians), and non-clinical staffs. About 59% doctors, 60% nurses 50% technicians and 68% non-clinical providers receives information through WhatsApp group. It can also be seen that the company emails and group meetings are least used sources of communication in the hospital. Only 6% doctors, 3% nurses and 16% non-clinical staff use company emails.

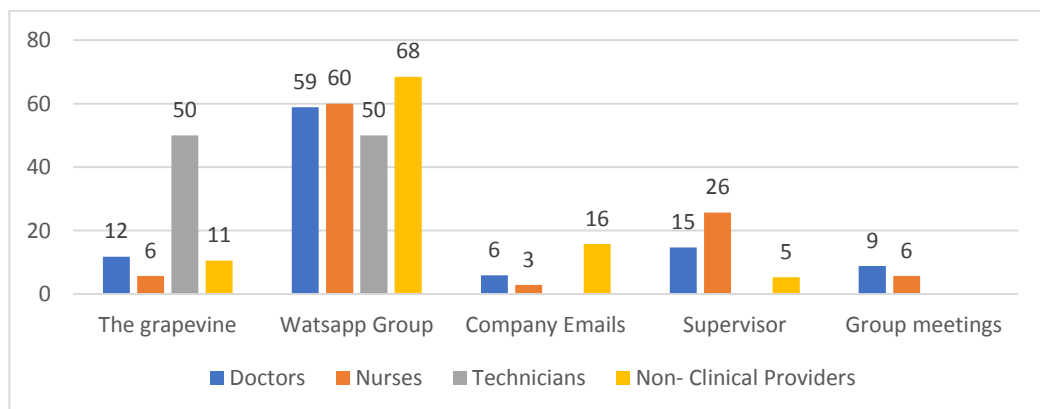


Figure 4.1(b) A graph showing sources of communication

The following Fig 4.1(c) depict employees' impression of communication with in the organization. 6% doctors, 21% nursing staff and 42% non-clinical staff

believes that within organization everyone is fully informed, 47% doctors, 32% nurses and 32% non-clinical staff believes that everyone is fairly well informed. 35% doctors, 26% nurses and 43% technicians also believe that everyone is given only a limited amount of information. At the same time 12% doctors, 21% nurses, 57% technicians also believe that no one is informed. The graph clearly shows that the majority of technicians believe that they are not informed what is going on in the organization.

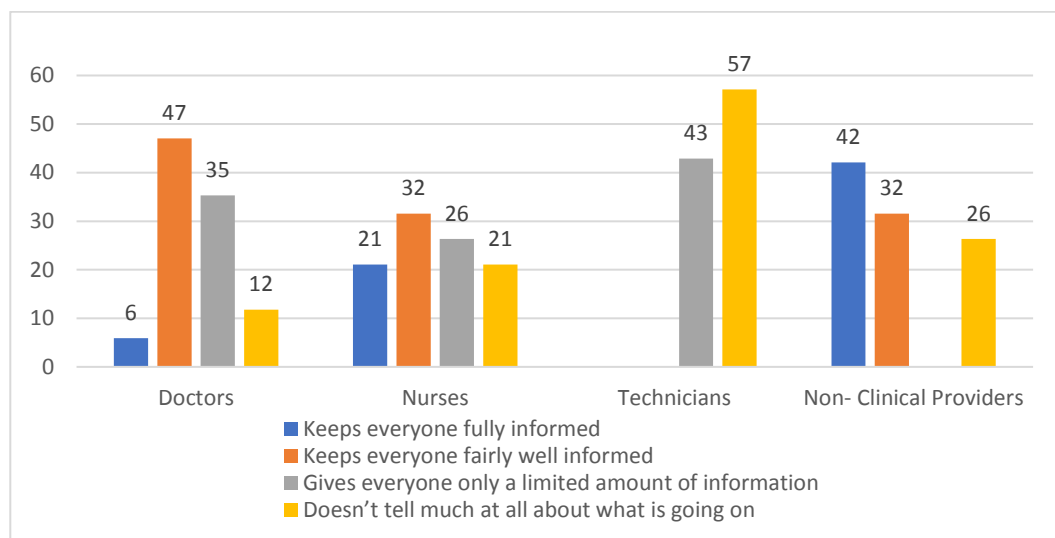


Figure 4.1(c) Graph showing employees' impression of communication within the organization

From following fig 4.1(d) we can infer that about 59% doctors, and about all the staff such as nurses, technicians and non-clinical staff informs their immediate head if they are late at work, and about 41% doctors inform the front desk staff or the call centre agents. It is suggested to communicate if one is late, where everyone will be notified and not just a particular person. This would not only help internal staff but also the patients as any patients who comes in contact with any staff can guide the patient appropriately thereby, gaining the trust and eventually making patients satisfied.

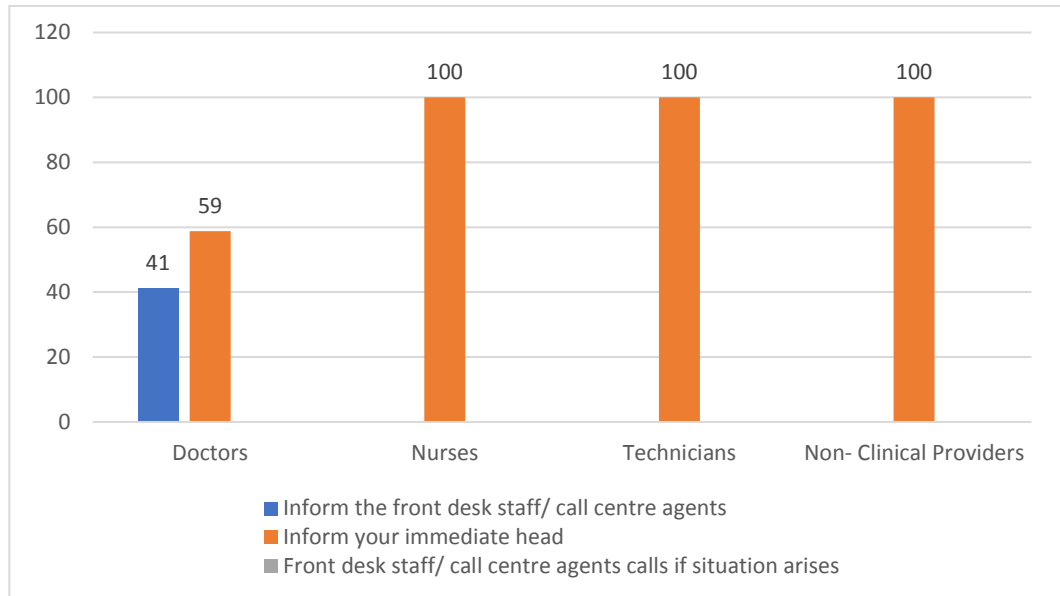


Figure 4.1(d) A graph showing the preferred person for contact during an emergency

The following Fig 4.1(e) shows that about 71% doctors, 100% nurses and 72% non-clinical staff, inform their immediate head when they take leave. At the same time 29% doctors, 100% technicians and 12% non-clinical staff inform the Human Resource Team. Also 16% respondents that belong to non-clinical staff inform their colleague. No matter what one's designation is, if they are related to certain department, it is advisable to inform everyone through common platform.

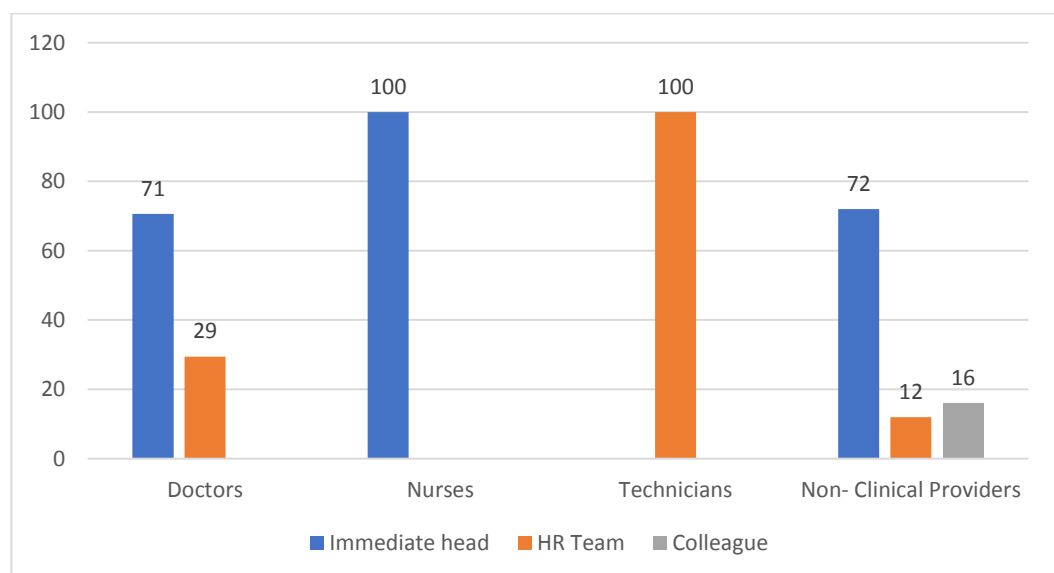


Figure 4.1(e) A graph showing the ideal person to be informed during leaves

The following fig 4.1(f) shows how the subordinates specially OPD staff gets information when certain changes in Consultant's schedule. This question was specially framed taking in mind front desk staff, PRO, OPD nurses and Consultants. The respondents were FDS, PRO, OPD nurses. About 39% respondents said they get information from their supervisor, and another 39% said their colleague informs them with the same. There were also 23% respondents who mentioned that no one informs and they call the doctor on their own when situation arises.

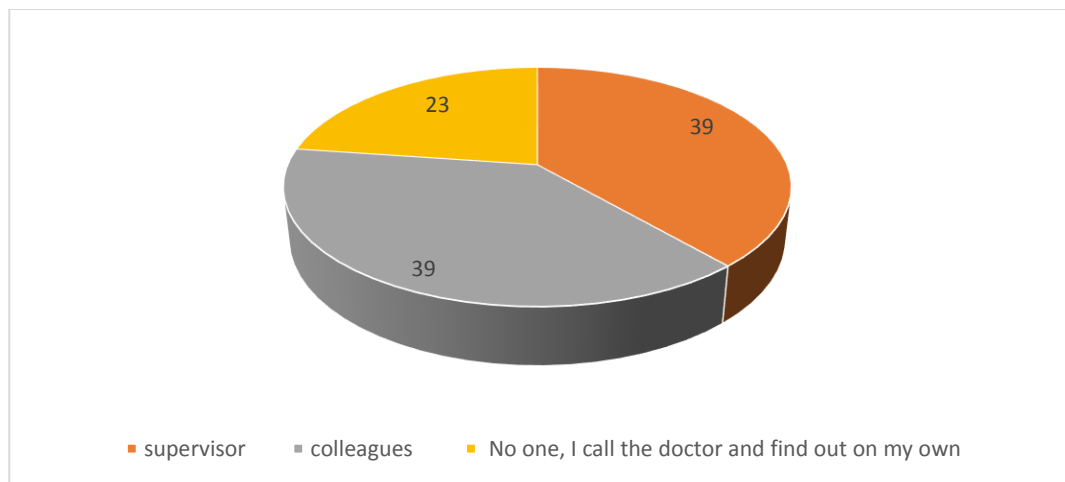


Figure 4.1(f) A pie chart showing the source of information of changed schedules

The following graph 4.1 (g) shows how satisfied they are with the communication within the hospital. It is seen that majority of doctors with 65% are satisfied, 25% of nursing staff are also satisfied, 50% of technicians are also satisfied and 48% of non-clinical staff are satisfied. At the same time, we can also see that 18% doctors, about 50% nurses, 50% technicians and 19% non-clinical staff have rated it as neutral. It is also seen that about 18% doctors, 25% nurses, and 33% non-clinical staff are dissatisfied with the organization's communication.

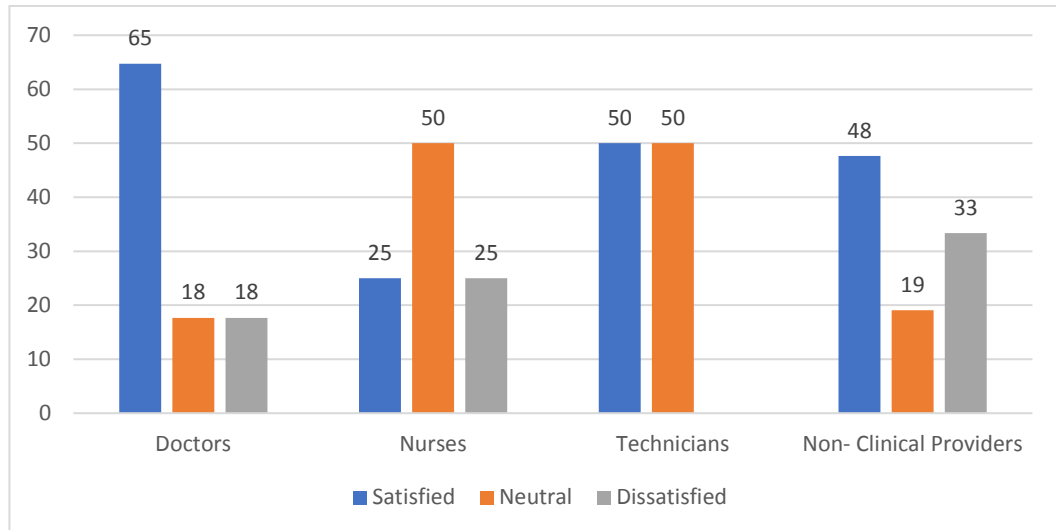


Figure 4.1(g) A graph showing overall satisfaction level of employees regarding the communication within the hospital

4.2 Assessment the vertical communication flow

The following question was mentioned in the questionnaire to know what supervisor thinks about the communication skills of their subordinates and it was found that 50% non-clinical supervisors, 35% doctors and 25% nurses rated their subordinates' communication skill to be excellent. 50% nurses 47% doctors and 25% non-clinical providers rated it as good. Also 25% nurses and non-clinical staff rated their subordinates' communication skill as fair and about 18% doctors rated it as fair as shown in Fig 4.2(a).

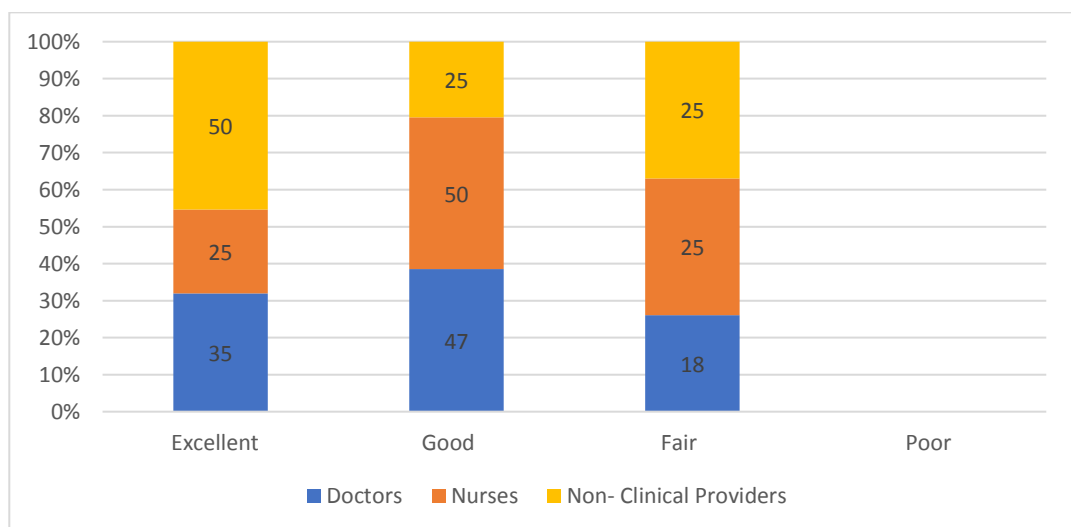


Figure 4.2(a) A graph showing the rating of subordinate's communication skills by the supervisor.

As communication is a two-way process, therefore same question was asked to the subordinates and following graph shows the rating of supervisor by their subordinates on their communication skills. Fig 4.2 (b) depicts that 60% technicians, 50% nurses and 38% non-clinical staff believes that their supervisors communication skill is excellent. About 50% non-clinical staff and 42% nurses believes that their supervisor's communication skill is good and 40% technicians, 13% non-clinical staff and 8% nurses rated their supervisor as fair on their communication skill.

It can be positively taken that neither the supervisor nor the subordinates rated their opposite party's communication skill as poor.

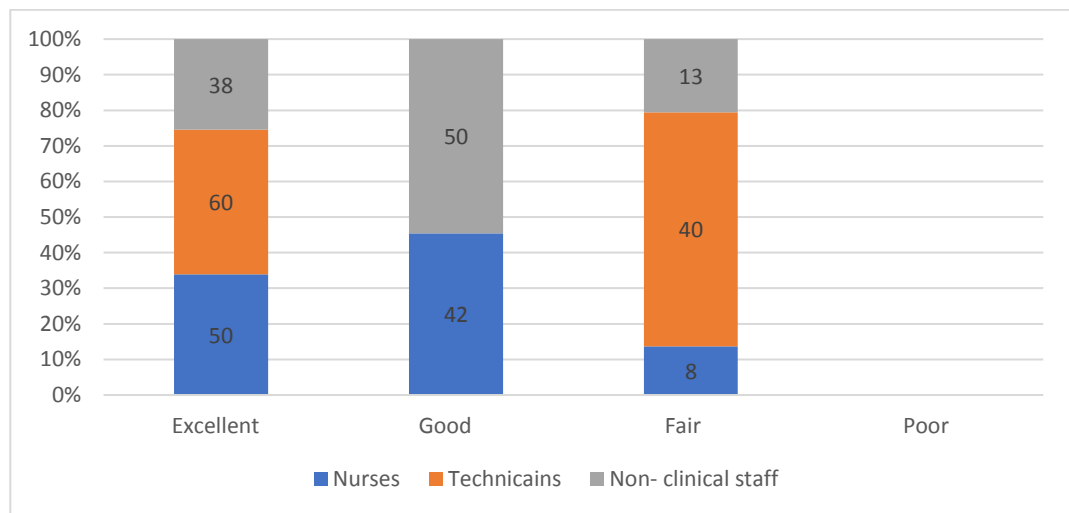


Figure 4.2(b) A graph showing the rating of supervisors' communication skills by their subordinates

The following pie chart shows that 59% supervisor believes that they always inform their subordinates when there is a change within the organization. Change within the organization may include new employee, new services added to the system or change in doctor's schedule, setting up promotional activities such as camps, etc. About 41% superiors believe that they inform subordinates most of the time as clearly shown in Fig 4.2 (c).

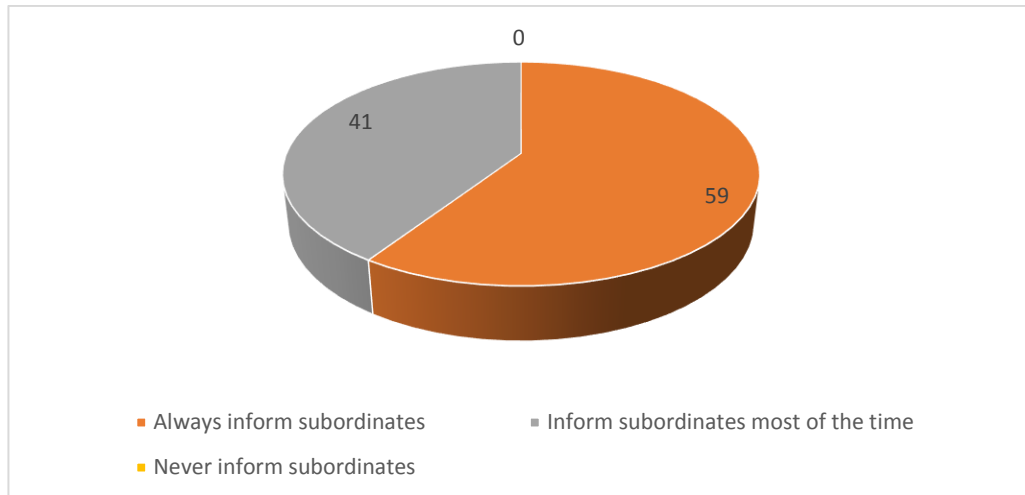


Figure 4.2(c) A chart showing the supervisors perspective of information flow from their side to subordinates

As mentioned earlier communication is a two-way process. Therefore, the same question was asked to the subordinates regarding their opinion on whether or not their supervisors informs or updates them if there are any changes in the organization.

The following Fig 4.2(d) shows that about 52% respondent said that their supervisor informs them most of the time, 38% said they are informed always and 10% did not seem to agree with the rest and said that they are never informed about any changes in the organization.

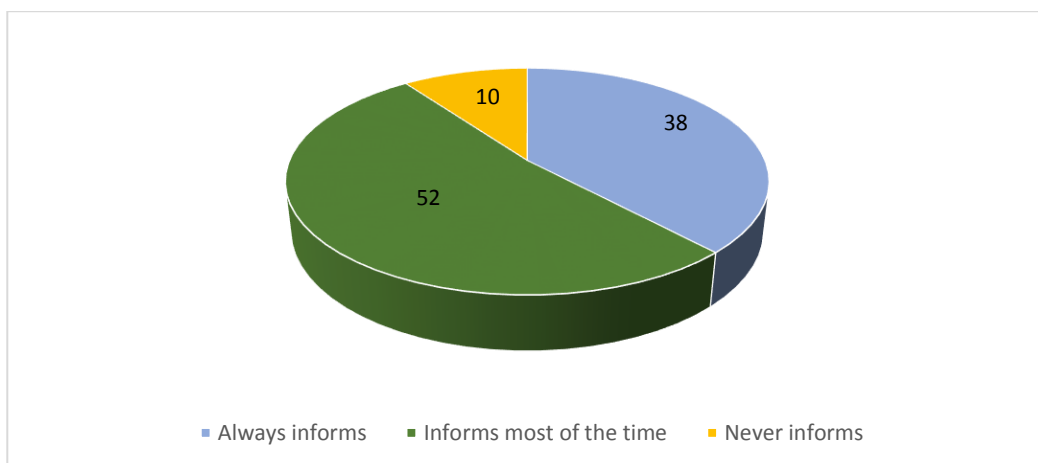


Figure 4.2(d) Pie chart showing subordinate's opinion on whether their superior inform them when there is a change within organization

The following question as shown in Fig 4.2 (e) was asked to assess the trust between supervisor and subordinates as trust plays an important role in efficient flow of internal communication.

As per the survey it was found that about 37% staff said that when they receive the information from their supervisor or their immediate head they can always believe it, 35% said they believe it half the time and 28% said that they usually cannot believe it.

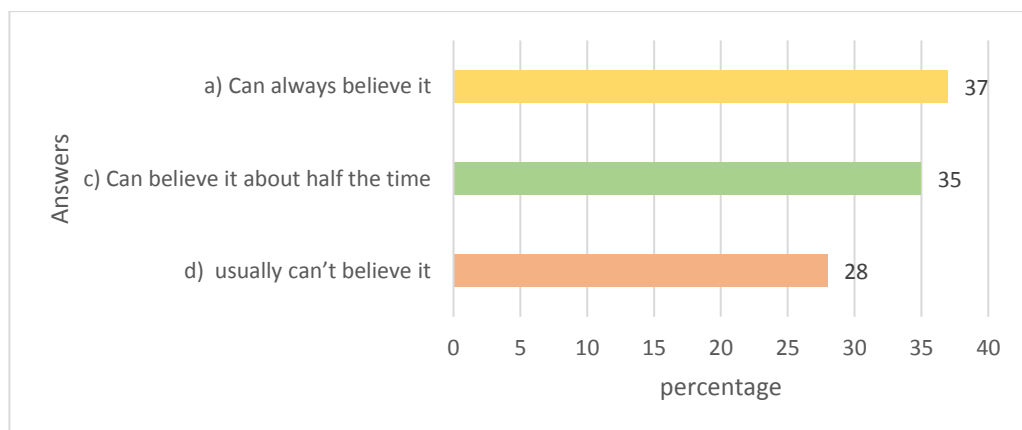


Figure 4.2(e) Graph showing impression of subordinates about the information they receive from their supervisor

The same set of questions were asked to the supervisors to assess the trust and it was found that 30% supervisors said they can always believe the information passed on to him by his subordinates. 56% supervisors said that they can believe it half the time. However, 15% said that they usually cannot believe the information passed on by their subordinates as shown in Fig 4.2(f).

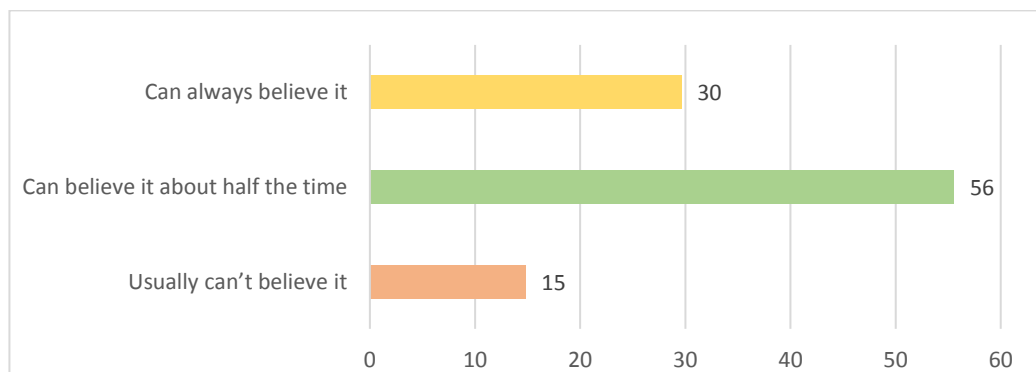


Figure 4.2(f) Graph showing impression of supervisors about the information they receive from their subordinates

The following graph 4.2 (g) depicts that majority of respondents believe that their ideas or concerns are heard sometimes, 34% are undecided, 20% feels that their concerns and ideas are never considered and only 7% employees feel it is heard all the time

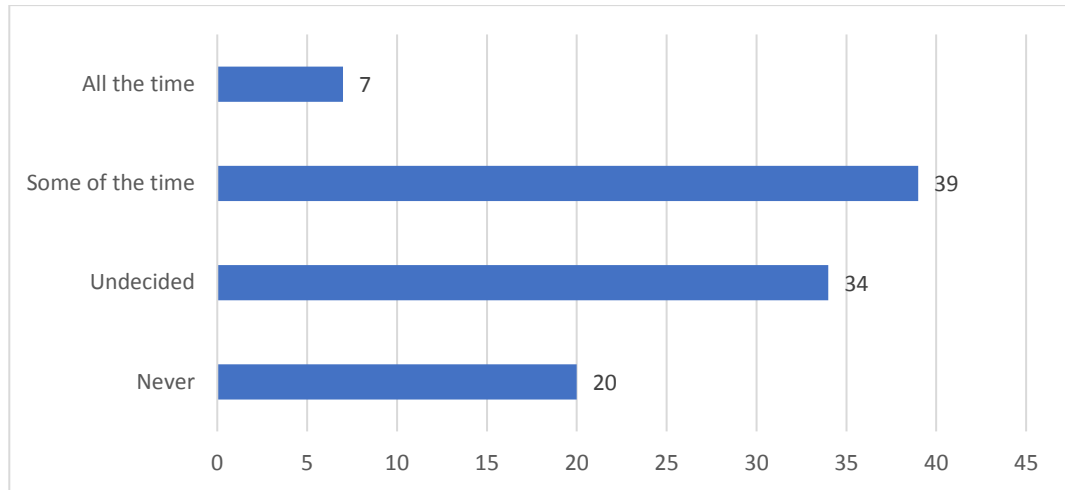


Figure 4.2(g) Graph showing confidence level of respondents on their superiors for consideration of their ideas and/or concerns.

As shown in the figure 4.2 (h) it is clear that about 67% of supervisor believes that they consider their subordinates ideas and concern some of the time and 30% believes they consider their ideas all the time and 4% remains undecided.

According to the survey there seem to be different result when asked the same question to supervisor and subordinates.

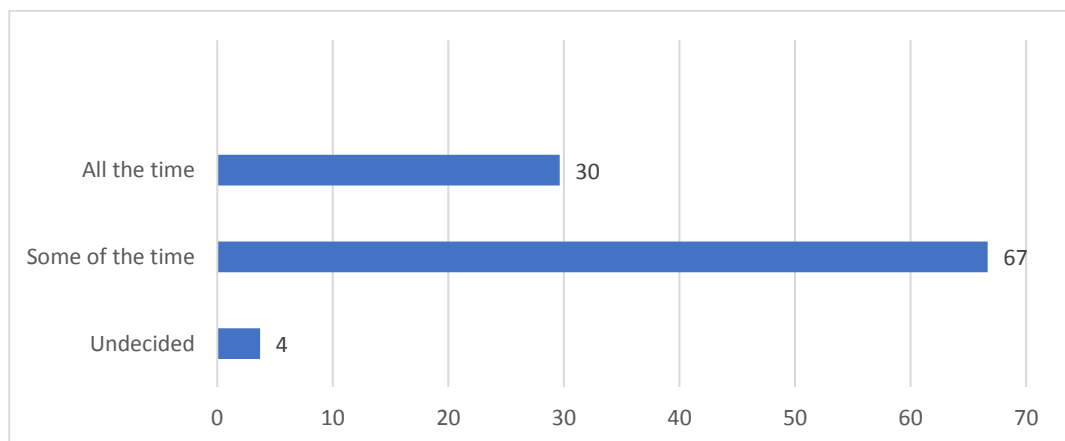


Figure 4.2(h) Graph showing confidence level of respondents on consideration of their subordinate ideas and/or concerns.

The following graph 4.2(i) depicts that 76% respondents are clear whom they are reporting to, about 14% are not sure, and 7% said they don't know who they are supposed to report to and 3% also said that they report to more than one person. Reporting to more than one head will lead to unnecessary confusion.

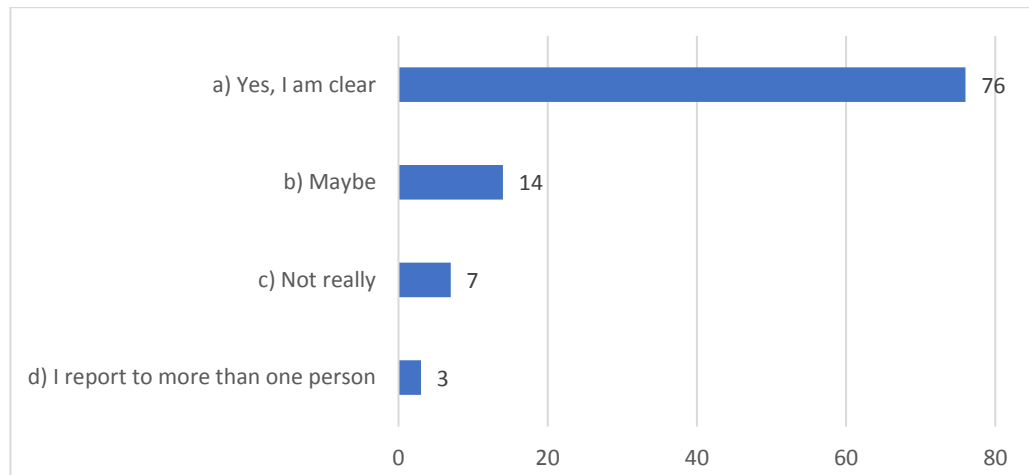


Figure 4.2(i) A graph showing if subordinate is clear who their supervisor is

The following graph 4.2(j) shows that about 63% supervisors believe that their subordinate knows whom they are supposed to report and 37% supervisors are not so sure and hence answered as maybe. Although majority of respondents believes that their subordinates know whom they are supposed to report. However, there are certain percentage of subordinates as shown in figure 4.2(i) who are not really sure whom they are supposed to report.

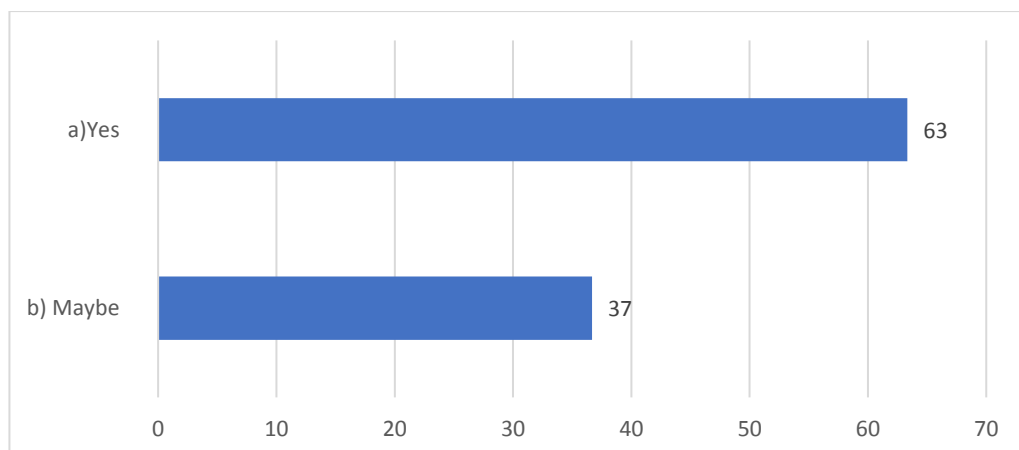


Figure 4.2 (j) A graph showing supervisor's impression on their subordinate's clarity of reporting head

The following graph 4.2(k) clearly shows that majority of supervisors i.e., 56% believe that their subordinates are aware of their job responsibilities and about 44% says that they are not at all confident that their subordinates are aware of their job responsibilities.

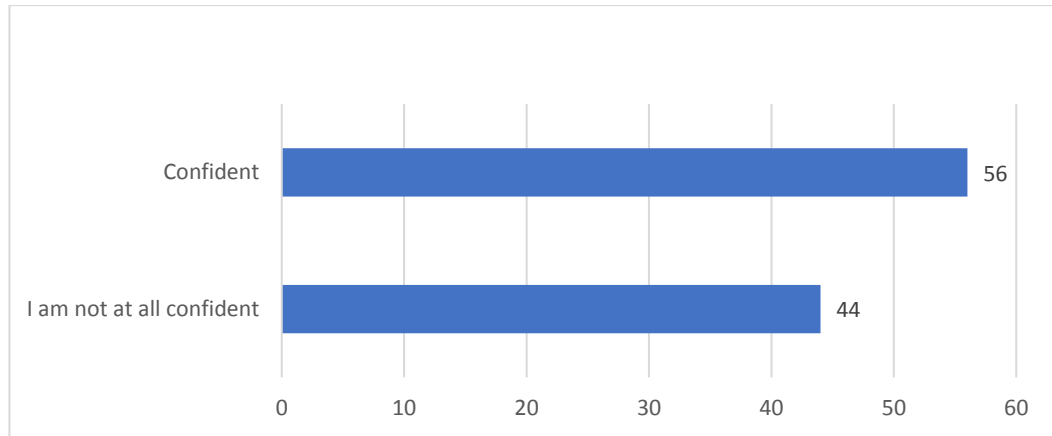


Figure 4.2 (k) A graph showing if supervisor is confident that their subordinate is aware of their job responsibilities

The following graph in fig 4.2(l) shows that majority of subordinates i.e., 57% believe that their supervisors are aware of their job responsibilities and about 43% says that they are not at all confident that their supervisors are aware of their job responsibilities. It can be inferred that both the supervisor and subordinates perceives that the opposite party knows what they are supposed to do in the work place. This is a positive sing because trust plays the most important role in an organization.

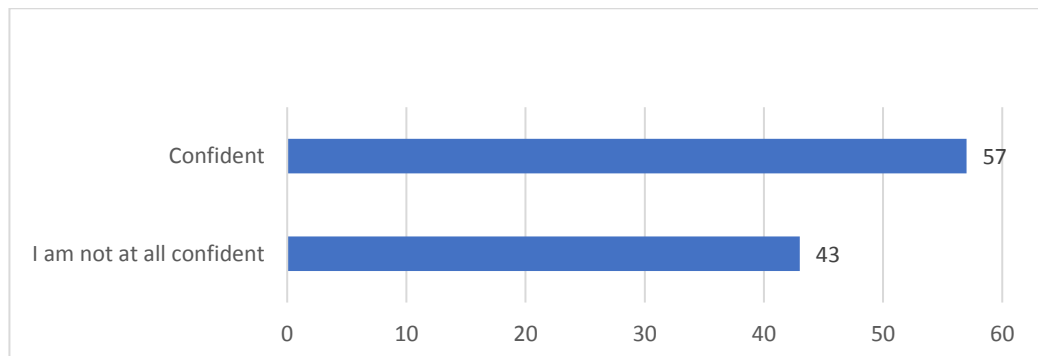


Figure 4.2(l) A graph showing if subordinates believes that their supervisor are aware of their job responsibilities

4.3 Assessment of Horizontal communication

Communication in an organization flows not only between subordinates and superior but also between co- workers. Communication is needed in all phase of life. And it is very important to make it efficient and effective. Therefore, in this section we will assess the horizontal communication, the level of trust between employees will also be assessed.

Below graph Fig 4.3(a) depicts that 52% staff can almost always believe the information passed on by their co-worker. 38% usually believe it. 7% believe it half the time and 3% do not believe it at all. This clearly shows that there is unwavering trust between co-workers as majority of respondents almost always believe the information given to them by their co-workers

How do you feel about the information you receive from your co-workers?	Frequency	%
a)I can almost always believe it	66	52
b)I can usually believe it	48	38
c)I can believe it about half the time	9	7
d)I usually can't believe it	3	3

Table 4.3 (a) A table showing the trust level of respondents on their co-workers

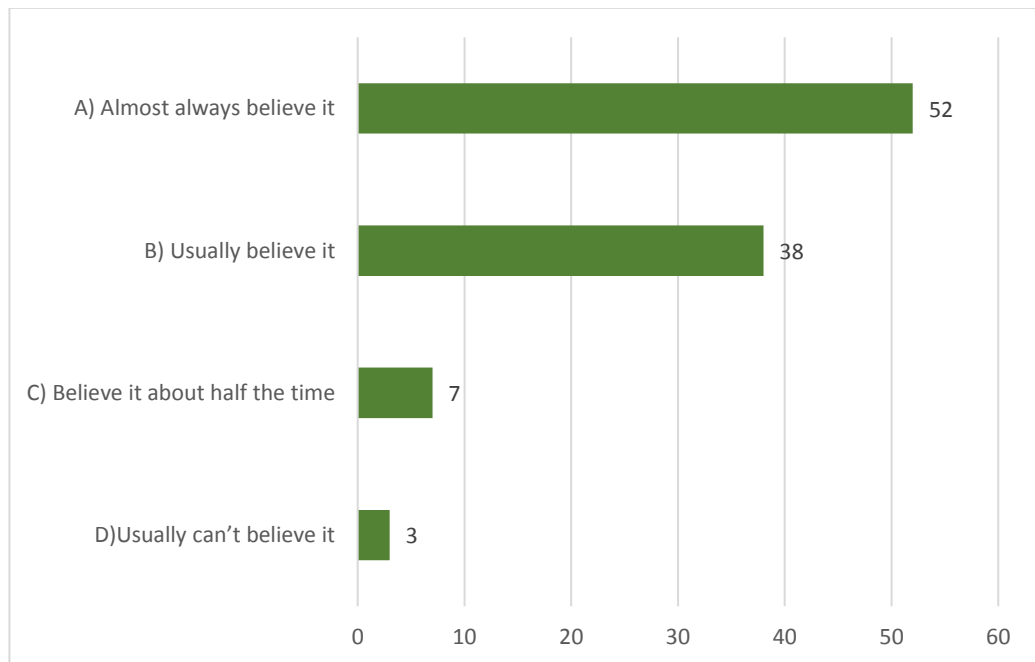


Figure 4.3(a) A graph depicting trust between co-workers

The following pie chart in fig 4.3(b) depicts that when inter department communication flows about 37% of respondents usually believes it, about 29% respondents usually cannot believe it. 21% respondents believe it half the times and only 13% almost always believes it. Although 37% said that they usually believe it, there are majority of respondents who usually cannot believe it or just believes half the time

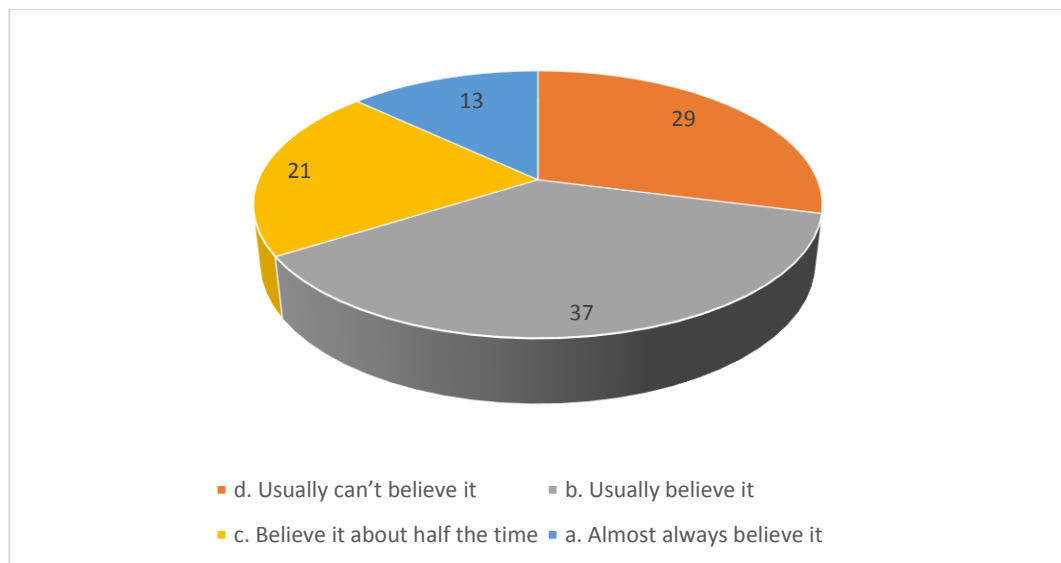


Figure 4.3(b) A pie chart showing level of trust between inter-departments employees

The following fig 4.3(c) clearly shows that majority of the respondents i.e., 67% believe that their co-workers are aware of their job responsibilities and about 33% says that they are not at all confident that their co-workers are aware of their job responsibilities. This clearly depicts that the majority of respondents are confident that their co-worker is well versed with their job responsibilities

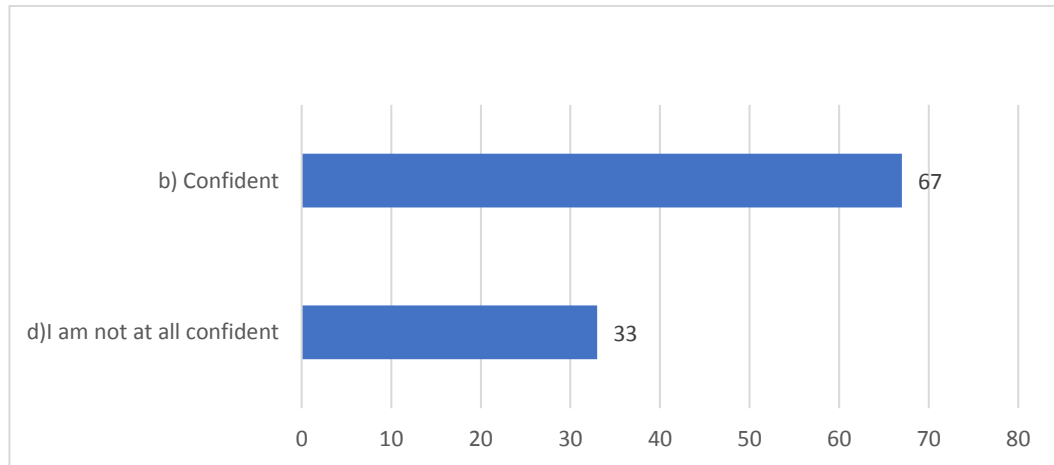


Figure 4.3(c) A graph showing respondent's impression of their co-workers being aware of their job responsibilities

4.4 Recommendation by employees

Following are few points that employees wrote in open ended questionnaire when asked about the topics that they feel are important for them to be conveyed more about and would like the subordinates/HODs to receive during future communications

- Updates in the field of healthcare and management.
- Hospital data statistics.
- Improving, rationalizing, streamlining the circulated information
- Need more communication co-ordination
- Need information about policy change and or procedures
- Need the updates on availability of consultants with doctor's duty timing
- Need training on how to behave with patient's attenders during their quiver.
- How to maintain friendly atmosphere between HOD, Supervisor and subordinate of each department, what step we can take for growth of hospital
- Top level people must talk to HOD's, supervisors and their subordinate about their problem and must take steps for solution and problems

- Printed circular on all the updates
- Information on any new recruitments of consultants and new specialties.
- Any new facilities (equipment, procedures, etc.) introduced to the patients for effective treatment.
- New tie ups with various organizations, (like CGHS, ESI, etc.)
- Better to have a comfortable atmosphere than to have a bossy atmosphere
- Proper communication and learning skills should be made to practice
- Communication skills and job responsibilities
- HR and employee communication should be developed
- Either there is slow response or no response to our complaints or request for our problems
- HR Classes
- Doctors' timing must improve in OPD and information on their availability or absence must be communicated.
- We need updates prior information regarding camp set up.
- The departments need to be updated about doctors tv interviews immediately.
- The meetings or celebration conducted should be intimated early
- Training on CLS, how to assist suturing, aseptic procedure and how to assist all critical condition
- Yearly performance based appraisal of staff who is performing well and who is not should be communicated
- Doctors OT timing, doctors' OP timing, Camp information, which doctors are available for camp should be communicated well in advance
- Please increase the manpower, provide adequate staff for cleaning purpose
- Proper and clear-cut order and communication should be practiced

- Update about Patient treatments if there is any change in the medications or any procedures, patient care and health educations should be communicated.
- Interdepartmental communication system should be improved.
- Employee employer responsibilities and relation must be communicated.
- Hospitality and services training should be must for every employee

5. Discussion:

- The data analyzed in the “Results” section has brought forward some important inferences:
- The majority of staff seems to be satisfied with the internal communication in the hospital, however, the same is not reflected when asked if they are fully updated.
- The ground level staff seems to be divided in their level of satisfaction related to internal communications in the hospital.
- The literature review addressed the importance of internal communication. Face to face communication seemed to remain the number one style of communication within the organization. With the growing technology and today’s social media and application world in the hospital where this study was carried out it was found that the most used modes of communication were WhatsApp group.
- Company emails are not used often, it is the most reliable sources or modes of formal communication and it should be practiced among all levels of employee.
- Group meetings on the other hand not only helps in communication but it also helps bridge the gap between subordinates and superiors. It brings out many issues and solution. Therefore, it is advisable to hold group meetings at least once a week between teams.
- Although they agreed that the supervisors communicated effectively, more respondents admitted to not being fully informed/ updated about changes in the organization. The participants were consistent in saying that they wanted more information about policy changes, new recruitments, doctor’s OPD and OT timings, and they wanted adequate training on hospitality, patient handling.
- A certain percentage of the staff do not know whom they are supposed to report to and some are reporting to more than one supervisor. This leads to confusion and underperformance of the staff.
- It was also seen that certain messages such as updating about leave and reaching workplace late are not done which leads to miscommunication

to the patients especially in the case of doctors' schedule which will eventually lead to patient dissatisfaction.

- There seems to be a gap between perception of supervisor and subordinates in terms of considering their issues and ideas.
- The literature review also addressed the importance of trust between supervisor and subordinates and how it affects the communication flow. In this study, it was found that both subordinates and supervisors. It was seen that majority of the supervisor believed their subordinates half the time, which shows that there are certain factors that might be stopping supervisors trust their subordinates fully. My next step would be to work on subordinates' communication skills and bridge the gap between supervisor and subordinates by proper training on effective and efficient communication.

6. Conclusions

Communication is the glue that holds a society together. It is very important in every aspect of our lives. For any relationship to work properly we must learn to communicate effectively with each other. For any business, whether entrepreneurship, service industry to succeed we must communicate with someone to voice our ideas and/or concerns.

The literature review addressed the importance of internal communication. Face to face communication seemed to remain the number one style of communication within the organization. With the growing technology and today's social media and application world in the hospital where this study was carried out it was found that the most used modes of communication were WhatsApp group.

In the study, it was found that the outcome of the survey was the complete opposite of what was overheard in previous conversations. Based upon the answers given on the survey, more people were neutral and/or thought that the communication was satisfactory within the hospital. Majority of the participants also felt that their supervisors' and subordinates' communication skills were either excellent or good.

Although they agreed that the supervisors communicated effectively, more respondents admitted to not being fully informed/ updated about changes in the organization. The participants were consistent in saying that they wanted more information about policy changes, new recruitments, doctor's OPD and OT timings, and they wanted adequate training on hospitality, patient handling.

Some of the employee vent about lack of communication when they feel as though their voice is not been heard. Also, they need more manpower and yearly performance measuring tools. The certain employee is reporting to more than one subordinates and some have also asked for information on their job responsibilities.

7. Suggestions

- The proper mechanism should be introduced in the hospital that if the employee is taking leave or is late for work, the related departments are informed well in advance.
- It is suggested that weekly or bi-weekly group meetings be conducted in every department to know the issues and concerns or for supervisors to share information with the employees.
- Any information requiring proof should be communicated through emails.
- Information regarding camps or any other important messages is suggested to be communicated through emails to every employee and not only to the supervisors. Sending circulars might not be very efficient and effective mode of communication
- Training should be conducted biweekly or monthly on hospitality especially to the employees who come in direct contact with patients.
- More focus should be given to internal branding.
- As per the observation, it was noticed that there is a lack of centrality in employees, therefore it is important to make them feel that each one's opinion is heard and considered, and they can make a difference.
- Employees are suggested to use electronic emails more often and checking emails before starting a shift will be able to help in missing out on updates.
- Training on effective and efficient communication flow should be conducted at the earliest.
- List of job descriptions and responsibilities should be provided to the staff.
- Goal setting as per staff's capabilities which is to be achieved within 6 months or 1 year is proposed.

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Annexure

Please fill in the answer that best fit your experience when dealing with communication within this organization.

1. What best describes your job level in this organization?
a) Middle level b) Lower level (supervisors) c) Entry level
2. Are you a
a) Clinical Provider Doctor Nursing Staff Technicians
Others
b) Administrator Please (*mention the department*)
.....
3. Gender: a) Male b) Female
4. How long have you been employed here?
a) 1 year or less
b) 1 year- 2 years
c) 2 years and more
5. Do you have friends at work? a) Yes b) No
6. Do the other department HODs update you with any changes in the process?
a) Every time
b) Sometimes
c) Never
7. If you take leave (casual or emergency) who do you think should be informed?
a) Your immediate head
b) HR Team
c) Call Centre Agents
d) I am not sure
8. If you are late for work due to personal reasons or professional reasons such as delayed surgery, meetings, etc...
a) You inform the front desk staff/ call centre agents
b) You inform your manager
c) Front desk staff/ call centre agents calls you to find out why you are late
d) There are no call centre agent in our hospital
9. What best describes your impression of communications within this organization?
a) Keeps everyone fully informed
b) Keeps everyone fairly well informed
c) Keeps everyone adequately informed
d) Gives everyone only a limited amount of information
e) Doesn't tell much at all about what is going on

10. How do you feel about the information you receive from your co-workers?
 - a) I can almost always believe it
 - b) I can usually believe it
 - c) I can believe it about half the time
 - d) I usually can't believe it
11. How do you feel about the information you receive from HODs of other departments?
 - a. I can almost always believe it
 - b. I can usually believe it
 - c. I can believe it about half the time
 - d. I usually can't believe it
12. How do you feel about the information you receive from your subordinates?
 - e. I can almost always believe it
 - f. I can usually believe it
 - g. I can believe it about half the time
 - h. I usually can't believe it
13. You have the information about your job responsibilities
 - a) Strongly Agree
 - b) Agree
 - c) Neutral
 - d) Disagree
 - e) Strongly Disagree
14. Do you think your subordinate knows that he or she needs to report to you?
 - a) Yes b) Maybe c) No
15. Are you clear who are you report to in your current role?
 - a) Yes
 - b) Maybe
 - c) No
 - d) I am confused as I have more than one supervisor.
16. How would you rate your subordinate's communication skills?
 - a) Excellent
 - b) Very Good
 - c) Good
 - d) Fair
 - e) Poor
17. From which of the following sources do you usually receive most of the information?
 - a) The grapevine
 - b) Watsapp Group
 - c) Company Emails
 - d) My supervisor
 - e) Group meetings

18. Overall, how satisfied are you with the communication within this organization?

- a) Satisfied
- b) Neutral
- c) Dissatisfied

19. I feel confident that I consider my subordinate's ideas and/or

Super visor	Co- work ers	Subordi nates
a) Confident	b) Confident	b) Confident
b) Maybe	c) Maybe	c) Maybe
c) I am not at all confident	d) I am not at all confident	d) I am not at all confident

concerns.

- a) All the time
- b) Some of the time
- c) Undecided
- d) Almost never
- e) Never

20. Whenever there is a change within the organization, I

- a) Always inform my subordinates
- b) Inform my subordinates most of the time
- c) Almost never inform my subordinates
- d) Never inform my subordinates

21. The information that I receive from one HOD/supervisor/subordinates is consistent with the information that I receive from other HOD/supervisor/subordinates

- a) Strongly Agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly Disagree

22. Are you confident that your supervisor/ co-workers/subordinate is aware of their job responsibilities?

23. Do you feel your subordinate is competent enough to do their job?

- a) Yes
- b) Maybe
- c) No

24. What topics do you feel are important for you to convey more about and would like the subordinates/HODs to receive during future communications?

Please fill in the answer that best fit your experience when dealing with communication within this organization.

1. What best describes your job level in this organization?
- b) Top level (decision makers) b) Middle level c) Lower level (supervisors) d) Entry level
2. How many years have you been working here?
- a) Less than 6 months b) 6 months-1 year c) 1- 2 years d) more than 2 years
3. Are you a
 - a) Clinical Provider Doctor Nursing Staff Technicians Others
 - b) Non-clinical provider (*Please mention the department*)
.....
4. Gender a) Male b) Female
5. Do you have friends at work? a) Yes b) No
6. What best describes your impression of communications within this organization?
- f) Keeps us fully informed
- g) Keeps us fairly well informed
- h) Gives us only a limited amount of information
- i) Doesn't tell us much at all about what is going on
7. How do you feel about the information you receive from your supervisor?
- e) I can almost always believe it
- f) I can usually believe it
- g) I can believe it about half the time
- h) I usually can't believe it
8. How do you feel about the information you receive from HODs of other departments?
- i. I can almost always believe it
- j. I can usually believe it
- k. I can believe it about half the time
- l. I usually can't believe it
9. I have the information about my job responsibilities
- f) Strongly Agree
- g) Agree
- h) Neutral
- i) Disagree
- j) Strongly Disagree
10. How would you rate your supervisor's communication skills?
- f) Excellent
- g) Very Good
- h) Good

- i) Fair
 - j) Poor
11. Who informs you when there is a change in the schedule of doctors or process?
- a) My supervisor (Sometimes, all most always, never)
 - b) My colleagues (Sometimes, all most always, never)
 - c) No one, I call the doctor and find out on my own (Sometimes, all most always, never)
12. Are you clear who your supervisor is
- a) Yes, I am clear
 - b) Maybe
 - c) Not really
 - d) Not at all, I do not report to any one
 - e) I report to more than one person
13. From which of the following sources do you usually receive most of your information?
- f) The grapevine
 - g) Watsapp Group
 - h) Company Emails
 - i) My supervisor (face to face)
 - j) Group meetings
14. Whenever you take leave whom do you inform first
- a) Your immediate head
 - b) Your colleague
 - c) HR
 - d) No one, I submit my leave application when I go back to work
15. When your supervisor takes leave do he/she update you with the same well in advance?
- a) Yes all the time
 - b) Sometimes
 - c) No never
 - d) Others please specify
-
-
16. Overall, how satisfied are you with the communication within this organization?
- d) Very Satisfied
 - e) Satisfied
 - f) Neutral
 - g) Dissatisfied
 - h) Very dissatisfied
17. I feel confident that management considers my ideas and/or concerns.
- f) All the time
 - g) Some of the time
 - h) Undecided

- i) Almost never
 - j) Never
18. Whenever there is a change within the organization, my supervisor
- e) Always inform me
 - f) Inform me most of the time
 - g) Almost never inform me
 - h) Never inform me
19. The information that you receive from your supervisor is consistent with the information received from other department supervisors
- f) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly disagree
20. How would you rate inter department communication
- a) Very Good
 - b) Good
 - c) Average
 - d) Bad
 - e) Very Bad
21. When there is any update within the organization how do you find out rate from 4 to 1 (4 being the highest and 1 the least)
- a) My supervisor sends me an email
 - b) My colleague informs me through whatsapp or call
 - c) I call and find out with concerned staff when situation arises
 - d) No one informs me and I do not need to know about any updates
22. What topics do you feel are important for you to know more about and would like the organization to inform you during future communications?