

Employee Satisfaction Survey

**Internship Training
at
Fortis Hospital, Vasant Kunj, New Delhi**

**By
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**Under the guidance of
Col. (Dr.) Ashok Kaushik**

**Post Graduate Diploma in Hospital & Health Management
2012–14**


**Institute of Health Management Research
Jaipur
2014**

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TO WHOMSOEVER MAY CONCERN

This is to certify that **Dr.Vandana Sharma**, student of Post Graduate Diploma in Hospital and Health Management (PGDHM) from Institute of Health Management Research, Jaipur has undergone internship training at **Fortis Hospital, Vasant Kunj, New Delhi** from **7th February 2014 to 7th May, 2014**.

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.

Dr.Ashok Kaushik

Dean, Academics and Student Affairs

IIHMR, Jaipur

May 07, 2014



To Whomsoever It May Concern

This is to certify that Dr. Vandana Sharma, student of IIHMR, Jaipur has completed her internship in Human Resource department and Quality department.

Duration: 7th Feb 2014 to 7th May 2014. Project Done: Employee Satisfaction Survey

During this period her work was good. We wish her all the best in her future endeavors.

For Fortis Flt. Lt. Rajan Dhall Hospital, New Delhi.

Mr. Pradeep Singh
Zonal Head HR



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CERTIFICATE

This is to certify that Dr. Vandana Sharma, student of Post Graduate Diploma in Hospital and Health Management (PGDHM) from Institute of Health Management Research, Jaipur, Batch 17th has undergone training in the Quality Department at Fortis Hospital, Vasant Kunj, New Delhi and has done the following work

- Audits- Patient Identification Audit
 - Initial Assessment Audit
 - Prevention of Death within 48 hours
 - Prevention of Return to Emergency within 72 hours
- Follow up with Hospital Committees Meetings.
- RCA for Continuous Quality Improvement Process.
- Worked for organizing the Patient Safety Week.

The candidate has successfully carried out the mentioned work assigned to her during training and her approach has been sincere, scientific and analytical.

I wish her success in all her future endeavour.



Dr. Arvind Srivastav

Head- Quality
Fortis Hospital,
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Date: 12/05/2014



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CERTIFICATE BY SCHOLAR

This is to certify that the dissertation titled **Employee Satisfaction Survey** and submitted by **Dr. Vandana Sharma, Enrollment No. 1395** under the supervision of **Dr. Ashok Kaushik** for award of Postgraduate Diploma in Hospital and Health/ Pharmaceutical / Rural Management of the Institute carried out during the period from **7th February 2014 to 7th May, 2014** 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.

Vandana
Signature

ABSTRACT

Employee satisfaction is the terminology used to describe whether employees are happy and contented and fulfilling their desires and needs at work. Many measures purport that employee satisfaction is a factor in employee motivation, employee goal achievement, and positive employee morale in the workplace.

Employee Satisfaction is of utmost importance in any organisation be it small or large. There is a definite link between employee attitudes and patient satisfaction. If employees are unhappy or dissatisfied, despite their best efforts, it is difficult for them to conceal this factor when interacting with patients and other staff members. One of the primary reasons for evaluating employee satisfaction is to identify problems and try to resolve them before they impact on patient care and treatment.

Employee Satisfaction can be measured in a number of ways. One of the most common methods is to conduct a Employee Satisfaction Survey through a pre-designed questionnaire. An Employee Satisfaction Survey was conducted in a Multi-Speciality 150 bedded Hospital. Only those employees were included in the Study who had joined the organisation 6 months before starting the study. A Sample Size of 70% was taken using Quota Sampling and Simple random Sampling Technique.

The various groups were Nurses, Doctors, Managers, Staff and Technicians and each group was analysed against 8 parameters namely Organisation, Self Actualisation & Recognition, Career Development, Relationship with Seniors/Colleagues, Compensation & Job Security, Working Condition and Resources, Recreational Activity and Work Life balance with the help of a pre designed questionnaire. The feedback was obtained on Likert Scale.

It was observed that the parameter Organisation and Self Actualization and Recognition scored the maximum for all the groups which indicated that the brand image influenced the level of satisfaction and employees understood their work and their Job was as per their skills and abilities. Compensation and Job Security scored the minimum for all the groups.

Managers, Doctors and Technicians also showed a decreased level of satisfaction for Career development. Working conditions and resources also showed a low level of satisfaction especially for Nurses. Work Life balance was low in case of managers which indicated a increased workload for managers.

To conclude, it is indicated that there is scope for improvement and employee satisfaction can be increased if prompt action is taken especially for the parameters which have scored low.

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It was indeed a great opportunity to pursue my dissertation from such a well established hospital. I would like to express my gratitude to

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- Dr. Arvind Srivastava, Head-Quality, Fortis Vasant Kunj, for giving me the opportunity to work in Department of Quality.
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- Last but not the least, I would like to express my gratitude to my college IIHMR, Jaipur, the faculty and my batch mates for sharing their knowledge and enhancing my learning skills.

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LIST OF ABBREVIATIONS AND SYMBOLS

FHVK- Fortis Hospital, Vasant Kunj

NABH- National Accreditation Board for Hospitals & Healthcare Providers

HR- Human Resource

RL Band- Responsibility Level Band

e.g.- Example

1.1 INTRODUCTION

Employee satisfaction is the terminology used to describe whether employees are happy and contented and fulfilling their desires and needs at work. Many measures purport that employee satisfaction is a factor in employee motivation, employee goal achievement, and positive employee morale in the workplace.

Employee Satisfaction is of utmost importance in any organisation be it small or large. There is a definite link between employee attitudes and patient satisfaction. If employees are unhappy or dissatisfied, despite their best efforts, it is difficult for them to conceal this factor when interacting with patients and other staff members. One of the primary reasons for evaluating employee satisfaction is to identify problems and try to resolve them before they impact on patient care and treatment.

It appears imminent, if not already realized; the demand for health care professionals will soon exceed the supply. Retaining qualified health care professionals will become even more important given these realities. If you know what your employees think about their workplace environment, you'll be more able to design an environment that is too attractive to leave.

Thinking that employee satisfaction is important only for the employee then it is not right. It is equally important for the organisation for which the employee is working as well. The following points will show the importance of employee satisfaction easily.

- In light of the organisation:

1. It enhances employee retention and the company does not need to train employees repeatedly.
2. The overall productivity of the company is increased and it assists in achieving the goals of the company.
3. When employees are satisfied with their job they deal with customers in a better manner and thus customer satisfaction is achieved to great extent.
4. It helps the company in getting better services and products from its employees.
5. Money spent on training new candidates and recruitment of new candidates can be saved extensively.

- In light of the employee:

1. When the employee gets satisfactory services from the company initially, he tends to believe that same treatment would be offered in long run.

2. Employee would start taking interest in his work instead of worrying about other issues.
3. The employee starts feeling a sense of responsibility towards the organisation.
4. He deals with customers in a better way and builds strong relations with them.
5. They would try to produce better results in order to get appreciation from the company.

Improving Employee Satisfaction

If some organisation does not see employee satisfaction amongst its employees then there is nothing to be worried about. By following some steps, the organisation can improve employee satisfaction.

There are various open and anonymous methods you can use to canvas your employees:

- **Suggestion box** — the simplest form of getting employee opinions, but one that is difficult to get any real insight from. Suggestions are open to interpretation, and although you may get some vague ideas about what your employees want (such as “better quality toilet paper”) you're never going to find out the real issues.
- **Online comments** — the online form of the suggestion box and a great way of generate some discussion. If your company has an intranet, you should look to launch a forum where employees can discuss the various aspects of the business. Employees can then develop ideas and the management team can respond to suggestions for all to see. If you do decide on this method, make sure there is a long term commitment to respond to queries from someone in the HR or management teams.
- **Survey through Questionnaires** — These can be conducted at regular intervals and follow roughly the same format so you can get an idea of how your employee satisfaction fluctuates over time. There should be a mixture of qualitative and quantitative questions which allow you to see both general opinions (such as quality of food in the canteen) and individual views (such as suggestions for ways their working experience could be made better).
- **Employee committees** — Every company should aim to have a group of employees who represent the various parts of the business that meet regularly to discuss the main issues. They should present their thoughts to the management team who will discuss what can and can't be done to improve the satisfaction of employees.

- **Questions & Answers** — The most natural form of canvassing opinion, but not always the most effective. Putting your managers up in front of employees and getting the answer questions gives them very little time to research answers, even if some of the questions have been planted.
- **Individual discussions**
As well as getting opinion of your employees as a group, you need to focus on individuals and their specific needs.

1.2 LITERATURE REVIEW

The **two-factor theory** (also known as **Herzberg's motivation-hygiene theory** and **dual-factor theory**) states that there are certain factors in the workplace that cause job satisfaction, while a separate set of factors cause dissatisfaction. It was developed by psychologist Frederick Herzberg, who theorized that job satisfaction and job dissatisfaction act independently of each other.

Two-factor theory fundamentals: Attitudes and their connection with industrial mental health are related to Abraham Maslow's theory of motivation. His findings have had a considerable theoretical, as well as a practical, influence on attitudes toward administration. According to Herzberg, individuals are not content with the satisfaction of lower-order needs at work; for example, those needs associated with minimum salary levels or safe and pleasant working conditions. Rather, individuals look for the gratification of higher-level psychological needs having to do with achievement, recognition, responsibility, advancement, and the nature of the work itself. This appears to parallel Maslow's theory of a need hierarchy. However, Herzberg added a new dimension to this theory by proposing a two-factor model of motivation, based on the notion that the presence of one set of job characteristics or incentives leads to worker *satisfaction* at work, while another and separate set of job characteristics leads to *dissatisfaction* at work. Thus, satisfaction and dissatisfaction are not on a continuum with one increasing as the other diminishes, but are independent phenomena. This theory suggests that to improve job attitudes and productivity, administrators must recognize and attend to both sets of characteristics and not assume that an increase in satisfaction leads to decrease in unpleasurable dissatisfaction.

Two-factor theory distinguishes between:

- **Motivators** (e.g. challenging work, recognition, responsibility) that give positive satisfaction, arising from intrinsic conditions of the job itself, such as recognition, achievement, or personal growth, *and*
- **Hygiene factors** (e.g. status, job security, salary, fringe benefits, work conditions) that do not give positive satisfaction, though dissatisfaction results from their absence. These are extrinsic to the work itself, and include aspects such as company policies, supervisory practices, or wages/salary.

GALLUP Q-12 SURVEY MODEL

Employee Engagement is measured by using the Q12 scores. It is a metric designed by the Gallup Organisation.

The Gallup organization has over the last three decades carried out extensive research in the area of human resources across the world. Based on responses to thousands of questions about the workplace, Gallup constructed a set of 12 key expectations of an individual from a workplace. These expectations when satisfied form the foundation of strong employee engagement. Each of these 12 issues can be handled at the level of an employee's manager. The feedback on these 12 issues is measured using the "**Q12 Scorecard**".

What are the 12 questions?

The questions are as follows:

1. I know what is expected of me at work
2. I have the materials and equipment I need to do my work right
3. At work, I have the opportunity to do what I do best every day
4. In the last seven days, I have received recognition or praise for doing good work
5. My manager, or someone at work, seems to care about me as a person
6. There is someone at work who encourages my development
7. At work, my opinions seem to count
8. The mission/purpose of my business makes me feel my job is important
9. My associates (fellow employees) are committed to doing quality work
10. I have a best friend at work
11. In the last six months, someone at work talked to me about my progress
12. This last year, I have had opportunities at work to learn and grow

What are the 4 Camps?

The 4 camps can be described as follows:

Camp 1: Basic Needs

When an employee first starts a new role, their needs are very basic. They want to know what is going to be expected of them. How much are they going to earn? How long will their commute be? Will they have an office, a desk, even a phone? At this stage, they are asking, “what do I get?” from this role.

Of the twelve, these two fundamental questions measure Basic Needs:

1. I know what is expected of me at work
2. I have the materials and equipments I need to do my work right

Camp 2: Management Support

As the employee stays in the job for a longer period s/he would want to know whether they are good at the job they are doing. If they are valued as an individual and if someone is prepared to invest in their growth. The employee is focused on their individual contribution and other people’s perception of it.

Of the twelve, the following 4 questions measure Management Support:

3. At work, I have the opportunity to do what I do best every day
4. In the last seven days, I have received recognition or praise for doing good work
5. My manager, or someone at work, seems to care about me as a person
6. There is someone at work who encourages my development

Camp 3: Teamwork

At the next level the employee would want to know if s/he belongs to the workgroup they are in. If their point of view matters, and if their co-workers share at least some elements of the employee’s value system.

Of the twelve, the following 4 questions measure Teamwork:

7. At work, my opinions seem to count
8. The mission/purpose of my business makes me feel my job is important
9. My associates (fellow employees) are committed to doing quality work
10. I have a best friend at work

Camp 4: Growth

Review of an employee's performance is an opportunity to discuss the progress and growth of an employee. The employee wants to understand himself/herself better and wants a clear perspective on how their contributions really make a difference to the organization. An employee also performs best in a culture that is receptive to new ideas as it is through new ideas that change is possible.

Of the twelve, the following 2 questions measure Growth:

11. In the last six months, someone at work has talked to me about my progress
12. In the last year, I have had opportunities at work to learn and grow.

1.3 AIM & OBJECTIVES

AIM- To assess the level of satisfaction of employees to increase Employee Retention

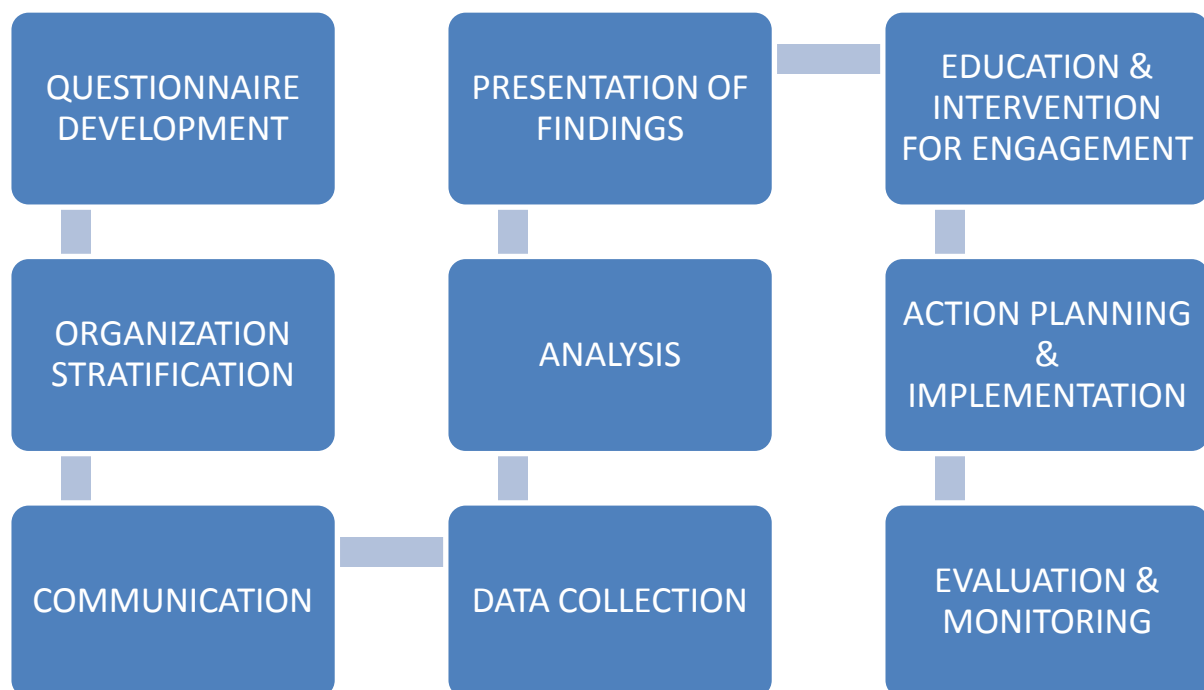
OBJECTIVES

- To obtain employees feedback for various parameters of satisfaction
- To assess the level of satisfaction of employees
- To identify and analyse parameters for improvement to increase employee retention

1.4 METHODOLOGY

- **Study type-** Analytical
- **Area of study-** Fortis hospital, Vasant Kunj
- **Data Collection method-** Pre designed questionnaire
- **Sources of Data-** Primary data from employees was collected
- **Inclusion/Exclusion criteria-** Employees who have joined the organisation before 1st August, 2013 were included in the study
- **Sample Size-** 70%
- **Sampling Technique-** Phase I- Quota Sampling
Phase II- Simple Random Sampling

PROCESS



1.4.1 SAMPLING GROUPS

SAMPLE GROUP	BAND	R L BAND SPECIFIC	DESIGNATION
NURSES	N(Staff Nurse)	N1	Staff Nurse 3
		N2	Staff Nurse 2
		N3	Staff Nurse 1
	NS(Nursing Supervisors)	NS1	Team Leader
		NS2	Sr. Supervisor
		NS3	Supervisor
DOCTORS	W	W1	Clinical Associate
		W2	Sr. Resident
		W3	Resident/JR
	X	X1	Associate consultant
		X2	Attending Consultant
	Y	Y1	Director
		Y2	Sr. Consultant
		Y3	Consultant
MANAGERS	1	1C	Manager
		1B	Deputy Manager
		1A	Assistant Manager
	2	2C	DGM
		2B	AGM
		2A	Sr. Manager
STAFF	A	A1	Assistant Supervisor
		A2	Sr. Assistant
		A3	Assistants
	AS	AS1	Team leaders
		AS2	Sr. Supervisor
		AS3	Supervisor
TECHNICIANS	V	V1	Assistant supervisor
		V2	Sr. Technician
		V3	Technician
	VS	VS1	Team leader
		VS2	Sr. Supervisor
		VS3	Supervisor

1.4.2 SAMPLE SIZE

GROUPS	RL BAND Specific	Total No. of employees	Sample size (per Band)	Sample Size
STAFF NURSES	N1	16	11	154
	N2	86	60	
	N3	118	83	
NURSING SUPERVISORS	NS1	5	4	11
	NS2	1	1	
	NS3	9	6	
DOCTORS	W1	6	4	66
	W2	11	8	
	W3	26	18	
	X1	11	8	
	X2	5	4	
	Y1	9	6	
	Y2	16	11	
	Y3	10	7	
BAND 1 Managers	1A	9	6	15
	1B	7	5	
	1C	6	4	
BAND 2 Managers	2A	2	1	2
	2B	1	1	
STAFF	A1	9	6	67
	A2	29	20	
	A3	34	24	
	AS1	4	3	
	AS2	2	1	
	AS3	18	13	
TECHNICIANS	V1	10	7	54
	V2	21	15	
	V3	34	24	
	VS1	3	2	
	VS2	2	1	
	VS3	7	5	

1.5 DATA ANALYSIS

Based on the feedback of the employees they are given a score as follows:

RATINGS	SCORE
STRONGLY DISAGREE	1
DISAGREE	2
NEUTRAL	3
AGREE	4
STRONGLY AGREE	5

Data was analysed using Microsoft excel.

Mean of the scores was taken and concluded as:

RATINGS	SCALE
EXTREMELY DISSATISFIED (Immediate attention required)	0-1
DISSATISFIED (Attention required)	>1 to 2
AVERAGE (But improvement is needed)	>2 to 3
SATISFIED (Slight attention needed)	>3 to 4
EXTREMELY SATISFIED (no scope for improvement)	>4 to 5

1.6 RESULTS

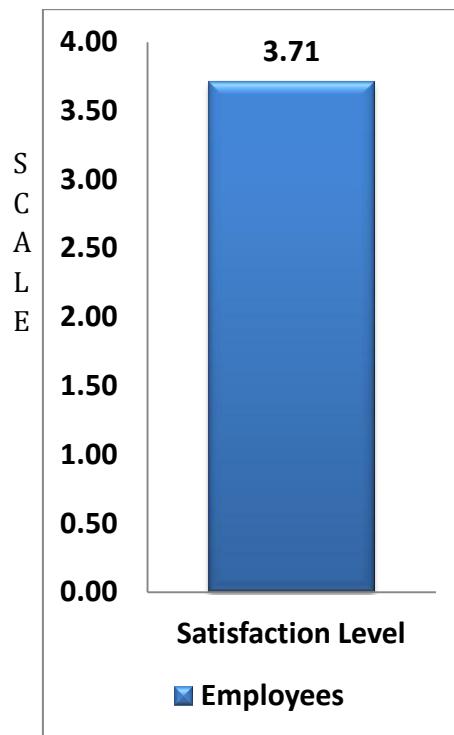


Figure 1: Overall Satisfaction Score of All the Employees

Overall employee's satisfaction level is 3.71 which falls in the range of "SATISFIED"

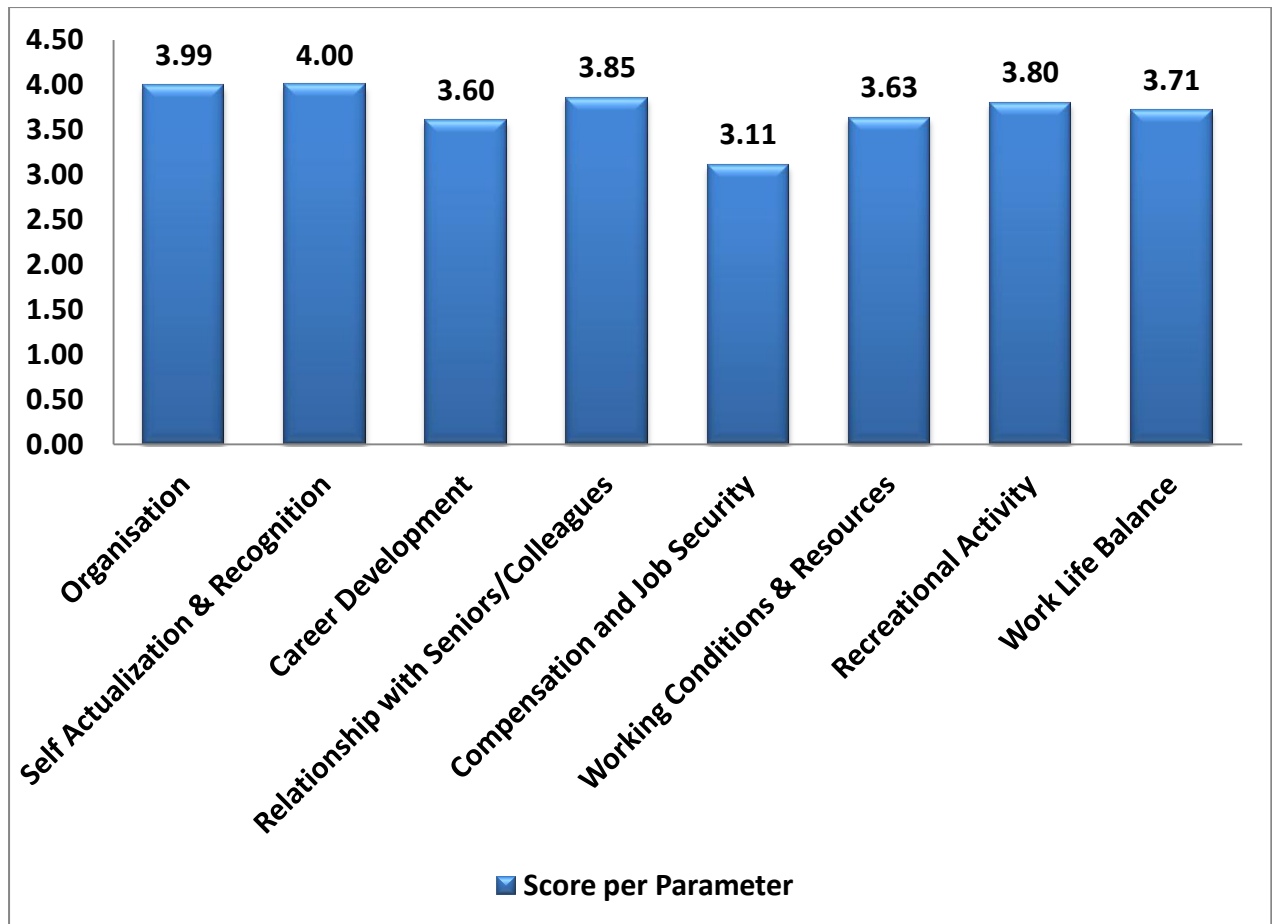


Figure 2: Overall Employees Satisfaction Level Per Parameter

Table 1: Overall Employee satisfaction Level in percentage

<u>S.No.</u>	<u>PARAMETERS</u>	<u>PERCENTAGE</u>
1.	Self Actualization & Recognition	80%
2.	Organisation	79.8%
3.	Relationship with senior/Colleague	77%
4.	Recreational Activity	76%
5.	Work Life Balance	74.2%
6.	Working conditions & Resources	72.6%
7.	Career Development	72%
8.	Compensation & Job Security	62.2%

Hence it indicates that the parameter 'Self Actualisation and Recognition' has the greatest amount of satisfaction whereas the parameter 'Compensation & Job Security' scores the minimum and it requires immediate attention.

1.6.1 NURSES

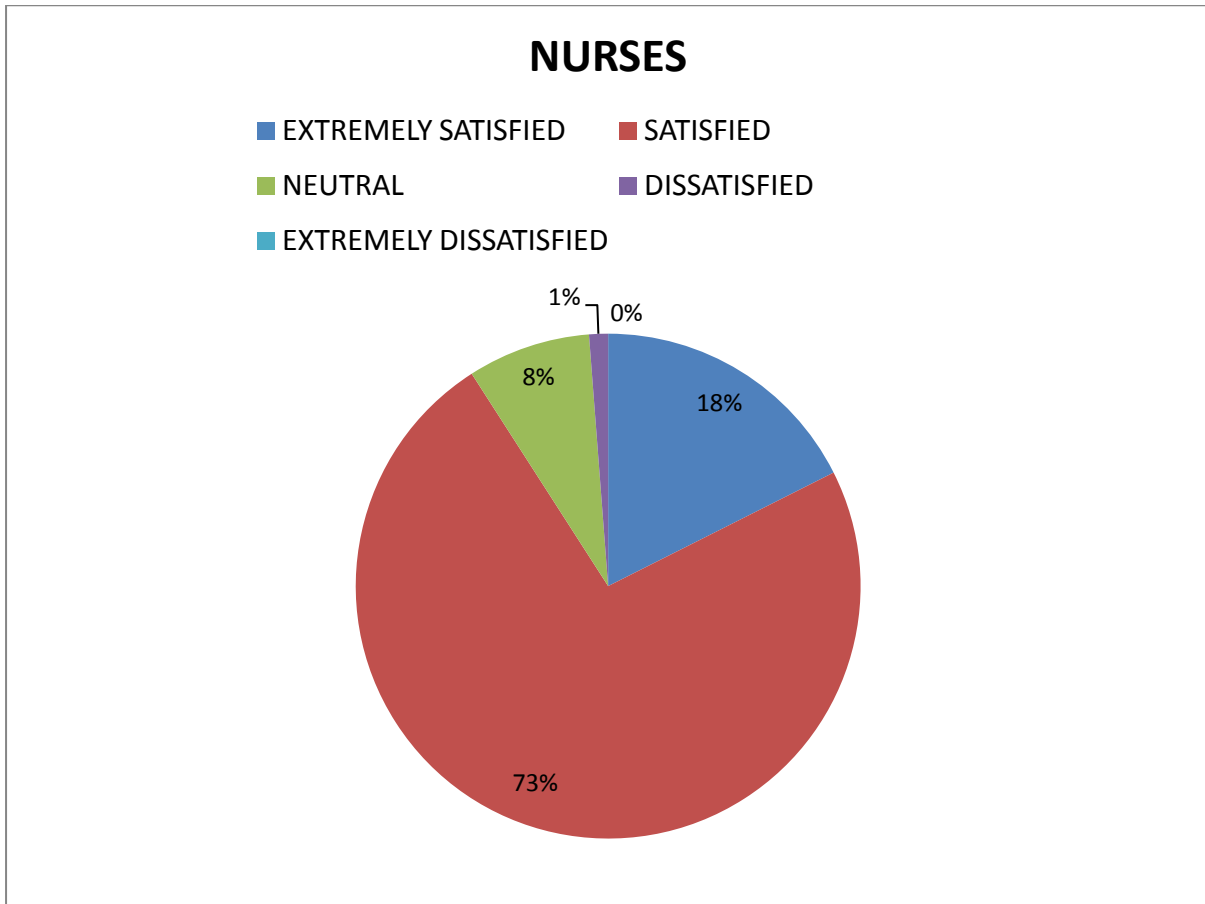


Figure 3: Distribution of Satisfaction Level of Nurses

The Pie-Diagram indicates that of the Total number of nurses included in the sample

- 18% were extremely satisfied
- 73% were satisfied
- 8% were in the neutral group
- 1% were Dissatisfied
- 0% were extremely dissatisfied

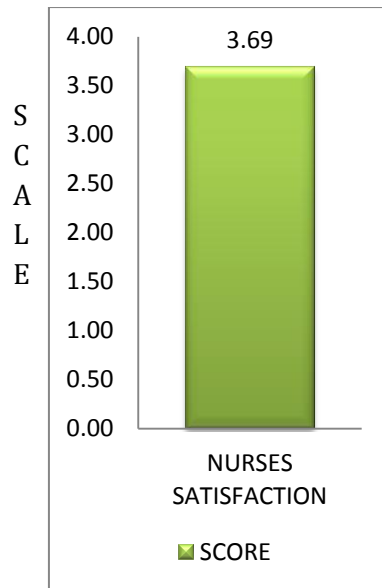


Figure 4: Satisfaction Score of Nurses

- Average scores of all the nurses is 3.69 which indicates that they lie in the group of 'SATISFIED'.

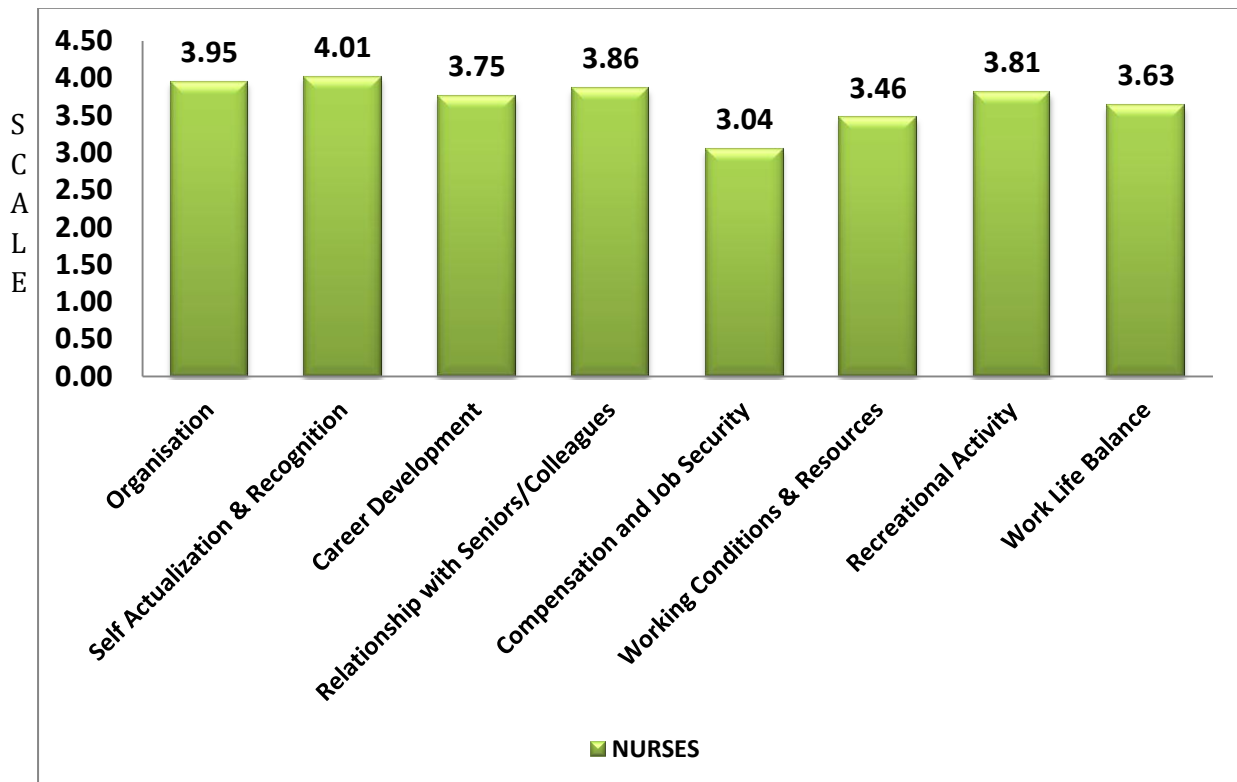


Figure 5: Satisfaction level of Nurses per Parameter

Table 2 Satisfaction Level of Nurses in Percentage (Including Comments from employees)

S.No.	PARAMETERS	PERCENTAGE	COMMENTS
1.	Self Actualization & Recognition	80.2%	
2.	Organisation	79%	
3.	Relationship with senior/Colleague	78.4%	Communication with staff on regular basis
4.	Recreational Activity	76.2%	
5.	Career Development	75%	Orientation about hospital policies
6.	Work Life Balance	72.6%	Understaffed- maintain nurse-patient ratio
7.	Working conditions & Resources	69.2%	• Staff washrooms • Cafeteria • Provide clean uniforms • Doctors should respect nurses and not shout on them • Security check for all employees • Avoid use of regional language • Safety & security (Emergency)
8.	Compensation & Job Security	60.8%	New Staff getting higher salary- clear basis for increment

1.6.2 DOCTORS

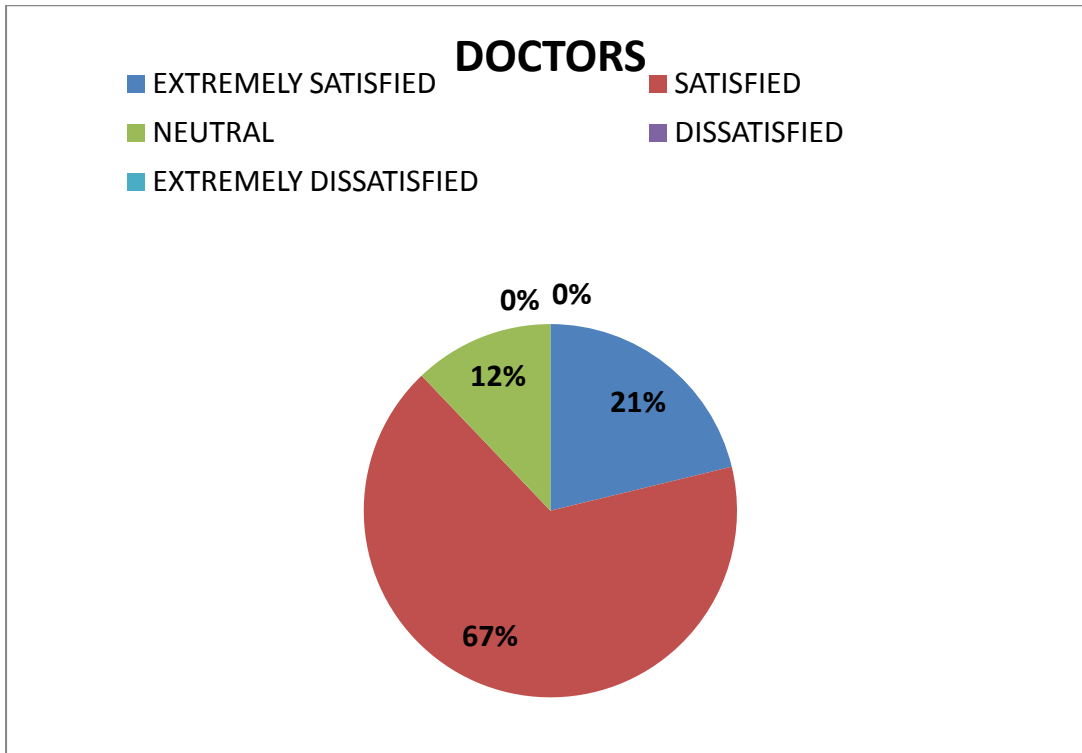


Figure 6: Distribution of Satisfaction level of Doctors

The Pie-Diagram indicates that of the Total number of Doctors included in the sample

- 21% were extremely satisfied
- 67% were satisfied
- 12% were in the neutral group
- 0% were Dissatisfied
- 0% were extremely dissatisfied

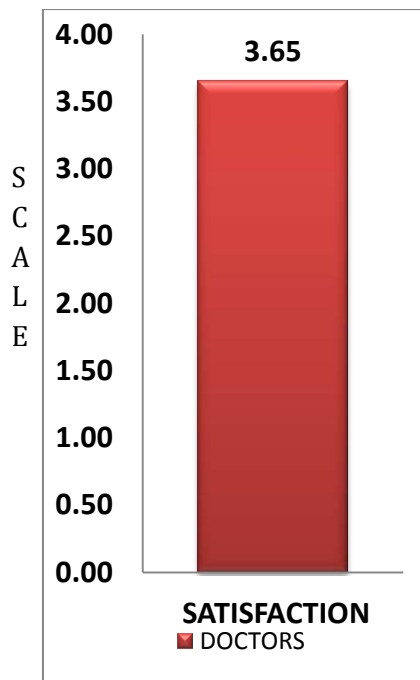


Figure 7: Satisfaction Score of Doctors

- Average scores of all the Doctors is 3.65 which indicates that they lie in the group of 'SATISFIED'

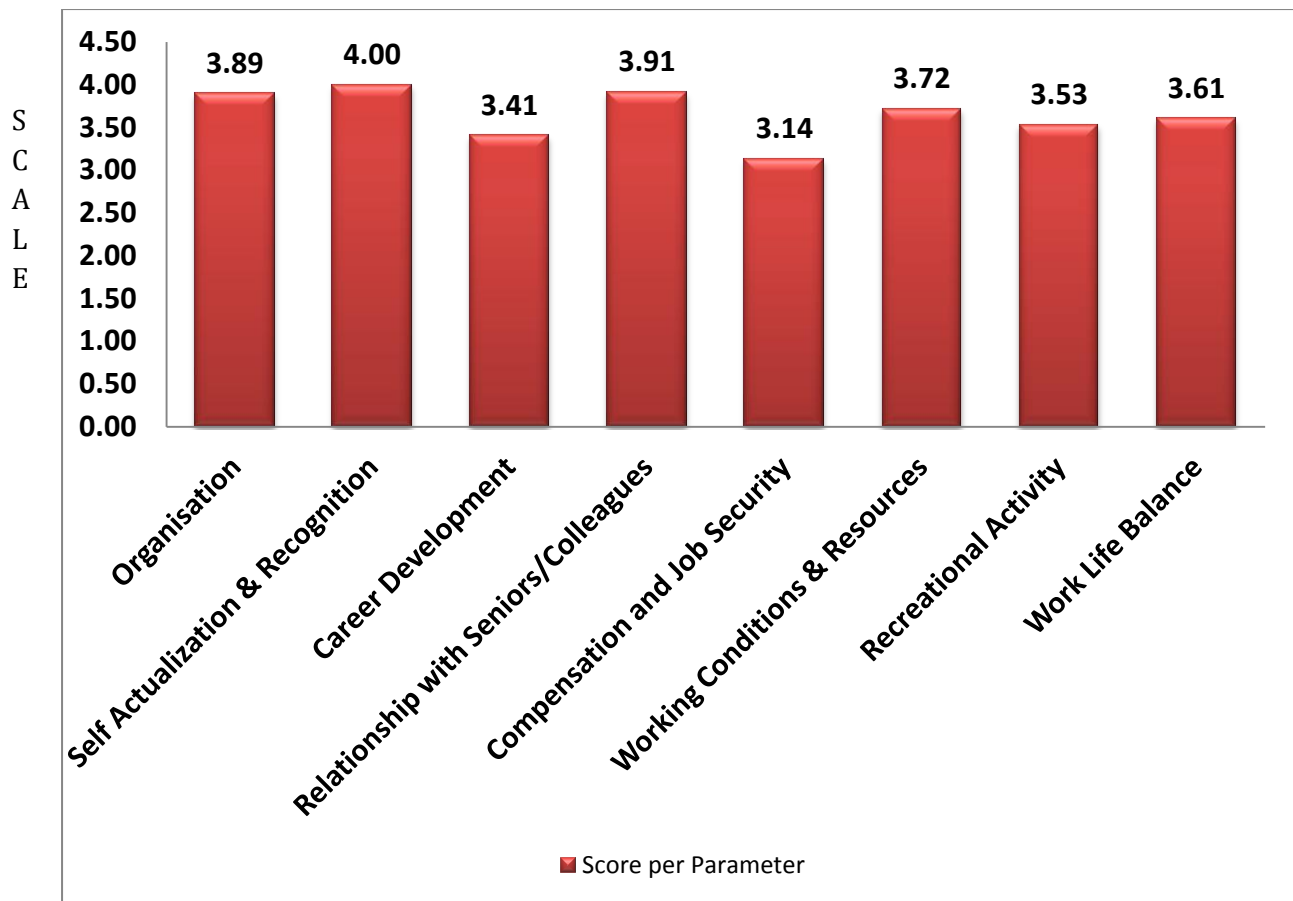


Figure 8: Satisfaction Level of Doctors per Parameter

Table 3: Satisfaction Level of Doctors in Percentage (Including Comments from employees)

S.No.	PARAMETERS	%	COMMENTS
1.	Self Actualization & Recognition	80%	
2.	Relationship with senior/Colleague	78.2%	
3.	Organisation	77.8%	
4.	Working conditions & Resources	74.4%	• 24 hour Cafeteria • Quality of Food • Library with more books • Improve security (Emergency) • Trained ER in ambulance with drugs & equipments • EMR • Drinking Water during Night Hours • Update instruments & equipments(Plastic Surgery)
5.	Work Life Balance	72.2%	• Ward residents not to go for emergency calls • Reduce Nursing Turnover
6.	Recreational Activity	70.6%	Recreational Activity for doctors
7.	Career Development	68.2%	• More Camps and Marketing (Neurosurgery and Paediatrics) • Interaction of all team members with administrative staff
8.	Compensation & Job Security	62.8%	• Appraisal as per performance • Monetary incentives for extra duty hours (Emergency)

1.6.3 MANAGERS

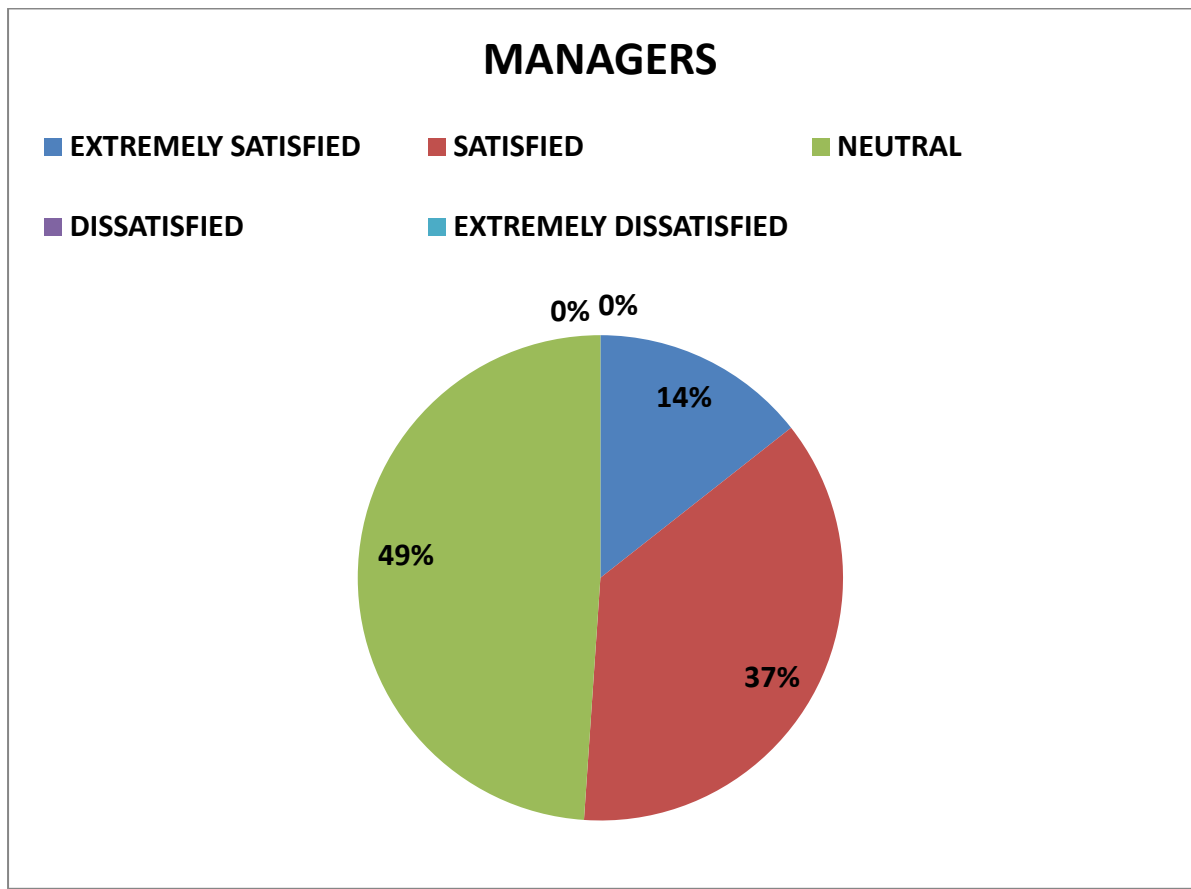


Figure 9: Distribution of Satisfaction Level of Managers

The Pie-Diagram indicates that of the Total number of Managers included in the sample

- 14% were extremely satisfied
- 49% were satisfied
- 14% were in the neutral group
- 0% were Dissatisfied
- 0% were extremely dissatisfied

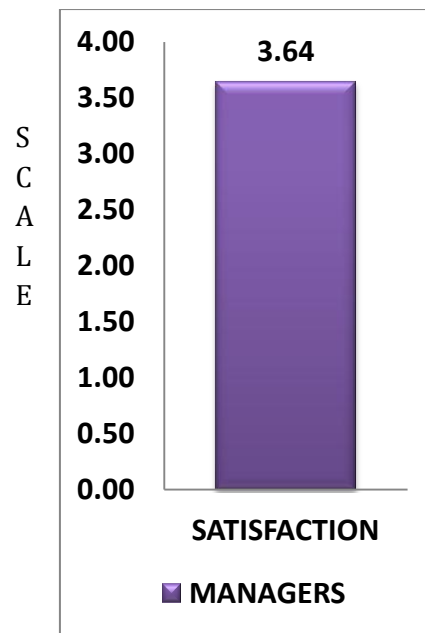


Figure 10: Satisfaction Score of Managers

- Average scores of all the Managers is 3.64 which indicates that they lie in the group of 'SATISFIED'

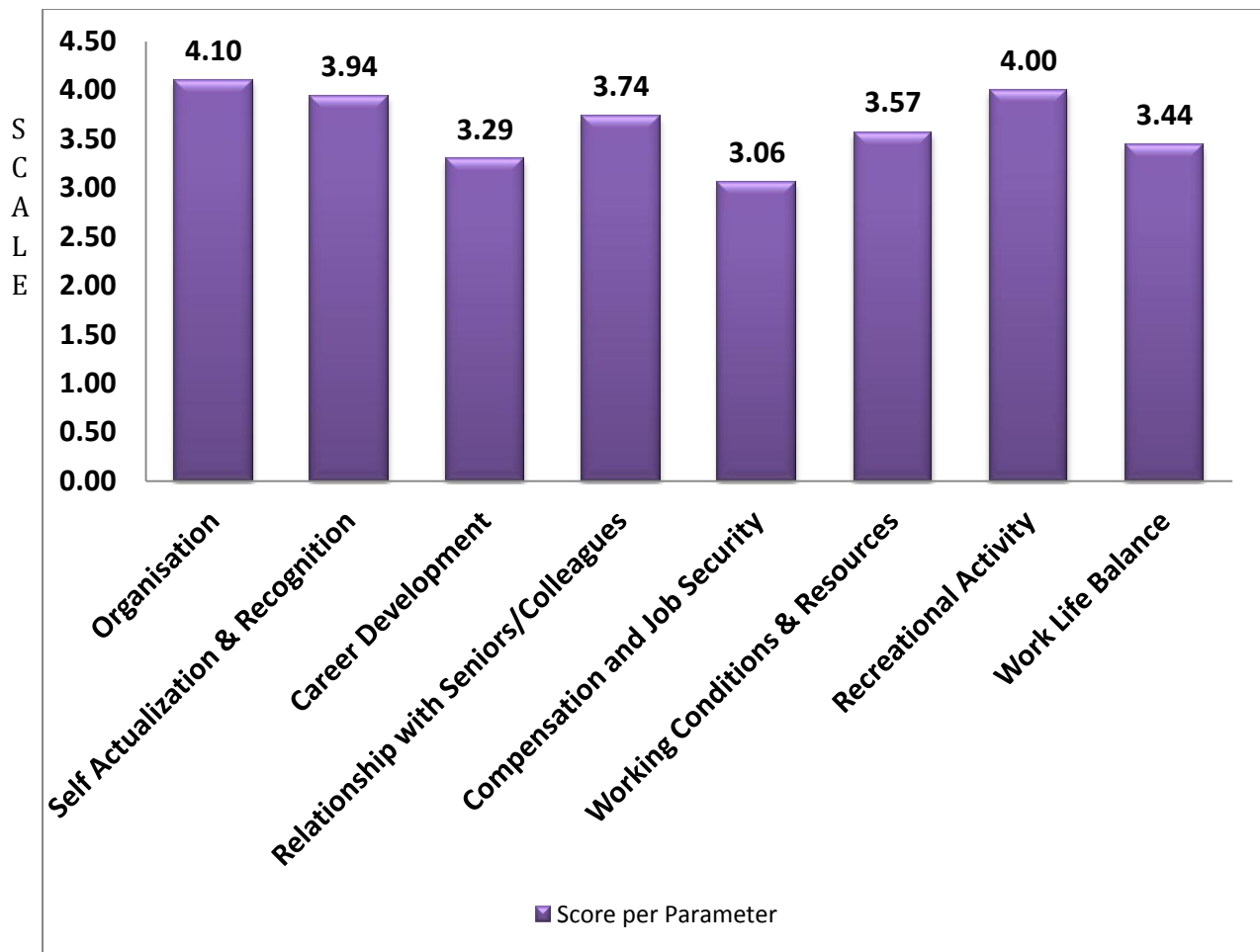


Figure 11: Satisfaction Level of Managers per parameter

Table 4 Satisfaction Level of Managers in Percentage (including comments from employees)

S.No.	PARAMETERS	PERCENTAGE	COMMENTS
1.	Organisation	82%	
2.	Recreational Activity	80%	
3.	Self Actualization & Recognition	78.8%	
4.	Relationship with senior/Colleague	74.8%	
5.	Working conditions & Resources	71.4%	-Basic amenities -Resources-Computers & Software (Finance) -Human resources as per requirement (Materials) -Sports
6.	Work Life Balance	68.8%	
7.	Career Development	65.8%	
8.	Compensation & Job Security	61.2%	-Review salary as per performance and length of service -Generate good reward system

1.6.4 STAFF

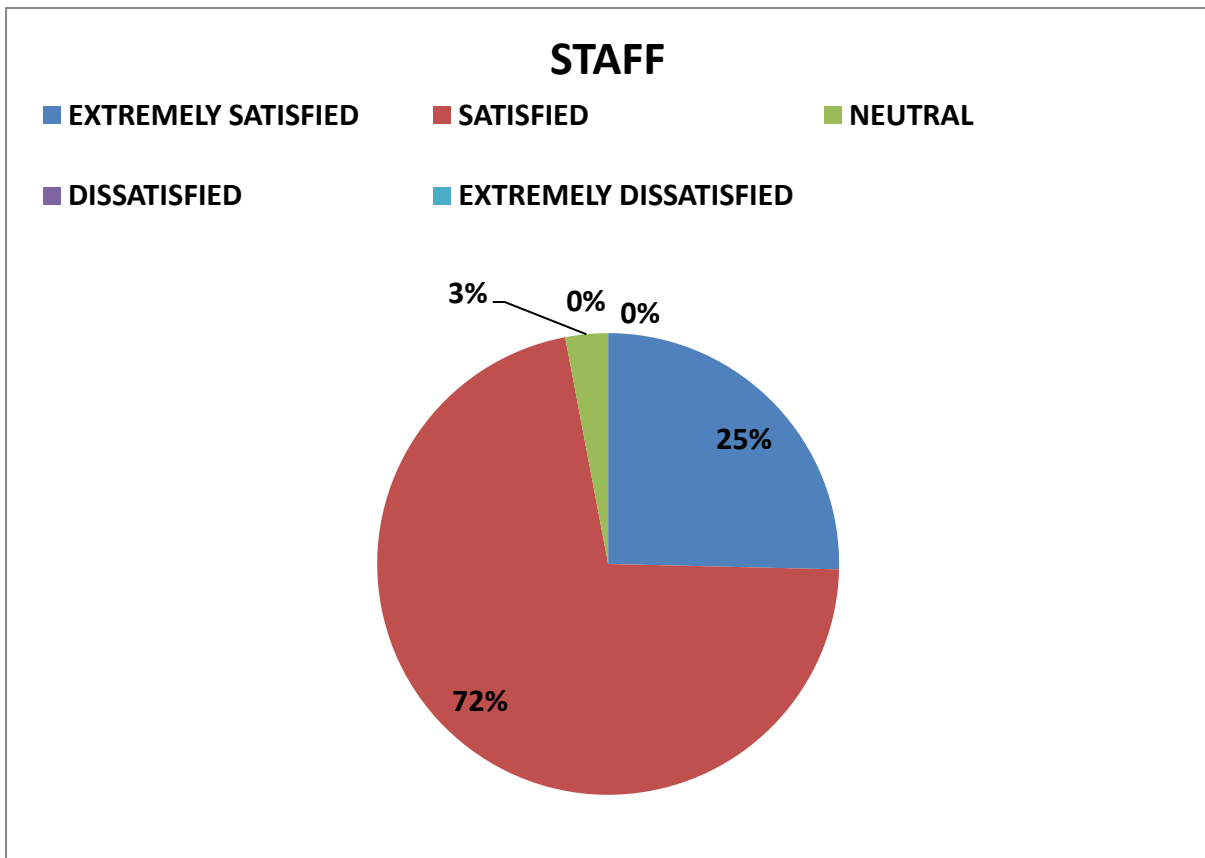


Figure 12: Distribution of Satisfaction level of Staff

The Pie-Diagram indicates that of the Total number of Staff included in the sample

- 25% were extremely satisfied
- 72% were satisfied
- 3% were in the neutral group
- 0% were Dissatisfied
- 0% were extremely dissatisfied

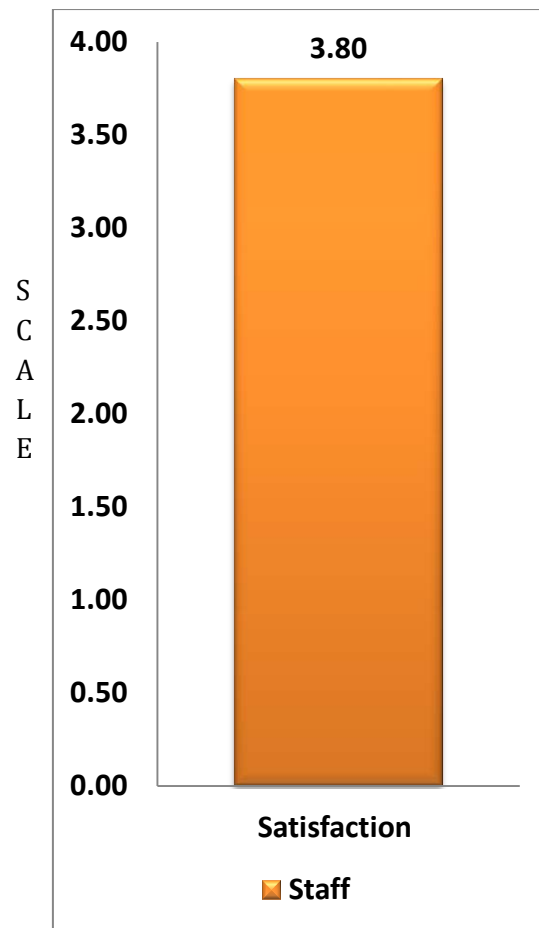


Figure 13: Satisfaction score of Staff

- Average scores of all the Staff is 3.80 which indicates that they lie in the group of 'SATISFIED'

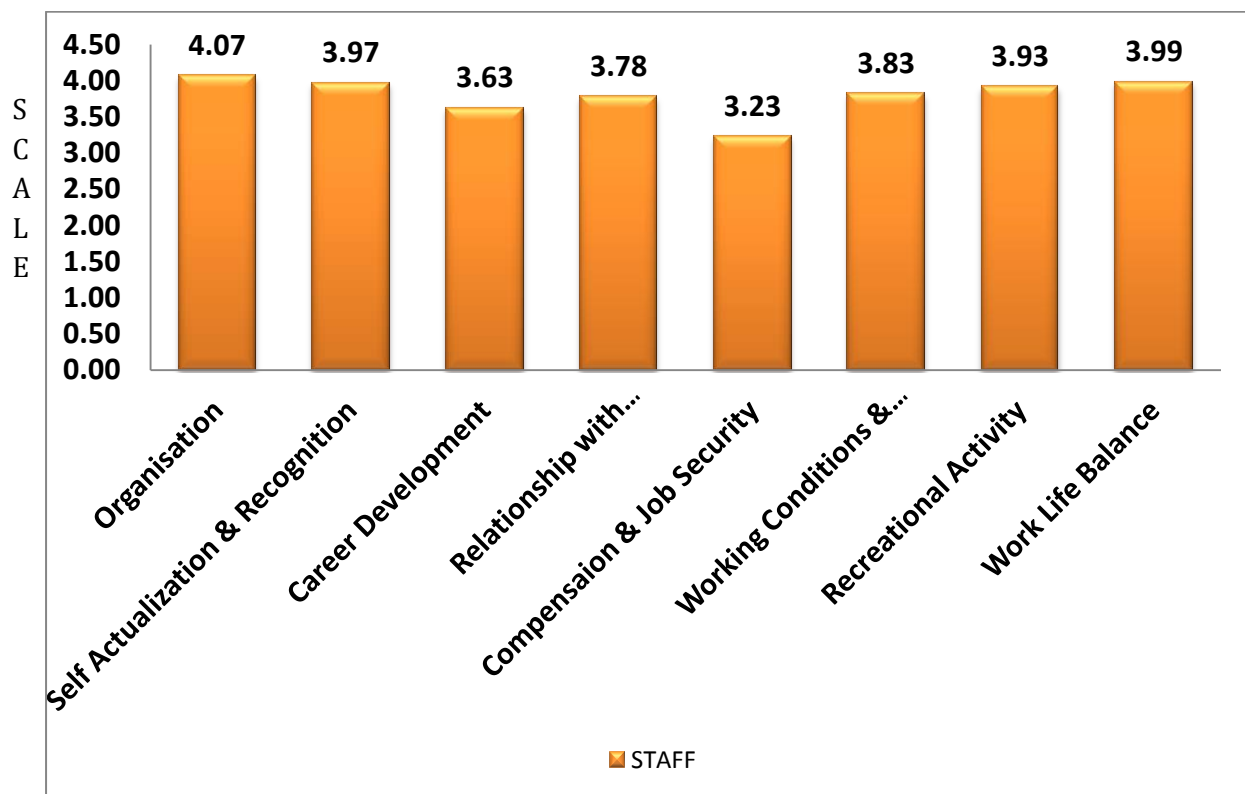


Figure 14: Satisfaction Level of Staff Per Parameter

Table 5 Satisfaction Level of Staff in Percentage (Including Comments from Employees)

S.No.	PARAMETERS	PERCENTAGE	COMMENTS
1.	Organisation	81.4%	
2.	Work Life Balance	79.8%	
3.	Self Actualization & Recognition	79.4%	
4.	Recreational Activity	78.6%	• More employee engagement activity (Marketing)
5.	Working conditions & Resources	76.6%	• Security check for HODs, reduce working hours • Free beverages • Equality • Understaffed (Housekeeping)
6.	Relationship with senior/Colleague	75.6%	• Feedback from organisation heads, Motivation from other departments (Engineering) • Inter Department cooperation(IT) • HR should contact on regular basis(Engineering)
7.	Career Development	72.6%	• Regular feedback • Internal growth for old employees
8.	Compensation & Job Security	64.6%	• Benefits for Overtime • Job Security (Engineering)

1.6.5 TECHNICIANS

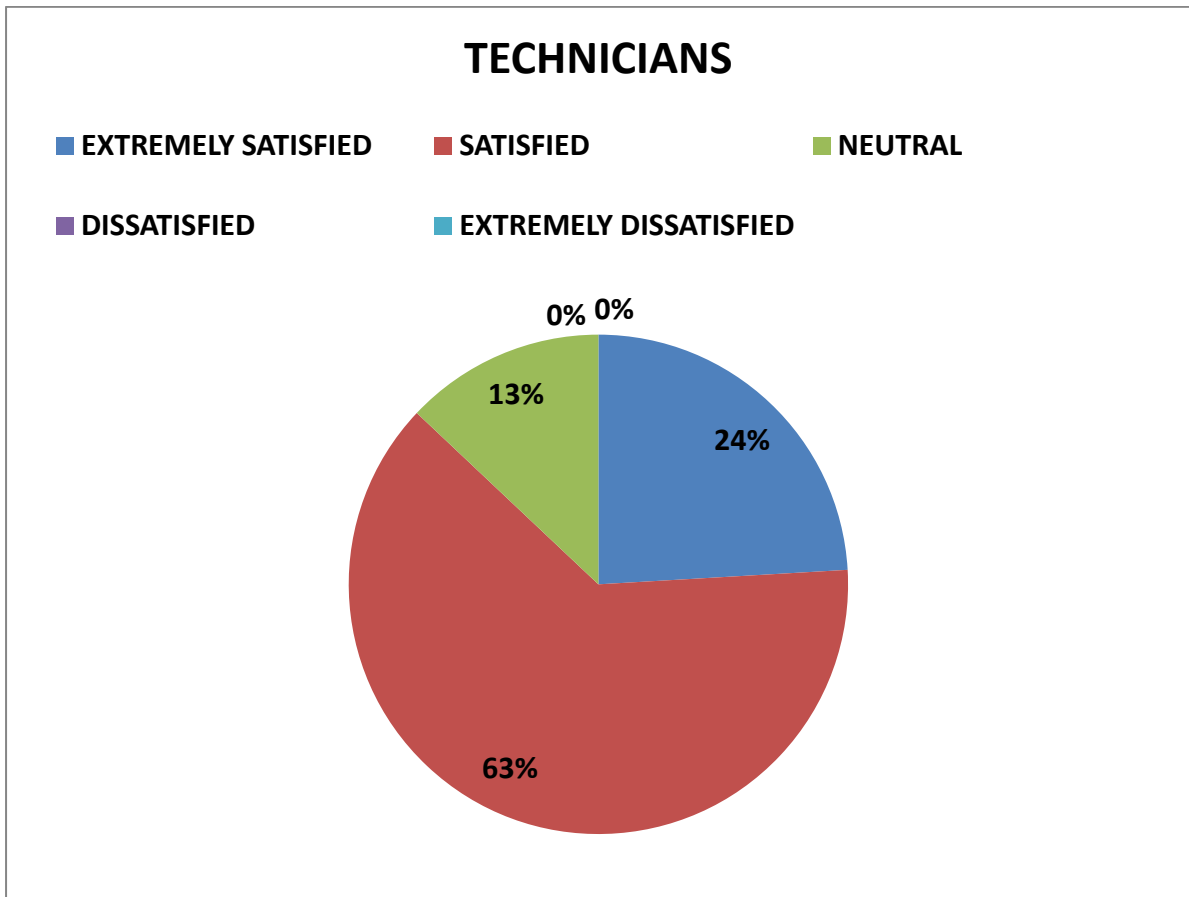


Figure 15: Distribution of Satisfaction Level of Technicians

The Pie-Diagram indicates that of the Total number of Technicians included in the sample

- 24% were extremely satisfied
- 63% were satisfied
- 13% were in the neutral group
- 0% were Dissatisfied
- 0% were extremely dissatisfied

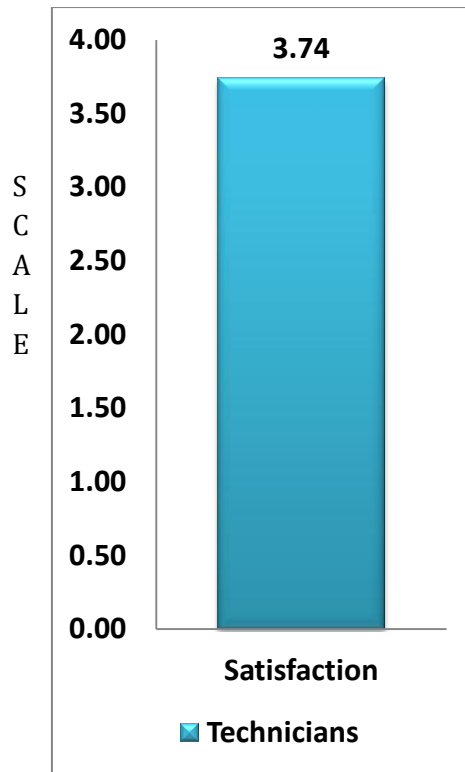


Figure 16: Satisfaction Score of Technicians

- Average scores of all the Technicians is 3.80 which indicates that they lie in the group of 'SATISFIED'

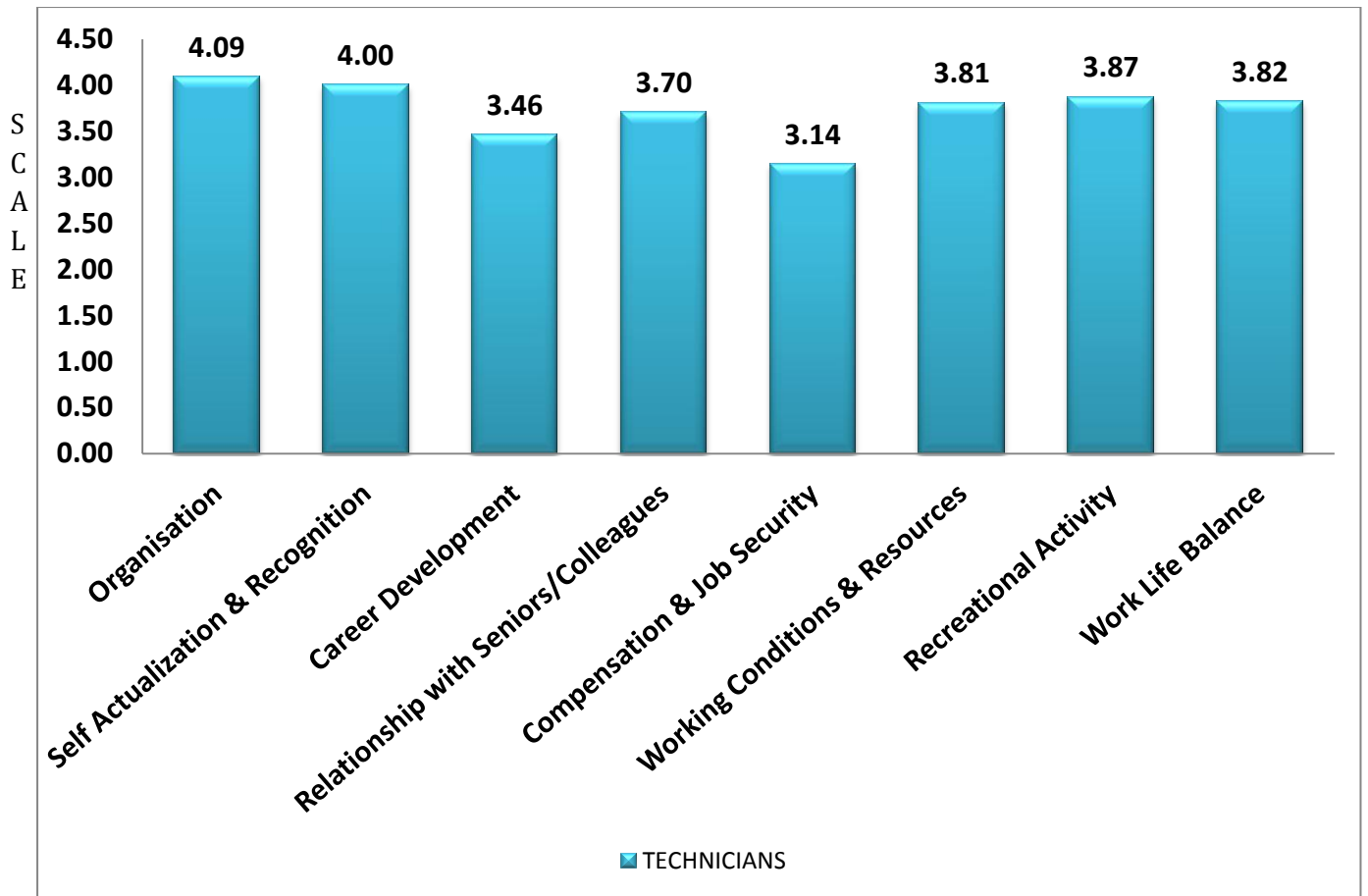


Figure 17:Satisfaction Level of Technicians Per Parameter

Table 6 Satisfaction Level of Technicians in percentage(Including comments from employees)

S.No.	PARAMETERS	PERCENTAGE	COMMENTS
1.	Organisation	81.8%	
2.	Self Actualization & Recognition	80%	
3.	Recreational Activity	77.4%	
4.	Work Life Balance	76.4%	
5.	Working conditions & Resources	76.2%	• Basic amenities • Sports • Understaffed (Materials, CSSD) • CSSD Department requires GDA • Free beverages • Educate nurses about medicines/consumables to avoid miscommunication (Materials)
6.	Relationship with senior/Colleague	74%	
7.	Career Development	69.2%	Promotion as per experience
8.	Compensation & Job Security	62.8%	• Salary as per designation • Incentives should be performance based • Incentives for overtime • Improve health benefit packages

1.7 CONCLUSION

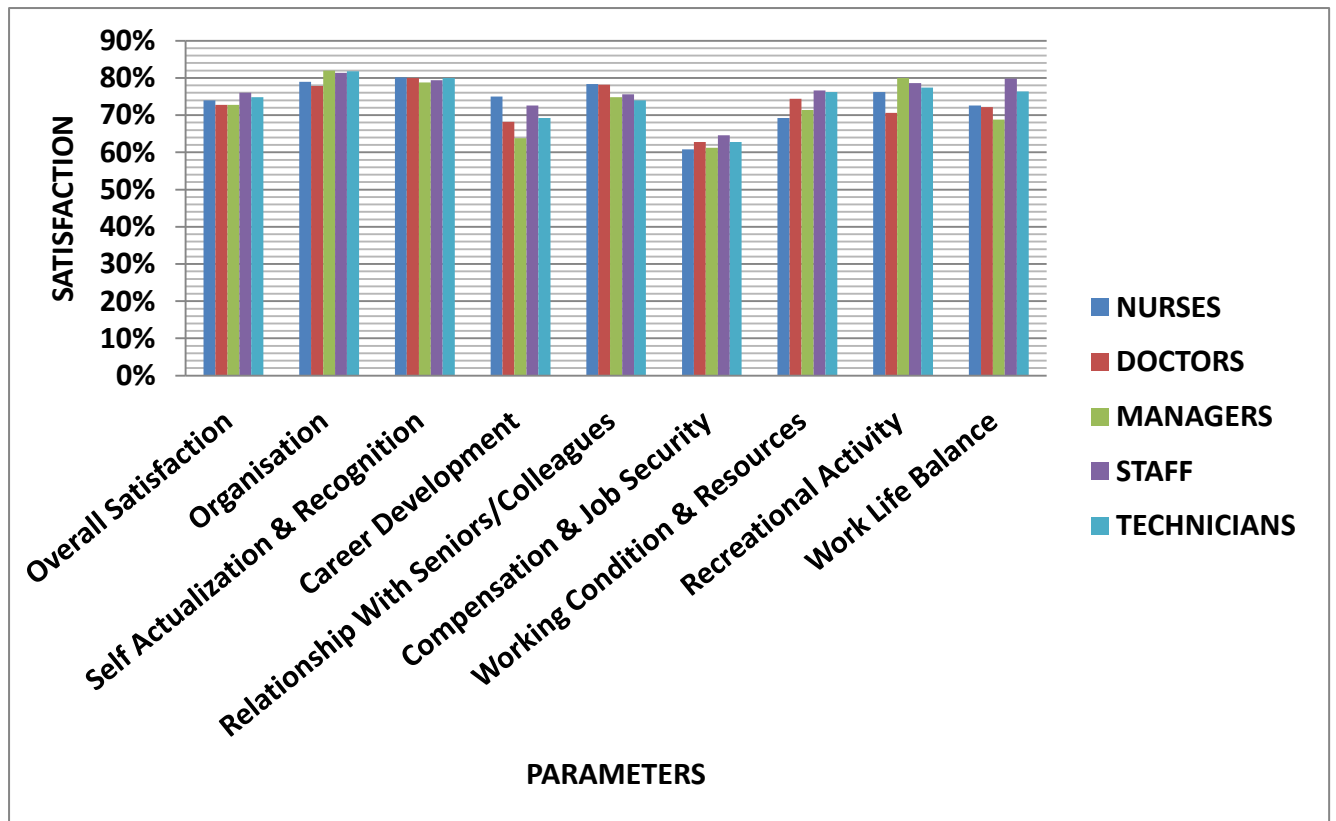


Figure 18: Comparison of all Parameters Scores for different Groups of Employees

Table 7 Comparison of all Parameter Scores for Different groups

PARAMETERS	NURSES	DOCTORS	MANAGERS	STAFF	TECHNICIANS
Overall Satisfaction	74%	72.8%	72.8%	76%	74.8%
Organisation	79%	77.8%	82%	81.4%	81.8%
Self Actualization & Recognition	80.2%	80%	78.8%	79.4%	80%
Career Development	75%	68.2%	63.8%	72.6%	69.2%
Relationship With Seniors/Colleagues	78.4%	78.2%	74.8%	75.6%	74%
Compensation & Job Security	60.8%	62.8%	61.2%	64.6%	62.8%
Working Condition & Resources	69.2%	74.4%	71.4%	76.6%	76.2%
Recreational Activity	76.2%	70.6%	80%	78.6%	77.4%
Work Life Balance	72.6%	72.2%	68.8%	79.8%	76.4%

To conclude, the parameter Organization and Self Actualization and Recognition scored the maximum for all the groups which indicated that the brand image influenced the level of satisfaction and employees understood their work and their Job was as per their skills and abilities. Compensation and Job Security scored the minimum for all the groups. Managers, Doctors and Technicians also showed a decreased level of satisfaction for Career development. Working conditions and resources also showed a low level of satisfaction especially for Nurses. Work Life balance was low in case of managers which indicated a increased workload for managers.

To conclude, it is indicated that there is scope for improvement and employee satisfaction can be increased if prompt action is taken especially for the parameters which have scored low.

1.8 SUGGESTIONS

NURSES

- Better Remuneration & Compensation
- Training session on increments & appraisals
- Improve Communication for Staff Nurses as they do not have easy access to mail
- Orientation about hospital policies
- Clean washrooms & dining area
- Improve quality of food
- Provide clean uniforms
- Human resource as per requirement
- Outdoor trips with Family Programmes
- Nurse resting room

DOCTORS

- Trainings for Skill Development
- Interactive sessions of the entire team of Doctors with Administration
- Camps for Neurosurgery & Paediatrics
- Better Remuneration & Compensation
- Monetary incentives for extra duty hours (esp. Emergency)
- 24 hour Cafeteria
- Improve Quality of Food
- Improve Library
- Trained ER in ambulance with drugs & equipments
- Drinking Water during Night Hours
- Update instruments & equipments (Plastic Surgery)
- Recreational Activities for Doctors
- Ward residents not to go for emergency calls
- Stress Management (Music Therapy)
- TV Lounge with refreshments

MANAGERS

- Trainings for Skill Development
- Provide better growth opportunities
- Better Remuneration & Compensation
- Clean washrooms & dining area
- Improve quality of food
- Sports
- Resources-Computers & Software (Finance)
- Policy shall be made for reducing the shift timings for those who don't want to opt for an alternate Saturday off

STAFF

- Better Remuneration & Compensation
- Improve communication between HR & Engineering. Dept. as they were earlier being considered for Contractual Basis hence they have poor Job Security
- Clean washrooms & dining area
- Improve quality of food
- Sports
- Human resource as per requirement (Housekeeping)
- Free beverages
- Improve Security in emergency department
- Recreational Activity (esp. For Marketing Dept.) as they are mostly on Field visits and hence are not able to attend the regular programmes organised in the hospital premises
- Outdoor trips/Family Programmes

TECHNICIANS

- Trainings for Skill Development
- Growth opportunities for Older Staff
- Improve Communication for lower level technicians as they do not have easy access to mails
- Better Remuneration & Compensation
- Incentives for over-time
- Training session on increments & appraisals
- Clean washrooms & dining area
- Improve quality of food
- Sports
- Human resource as per requirement (Materials, CSSD)
- GDA for CSSD
- Free beverages
- Family Programmes

1.9 INSTRUMENTATION

Fortis Flt. Lt. Rajan Dhall Hospital

EMPLOYEE SATISFACTION SURVEY

Dear Employees, we are conducting Employee Satisfaction & Engagement survey at Fortis Hospital, Vasant Kunj. This study is aimed at providing us an opportunity to better understand your opinions about your Organization and Job. We assure you that your responses will be kept confidential!!

S.No.	Demographics	Details
1.	NAME & EMPLOYEE ID	
2	DEPARTMENT	
3	DESIGNATION	

Please mark your responses with a tick in the Box.

S.N o	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I am proud to tell people that I work for Fortis	☐	☐	☐	☐	☐
2	My Organization is the best to work for.	☐	☐	☐	☐	☐
3	I can relate to the values for which Fortis stands	☐	☐	☐	☐	☐
4	I trust the vision of my organization leaders	☐	☐	☐	☐	☐
5	I understand what is expected of me in my work	☐	☐	☐	☐	☐
6	My job profile matches with the skills and abilities I have	☐	☐	☐	☐	☐
7	My work gives me a sense of personal accomplishment	☐	☐	☐	☐	☐
8	My achievements at work are recognized	☐	☐	☐	☐	☐
9	My performance is regularly reviewed and discussed with me	☐	☐	☐	☐	☐
10	I am satisfied with the opportunities of formal and informal training/Skill development	☐	☐	☐	☐	☐
11	I am satisfied with the Opportunities of Growth/ Career Advancement	☐	☐	☐	☐	☐
12	I receive adequate opportunity to interact with other employees on a formal level	☐	☐	☐	☐	☐
13	My seniors provide valuable feedback and coaching that helps me to improve my performance	☐	☐	☐	☐	☐
14	There is a strong feeling of team spirit and cooperation among team members	☐	☐	☐	☐	☐
15	Management offers fair opportunities to express my grievances	☐	☐	☐	☐	☐
16	I believe my salary is fair for my responsibilities	☐	☐	☐	☐	☐
17	I feel secure about my continued employment at Fortis, Vasant Kunj	☐	☐	☐	☐	☐
18	I am satisfied with the benefits package Fortis offers	☐	☐	☐	☐	☐

19	In Fortis rewards and promotions are performance based	☐	☐	☐	☐	☐
20	I have the resources to do my job	☐	☐	☐	☐	☐
21	Employees at Fortis, Vasant Kunj are treated with respect regardless of their job	☐	☐	☐	☐	☐
22	Basic amenities like clean washrooms, dining hall, parking etc. are provided	☐	☐	☐	☐	☐
23	I am satisfied with the recreational activities provided by Fortis like HTML, Get together etc	☐	☐	☐	☐	☐
24	The environment at Fortis Vasant Kunj supports a balance between work and personal life	☐	☐	☐	☐	☐
25	I am able to complete the tasks assigned to me without affecting my personal life	☐	☐	☐	☐	☐

Please Suggest

How can we improve the work environment in the Hospital?

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Thank you for taking time to fill in the questionnaire!!!

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