

**Summer Training at
EHCC Eternal Hospital,
Jaipur**

Employee Satisfaction Survey

**By
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**Under the guidance of
Dr. Anoop Khanna**

**MBA Human Resource Management in Health & Hospital
2015-2017**



**The IIHMR University, Jaipur
2016**

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Mrs. Meenu Sharma**, student of MBA-HRM Hospital and Health from The IIHMR University, Jaipur has undergone Summer Training Project at, **EHCC, Jaipur** from **4th April to 4th June, 2016**.

The candidate has successfully carried out the study designated to her during summer training and her approach to the study has been sincere, scientific and analytical. This training is in fulfillment of the course requirements.

I wish her success in all the future endeavors.



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



Mr. Anoop Khanna
Professor
The IIHMR University, Jaipur

TO WHOMSOEVER IT MAY CONCERN

The certificate is awarded to

Meenu Sharma

In recognition of having successfully completed her

Project in

Eternal Hospital , Jaipur

In

Human Resource Department

And has successfully completed her Project on

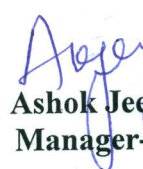
"Employee Satisfaction"

From 04th April 2016 to 04th June 2016

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

We wish her all the best for future endeavours.

For ETERNAL HEART CARE CENTRE & RESEARCH INSTITUTE PVT. LTD


Ashok Jeebwal
Manager- HR



Acknowledgement

I, Meenu Sharma, student of MBA HRM 1st batch at IIHMR University, Jaipur, would like to sincerely express my heartfelt gratitude to Dr. Samin K Sharma, Founder, EHCC hospital Jaipur, for granting me the opportunity for training. Mrs. Manju Sharma, Managing Director, EHCC hospital Jaipur, for granting me the opportunity for training.

Mr. Subhratu Das, GM-HR, & Mr. Ashok Jeenwal, HR Manager EHCC hospital Jaipur, for being my mentor and project guide for the entire period of my training, for helping me improve the quality of my work and for helping me identify areas where I lack and what characteristics I must develop in myself for a future as a hospital HR for my project in the Employee Satisfaction.

Mr. Anoop khanna, Professor and my mentor at IIHMR Jaipur, for his invaluable inputs and guidance for my projects, as they helped me to develop a line of thought for how to shape my project.

Dr. Tanjul Saxena, Associate professor at IIHMR Jaipur, for her support and guidance, without which this training would not have been possible. Mr. Hem Bharghav, Placement Officer, IIHMR Jaipur, for facilitating my training at EHCC hospital Jaipur.

Lastly, I would like to thank my college, IIHMR Jaipur, for providing me with an opportunity to learn from and work with the best personnel in the Hospital Industry, and for helping me gain an appreciation of where I currently stand as an HR trainee and how much work I would need in order to meet the quality specifications that the hospital industry seeks.

Meenu Sharma
MBA HRM 1st Year,
Batch 2015-17

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Abbreviations

HRM - Human Resource Management.
HR - Human Resource
Pvt. - Private
Ltd. - Limited
TPA - Third Party Administrator.
NABH - National Accreditation Board for Hospital and Healthcare Provider.
CTVS - Cardio Thoracic Vascular Surgeon.
ENT- Ear, Nose & Throat.
ICU – Intensive Care Unit
CT – Computer Tomography
NGOs - Non-Government Organizations
OPD – Out Patient Department
HOD - Head of Department

1. Observation Learning

A. Introduction

The summer training is an integral part of the course curriculum of MBAHRM at IIHMR Jaipur. As part of the course, students at the end of their first year are required to undergo training of two months to get an in-depth exposure to the various departments in the organization, as well as take up projects as per the requirements of the organization where the students get training. What is most crucial is to build a base of knowledge about the structure and functioning of the hospital, which can be used to understand and apply concepts in the subsequent study tenure at IIHMR Jaipur.

During my summer training at EHCC Hospital Jaipur, there were numerous learning experiences in HR department. The project undertaken at the HR department, which are as:

- *Employee Satisfaction Survey.*

A brief report of the training of two months is presented below with the details of tasks undertaken and lessons learnt during the training.

B. Ownership

EHCC hospital is a Pvt. Ltd Hospital, Formally Inaugurated On 31st Jan. 2013

Owner- Samin K. Sharma

C. Organization Profile

Eternal Heart Care Centre and Research Institute is a state-of-the-art tertiary care hospital in Jaipur city. This landmark Healthcare Institute is the result of the vision of Dr. Samin K.Sharma, world renowned Interventional Cardiologist based at Mount Sinai Hospital, New York, USA.EHCC brings the best in multispecialty treatment to the state of Rajasthan. EHCC is a 250 bedded hospital with state-of-the-art technology focusing on the Cardiology, Cardiac Surgery, Neurology, Neuro Surgery, Orthopaedic, Joint Replacement, Spine Surgery, Critical Care and many other specialties.

EHCC has a knowledge sharing arrangement with Mount Sinai Hospital New York USA, which has been internationally recognized for its top-performing physicians and revolutionary research centres.

Carrying that tradition EHCC aims to not only provide the highest levels of care, but also the highest level of medical quality in the city of Jaipur. EHCC has emerged as a destination of choice for many national & international patients owing to the exclusive services and excellent medical outcomes delivered at EHCC.

All construction and adaptation of technology has been done in adherence to international norms. An aesthetically inspiring building backed by highly dedicated customer services bear the differentiating mark for EHCC. Latest range of equipment ranging from a highly equipped ICU to FD-20 (most advanced CATH LAB in Rajasthan) Cath lab are some of the examples of the high bench marks EHCC has been amongst the leaders in the number of patients in Cardiology right from the first few months Along with the state-of-the-art medical services, some of the unique features which EHCC also offers are Nuclear Medicine, Infectious disease department, Fast track surgeries, Preventive health department and EHCC patient education services. of inception EHCC maintains for its patients.

Hospital vision statement

A centre of excellence in area of medicine with highest international standard at affordable cost for the community around the globe.

Hospital mission statement

To redefine healthcare by improving outcomes and experience of patients through cutting edge research and personalized clinical care including innovative, preventive, diagnostic, therapeutic and rehabilitation services

Service Standard

The service standard at EHCC are meant to complement, not replace, the existing codes of ethics and professional responsibility.

Core Values

Integrity

We adhere to an uncompromising code of ethics that emphasizes complete honesty, transparency & sincerity.

Patient Centric

Caring for the individual patient and his family is at the heart of our mission.

Excellence

we strive to make everything we do world class & strive for excellence in terms of skill, state-of-the-art technology, programs & services. We will strive to have leadership in our field.

Hospitality

We will welcome people with kindness and do all that we can to assist their health and wellbeing.

Accountability

Is about ownership of work and being answerable for the services we provide.

Respect for All

We carry the respect for the dignity of each individual.

Team Work

System effectiveness is built on the collective strength & cultural diversity of everyone with open communication.

They are intended to be used as a means to enhance the way we deliver services to our patients, our customers and our colleagues.

Core service standards

- Accountability
- Team work
- Respect
- Compassionate care
- Empathy to the patient
- Respondents
- Effective communication

Scope of services:

Anaesthesiology	Neurosurgery
Cardiology	Obstetrics
CTVS	Urology
Coronary care unit	Nephrology
Day care treatment Endoscopy & bronchoscopy	Ophthalmology
Dentistry	Oral surgery
Dermatology	Orthodontics
Dialysis	Orthopaedic surgery
Emergency medicine	Plastic surgery
ENT	Paediatrics and neonatology
Gastroenterology	Preventive health screening clinics

General medicine & surgery	Rehabilitation
Gynaecology	Respiratory medicine
Intensive care unit adult, paediatric & neonatal	Surgical ICU
Nephrology	Transplantation services

Diagnostic services:

- CT scanning
- Ultrasound
- X-ray

Laboratory services:

- Blood bank
- Blood transfusion services
- Clinical Bio-Chemistry
- Clinical microbiology & serology
- Clinical pathology
- Haematology
- Histopathology

Pharmacy:

- Dispensary
- Ambulance
- Dietetics
- Physiotherapy

Hospital committees:

The aim of the committees is to provide a platform for multidisciplinary teams to work together to develop a strategy for high quality care across the organization, and its periodic evaluation for continuous improvement.

- Hospital management advisory committees
- Quality steering committee (QSC)
- Safety committee (SC)
- OT committee (OTC)
- Infection control committee (ICC) & Antibiotic committee
- Blood transfusion committee (BTC)
- Medical records and medical audit committee
- Credentialing and privileging committee (CPG)

What is unique about EHCC Hospital?

- EHCC aims to provide quality health services in a caring manner, regardless of ability to pay. At the same time to be profitable so as to reinvest these profits directly in to the hospital for the state-of-the-art equipment and technology.
- EHCC realizes its social obligation towards the community, therefore is devoted to provide free and subsidized treatment to people below poverty line.
- We provide short, medium and long-range plans to handle growth which is supported by an intensive capital campaign dedicated to raising the funding necessary for its growth and development.
- Thus, EHCC hospital is a model of emerging largest healthcare in the region to treat our community with care, expertise and kindness.

Infrastructure

- At present, the total bed capacity across all the facilities is 250.
- It is a state-of-the art modern facility situated in a prominent location at Jaipur.

Corporate Social Responsibility:

EHCC Hospital is committed to make a difference and support long term community projects in the region namely-

- Providing free/subsidised medical treatment to the people living below poverty line and yellow card holders.
- Organizing free medical check-up camps.
- Organizing health awareness talk at schools, institutes and organizations and various other locations.
- Arranging for free/subsidized consultation & medicine distribution camps in areas with low earning or very less medical facilities.
- Organizing events in hospital and invite NGOs and self-help groups to create awareness about health and wellness.
- Providing free/subsidized medical treatment to people living below poverty line and yellow card holders.

Empanelment:

EHCC is empanelled with: -

- TPA
- Insurance companies
- State governments
- Private corporate
- Central government
- Defence

Quality objectives:

- To monitor, measure, assess and improve performance and to enhance patient satisfaction.
- To guard, measure and improve patient safety.
- To inculcate an excellent hygienic treatment process.
- To involve all employees to participate in improving quality.

EHCC NABH Accreditation-

- **NABH** (National Accreditation Board for Hospitals & Healthcare Providers)

NABH accreditation represents highest quality certification for hospitals in India.

2. General Findings

Findings will attempt to present in the form of process flow sheets, in the order of my visit to the departments.

Out Patient Department

- OPD has been Situated in ground & Marginal Floor. Each floor of Hospital has separate institute of clinical excellence. OPD area as well as IPD area / day-care area wherever applicable.

In-Patient Department

EHCC has its own In-Patient Department. Thus, there is an In-Patient Department in 1st, 2nd, 3rd, 4th floor of EHCC. The IPD of EHCC hospital consist of 2 general wards, Private rooms, 1 CCU, 1 ICU, 1 MICU, 1 SICU, Pre Cath-Post Cath lab, 1 Triage, 1 day-care unit. Department of obstetrics & gynaecology has a labour room. All other surgery is carried out in the OT complex.

c) Operation Theatre

The OTs of EHCC Jaipur are situated on the Ground floor & 2nd floor. There are currently 6 OTs functional. Around 10-12 surgeries are performed daily. The general flow of the patient in the OT is as follows

d) Blood Bank

The Blood Bank of EHCC is situated on the M floor. EHCC has a policy of asking patients to arrange for a specific amount of blood before their procedures, so that there is no possibility of a situation arising where there is a shortage of blood during a procedure. The general process flow of whole blood donation in this department has been enumerated below.

e) Emergency Department

The Emergency Department of EHCC Jaipur is situated on the Ground floor, and the entrance is from a route different than the main entrance to the hospital. Emergency is a 24/7 service with round-the-clock availability of trauma team and on-call specialist. The casualty ward provides the round-the-clock medical observation to needy patients who are either sent home after initial treatment or are admitted as IPD patients depending on the need.

The Emergency Department of EHCC Jaipur offers 24/7 ambulatory services.

f) Food and Beverages

These offices are situated at the -1 & Ground floor of EHCC. These departments are tasked with managing the dietary needs of the patients coming into the hospital. This task is made all the more difficult by the fact that the hospital caters to the needs of over 200 patients (beds) per day.

the Food and Beverages Department of this hospital has to be able to serve close to 1000 meals per day.

g) Quality

The quality Department of EHCC is situated on the M floor.

NABH calls for setting standards for high quality of clinical care and patient services. The aim of the EHCC is to do the right things, the right way & at very first instance. Our approach is to:

- Measure ourselves- quality indicator.
- Quality improvement
- Feedback-management review
- Following guidelines.
- Training

h) Marketing

Marketing department of EHCC is situated in on the -1 floor. It is responsible for implementation of hospital marketing programs, including external and internal communication, patient satisfaction monitoring, and advertising. The marketing staff of ivy ensure the positive image for the hospital through advertising, publicity, promotions through organizing various camps and sponsoring health related events.

i) Accounts & Finance

The finance department of EHCC is responsible for the monitoring and controlling of hospital finances and setting of budgets on an annual basis. In addition, it is responsible and accountable for the accuracy, validity and quality of all financial transactions and production of monthly and statutory financial statement.

j) Medical services

Medical services associated with different type of departments in any hospital. In EHCC hospital medical services includes- Medical records, RMO, CSSD, Dietetics.

k) Medical Records Department

The Medical Records Department of EHCC is situated on the -2 floor of the hospital. This department is tasked with storing all the physical medical records generated in the hospital. Once a medical record is received by the department, a unique reference number is generated through Microsoft Excel, and the medical record is stored according to this number. MLC records are stored in a yellow file, and the records of expired patients are stored in a red file.

The Medical Records Department maintains the records of each patient file it receives for a period of 5 years. During this period, if a certain file is requested for reference/research purposes by any department of the hospital, the clock of storage is restarted. Apart from these functions, the personnel of the Medical Records Department may also be required to attend to calls from the courts of law, with the files of any patient as and when required.

- **CSSD**-central sterile supply department

CSSD department is situated on the lower ground floor. CSSD has a crucial function in automating the workflow in sterilization of hospital equipment's. It maintains detail records of cleaning, disinfection and sterilization. It enforces patient safety by preventing cross infection.

- **Dietetics**

Dietetic department of EHCC is situated on the 1st floor. It makes a major contribution towards the nutritional status of patient in Ehcc hospital on a daily basis. It works towards the improvement of clinical, biochemical, cellular and psychological status of the patient in the face of the disease process and the side effects of various treatment.

3. SPECIFIC PROJECT LEARNING

Under the esteemed guidance of Mr. Subhratu Das, GM-HR. I, got the opportunity to make observational learning in human resource department as stated under:

HR department

- The HR department of Ehcc is situated on the M floor. HR department is to build and upgrade competencies by providing learning opportunities and challenges in the job, and provide job contentment through empowerment, accountability and responsibility.
- An organization is built and strengthened only through a prudent human resource policy. At Ehcc hospital the basic philosophy governing its human resource policy is the need to be competitive through individual, team and organization excellence.
- We like to promote a work environment where human values like integrity, truthfulness and self-esteem are allowed to develop side by side with professional competence, sense of responsibility and team spirit. To realize the strategic objective of being recognized as a socially responsible corporate citizen, we have identified the following instruments and practices to facilitate Human Resource Development in the Group.
- **Recruitment/ Selection from within** – Recruitment is done as per the organization structure. Endeavour is to recruit people only at induction level and giving preference to the existing employees for the higher positions. Vacancies at managerial levels have to be filled up by selection from within as far as possible. Direct recruitment at the managerial levels and to other strategic positions is resorted due to non-availability of specific talent in house.
- **Organization Building** – Young professionals from various streams have to be recruited and groomed in order to develop a talent pool for future requirements of the Group.
- **Professional Development** - Employees not having professional qualifications are encouraged to acquire relevant professional qualifications. Career development plans are made for those responding in this direction.

- **Career Development/ Succession Planning** – Employees exhibiting high potential for growth are sponsored for training programmes in-house and outside the Company. Lot of investment is done for career development of such employees and succession planning for strategic positions.
- **Job Rotation** – As a measure of development, the employees are provided cross-functional job rotation opportunities.
- **Training** – We provide in house and out house trainings to our employees.
- **Recreation** – Birthday celebrations, sports and other cultural programmes are organized periodically for recreation activities.
- **Welfare** - Besides employees, Company also promotes wellbeing and development of their families as well.

Functions

By and large the human resources department has four major areas of responsibilities: Employment, Compensation, Benefit administration and Labour relations. A myriad of specialized function branch from these four major areas.

4. Project

Employee Satisfaction

4.1. Introduction

Health care is an extraordinarily people-centric industry. Aside from the obvious fact that the patient consumes services to his or her physical body, nearly all treatments and procedures are administered by people. The management of health care personnel takes place in a complex environment involving a variety of professionals, extensive use of materials and equipment, and an array of services that extend beyond health care to include food, hospitality and instruction. This challenging environment places a great deal of stress on employees. In this study we explore the satisfaction of employees in a major hospital to determine the extent to which employee satisfaction relates to the quality of the patient experience. We provide an extensive review of the literature of health care employee satisfaction and then provide an empirical analysis that shows a direct and positive relationship between the satisfaction of employees and the quality of the patient experience in a major urban hospital

employees take on an increasing role in driving organizational performance. One of the most important ways that employees affect performance is in their interactions with customers. Accordingly, it is vital that organization understand concepts such as employee engagement and

satisfaction and how the levels of engagement and satisfaction relate to customer satisfaction and overall customer experiences. The resulting demand for health care services and a relative shortage of some health care professionals makes it difficult for hospitals and other health care providers to provide consistently high levels of care. Health care administrators find themselves increasingly confronting the complex interrelationship between recruitment and retention of health care professionals, and the quality of care and patient satisfaction experiences. The situation is particularly acute for nursing where global labour nursing shortages exist. Additionally, health care organizations are increasingly concerned with looking beyond financial performance measures, while focusing on how to deliver higher quality care. While some improvements in care quality can be reached through investments in technology and infrastructure, the most dramatic improvements are achieved through people. Previous studies have concluded that unsatisfied health care employees negatively affect the quality of care which adversely affects patient satisfaction and loyalty to a hospital. One would expect that increasing the engagement of employees may benefit a health care organization and result in improved patient care and higher patient satisfaction.

The key question of interest is how service-based organizations determine their level of employee engagement and what impact it has on patients. Exploring the Satisfaction between employee and organization experiences in a hospital presents several benefits:

- People - including doctors, nurses, administrators, and staff - play a crucial role in the service delivery process. These individuals perform duties that directly and indirectly influence the quality of patient care and satisfaction. Nursing staff in particular are involved with patients on a daily, and sometimes hourly, basis.
- Administrative procedures in place facilitate the collection of data on employee experiences (through a check-out survey for all employee) as annual employee surveys.
- Hospitals are large, diverse organizations with numerous departments that often dramatically differ from each other in size, function, and performance quality. This study uses department level data drawn from throughout the hospital.

4.2. Literature Review

This review provides initial insights into the possible relationship between these constructs at a health care organization. Over the years much research has looked at an employee satisfaction. Recent research has put even more of an emphasis on how human resource management practices such as employee engagement, recognition programs, and internal marketing efforts can increase employee satisfaction and retention. Fewer studies look at the direct impact employee satisfaction. However, these studies demonstrate the need for health care administrators to take a closer look at human resource management practices of their organization and efforts to improve the quality of care by changing employee engagement, satisfaction, and loyalty.

In this review of academic literature, we focus on the impact of human resource management practices such as employee engagement and empowerment on employee satisfaction and retention, on a review of literature on nurse recruitment and retention, service quality, and human resource management. hospital shows a chain of connectivity such that (a) internal conditions and environment affect (b) the service capability of staff which influences (c) nurse satisfaction which, in turn, affects (d) retention of nurses. All of those factors can reduce (e) quality of patient care and ultimately (f) the level of job satisfaction. In other words, health care organizations that provide a good working environment which enhances the service capability of staff through empowered

decision making will lead to more satisfied nurses who are more likely to remain loyal to the organization and provide a higher level of care resulting in higher employee satisfaction. Organizations that desire to improve employee satisfaction must therefore be concerned about internal issues related to employee satisfaction and view their employees. A connection appears to exist between how engaged an employee is with the employee's role in the patient care process. This interrelationship affects not only satisfaction levels but also financial performance.

4.3. Objectives

- To Assess the level of employee satisfaction at EHCC hospital.
- To study the attitude of the employees towards their work.
- To discuss various method to improve employee satisfaction.

4.4. Research Methodology

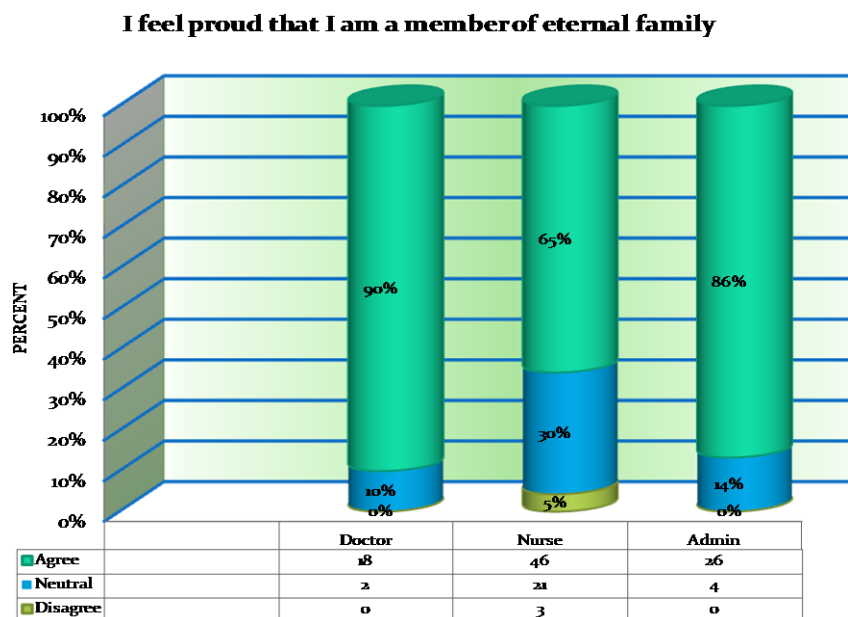
Study Area: - EHCC Hospital

Target Population: -Employees

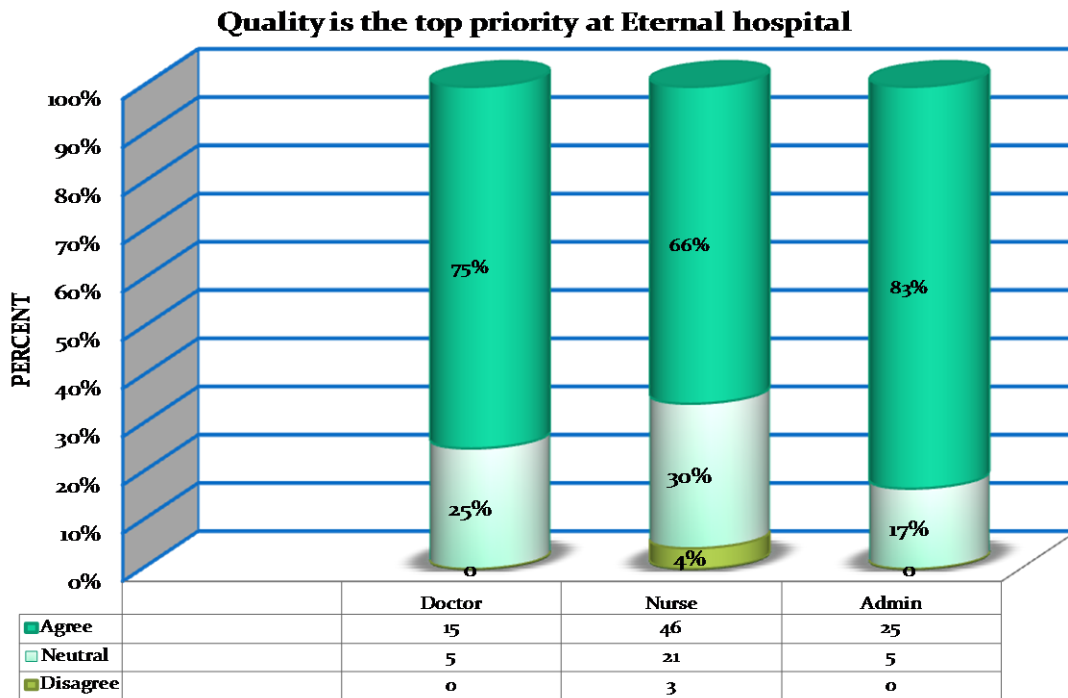
Data Collection Tool: - Questionnaire & Personal Interview

Data Collection Techniques: -Primary Data

4.5. Data Interpretation and analysis

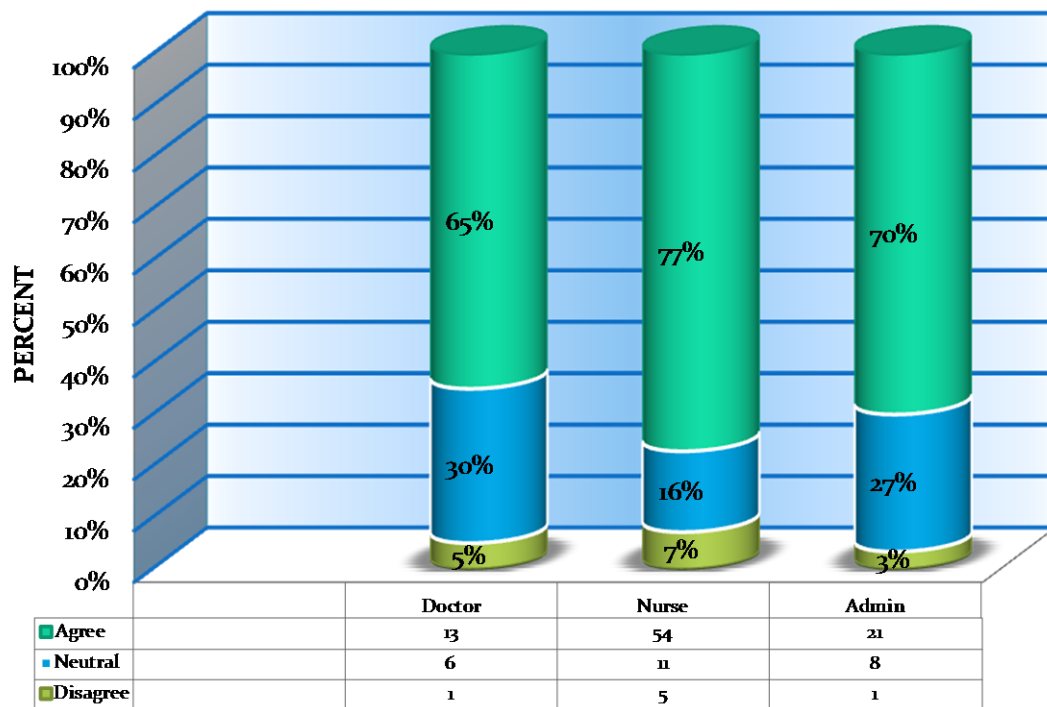


Interpretation: The above results show that most of the participants are satisfied that they are the part of eternal family i.e. 90% doctors, 65% nurses, 86% admin staff are satisfied whereas 10%doctor, 30% nurses, 14% admin staff are neutral about their opinion. only 5% nurses disagree with this statement.



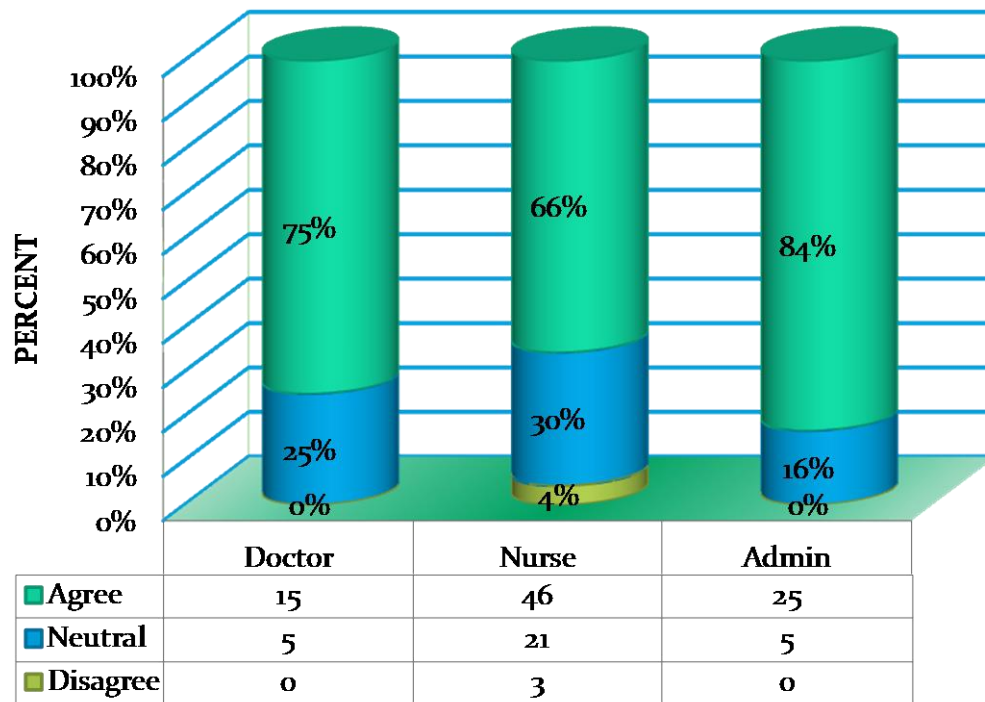
Interpretation: The above analysis shows that most of the employees are satisfied with quality in which 75% doctors, 66% nurses, 85% admin were satisfied whereas 25% doctors, 30 % nurses, 17 % admin are neutral about their opinion & only 4% nurses show disagree statement.

Eternal hospital offers good opportunities for professional growth



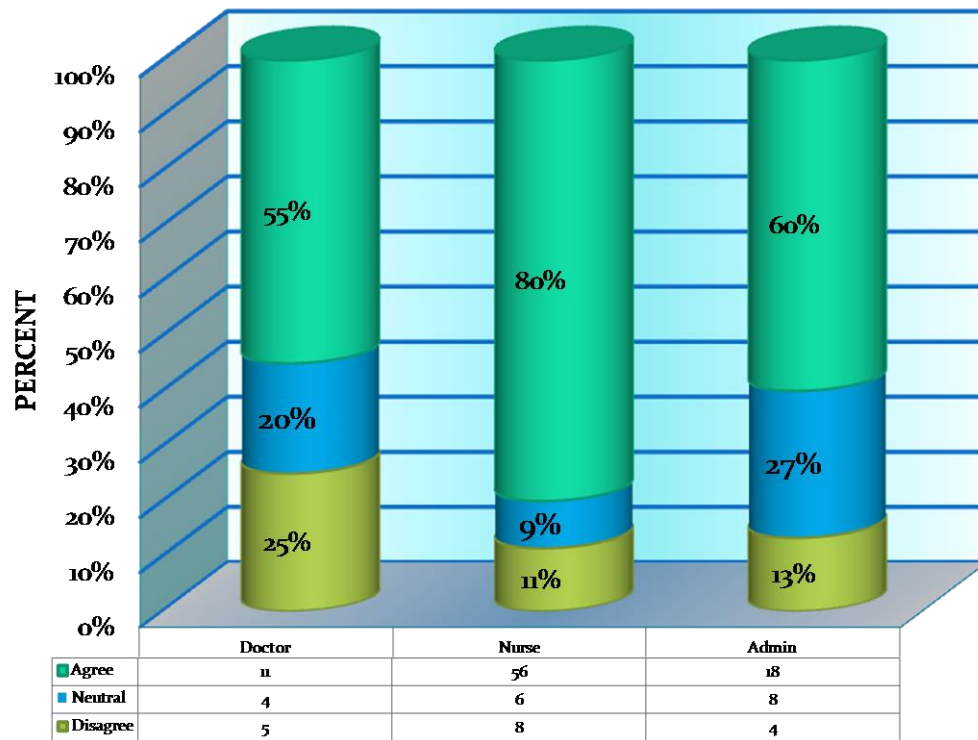
Interpretation: The above analysis shows that employee is satisfied with opportunities for professional growth like 65% doctors, 77% nurses, 70% admin whereas 30% doctors, 16 % nurses, 27 % admin are neutral about their opinion & 5% doctors.

I receive enough opportunities to interact with other colleagues on a formal basis

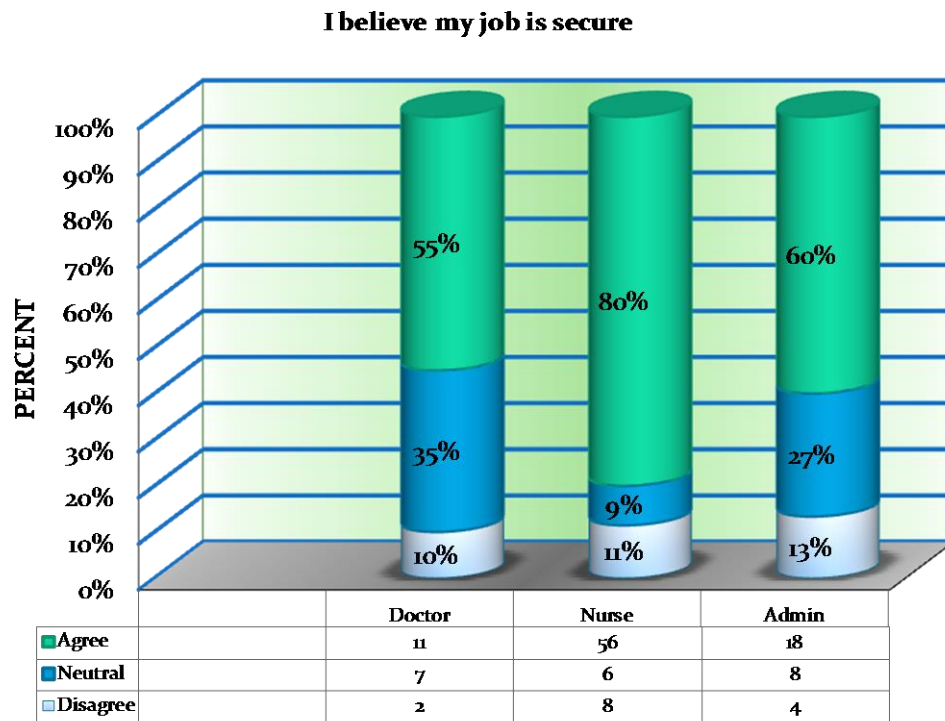


Interpretation: The above analysis shows that 75% doctors, 66% nurses, 84% admin are satisfied with opportunities for interaction with other colleagues whereas 25% doctors, 30 % nurses, 16 % admin are neutral about their opinion.

My job profile matches with the skill or ability I have

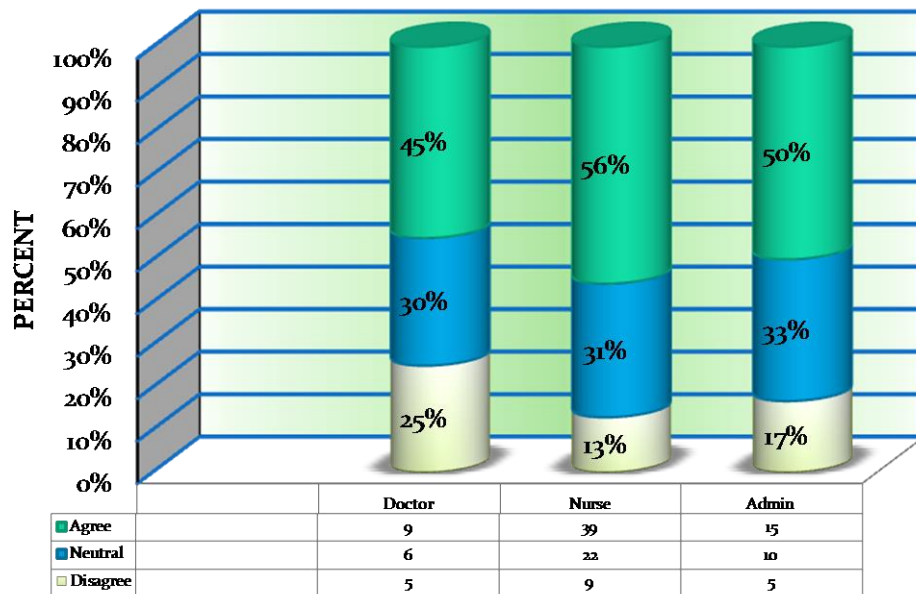


Interpretation: The above analysis shows that 55% doctors, 80% nurses, 60% admin employee are satisfied with their designation whereas 20% doctors, 9 % nurses, 27 % admin are neutral about their opinion & 25% doctors, 11% nurses, 13 % admin feel disagree.



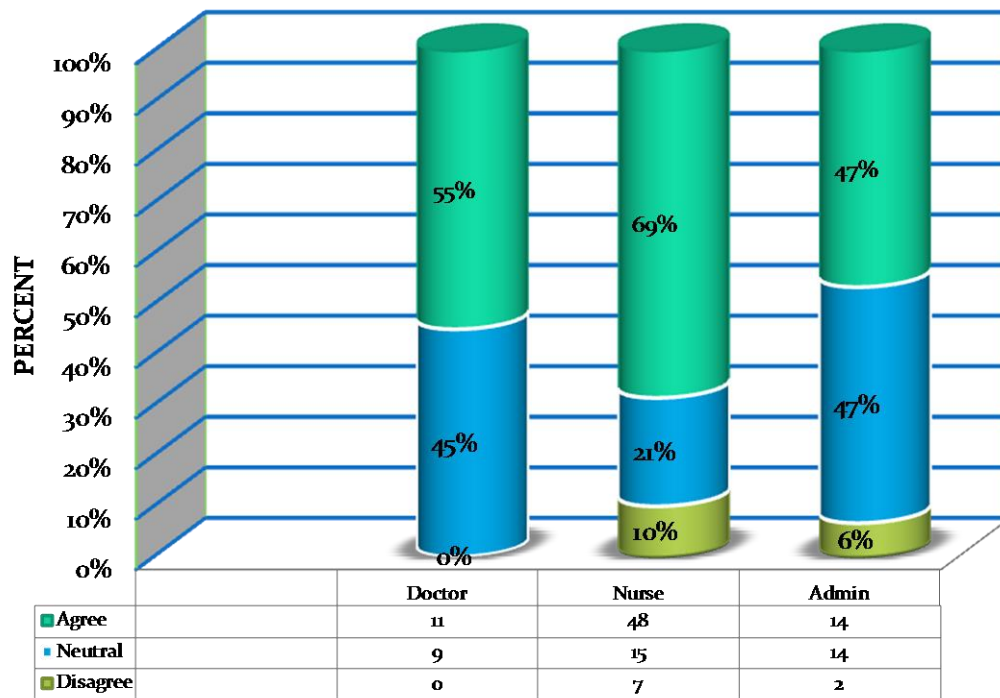
Interpretation: The above analysis shows that 55% doctors, 80% nurses, 60% admin are satisfied with their job security whereas 35% doctors, 9 % nurses & 27 % admin are neutral about their opinion & 10% doctors, 11% nurses, 13 % admin feel disagree.

Eternal hospital take quick action against work place bullies



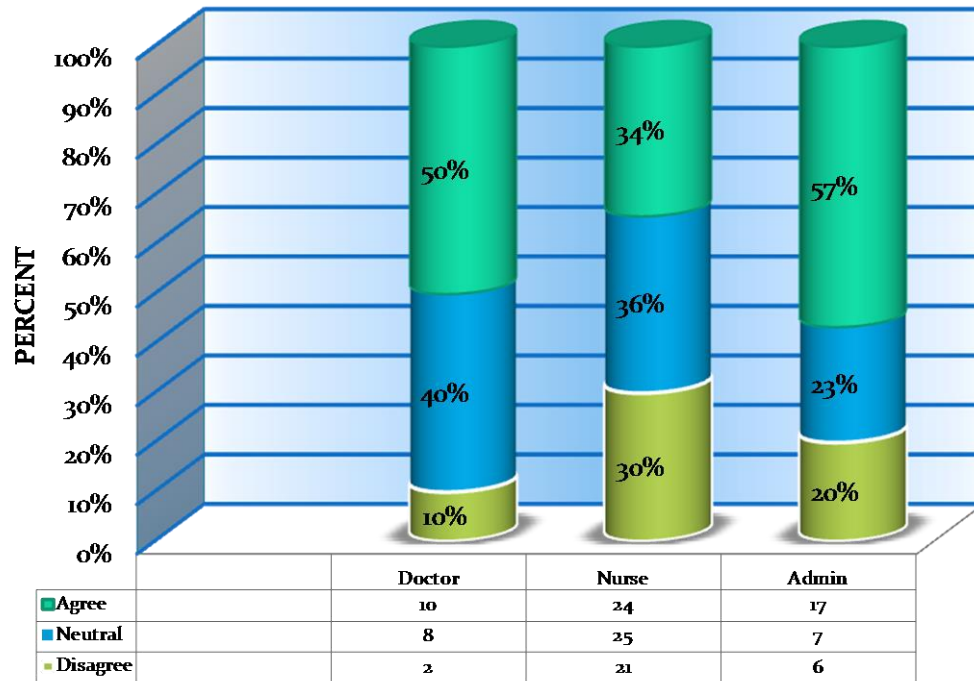
Interpretation: The above analysis shows that employee is satisfied that hospital take action against bullies 45% doctors, 56% nurses, 50% admin. 30% doctors, 31 % nurses, 33 % admin are neutral about their opinion & 25% doctors, 13% nurses, 17 % admin they feel disagree.

I experience personal growth such as updating skills and learning with different types of on the job training

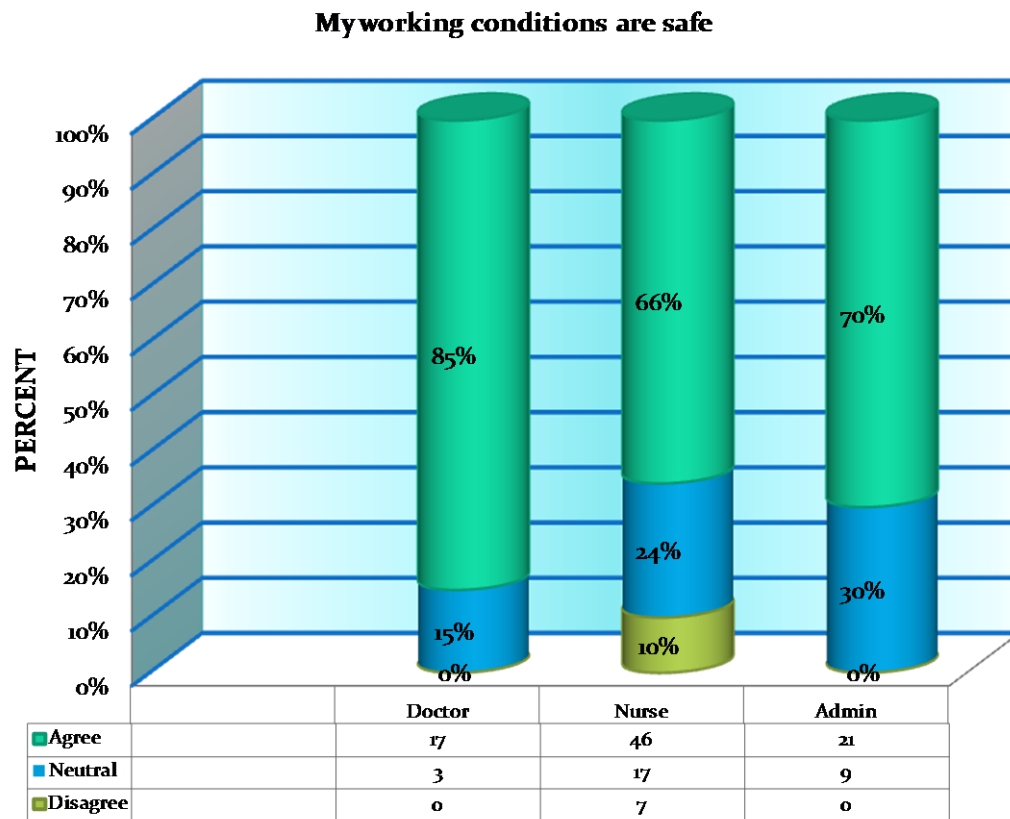


Interpretation: The above analysis shows that employee is satisfied with on the job trainings 55% doctors, 69% nurses, 47% admin. 45% doctors, 21 % nurses, 47 % admin are neutral about their opinion & 10% nurses, 6 % admin they feel disagree

My work environment is not stressful

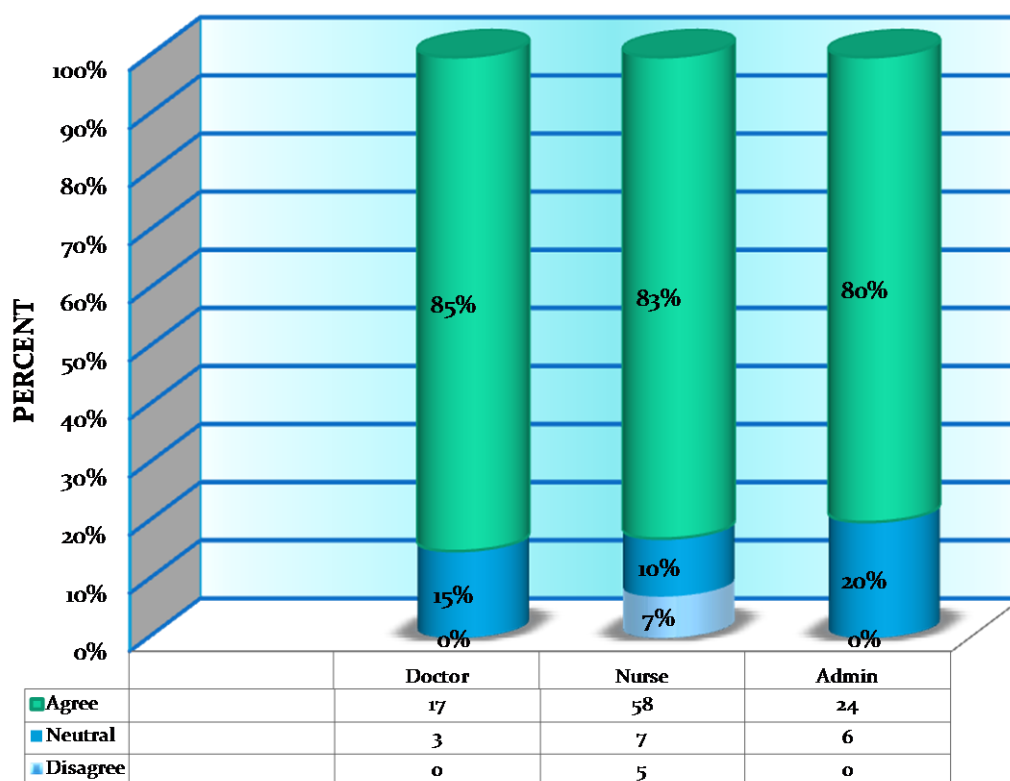


Interpretation: The above analysis shows that employee is satisfied that work environment is not stress full 50% doctors, 34% nurses, 57% admin. 40% doctors, 36 % nurses, 23 % admin are neutral about their opinion & 10% doctors, 30% nurses, 20 % admin they feel disagree.

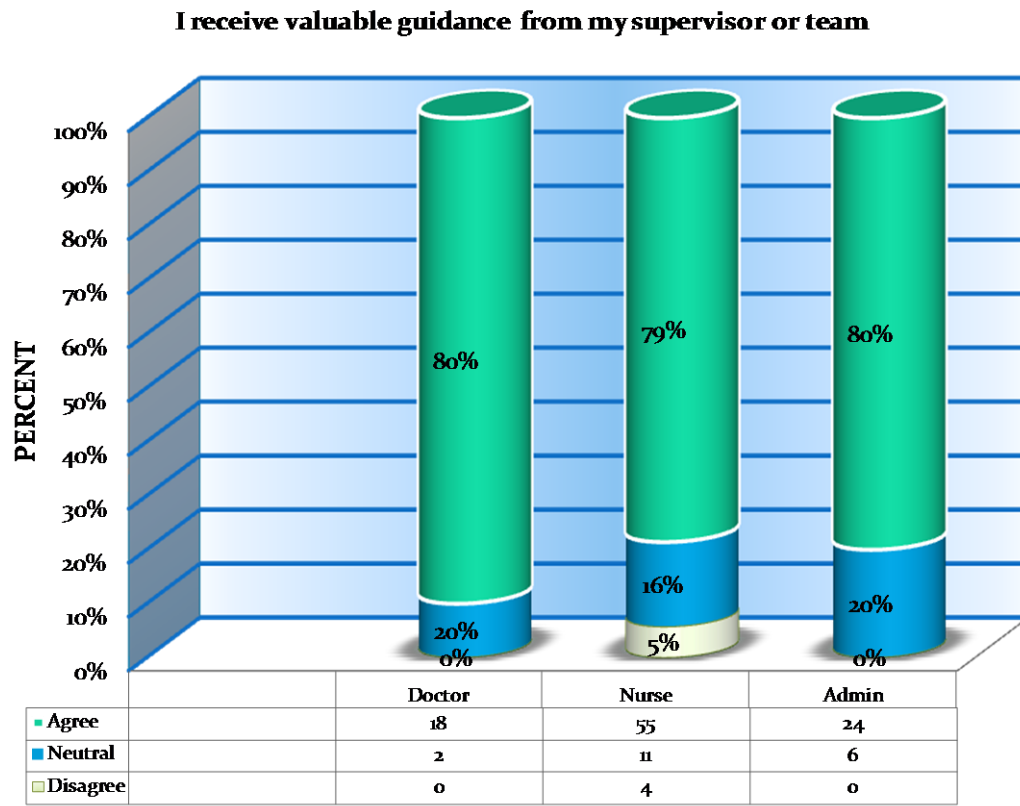


Interpretation: The above analysis shows that employee feel safe at their working place, some of us agree with this 85% doctors, 66% nurses, 70% admin. 15% doctors, 24 % nurses, 30% admin are neutral about their opinion, only 10 % nurses are feel disagree.

I enjoy working with my colleagues

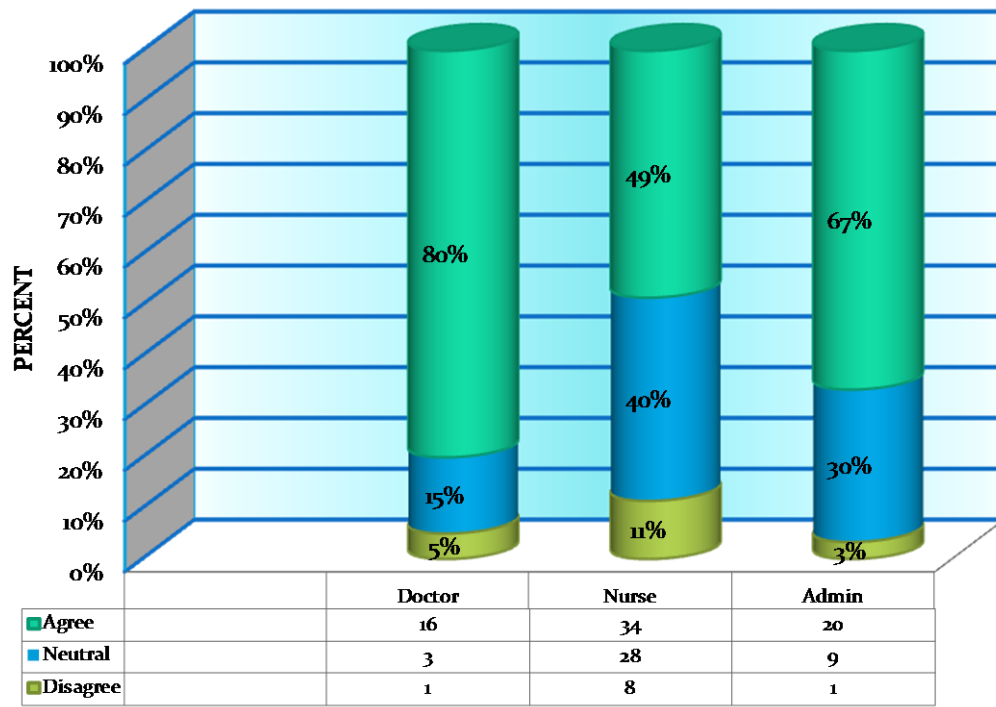


Interpretation: The above analysis shows that employee enjoy their work 85% doctors, 83% nurses, 80% admin they are satisfied. 15% doctors, 10 % nurses, 20% admin are neutral about their opinion, only 7 % nurses are feel disagree.

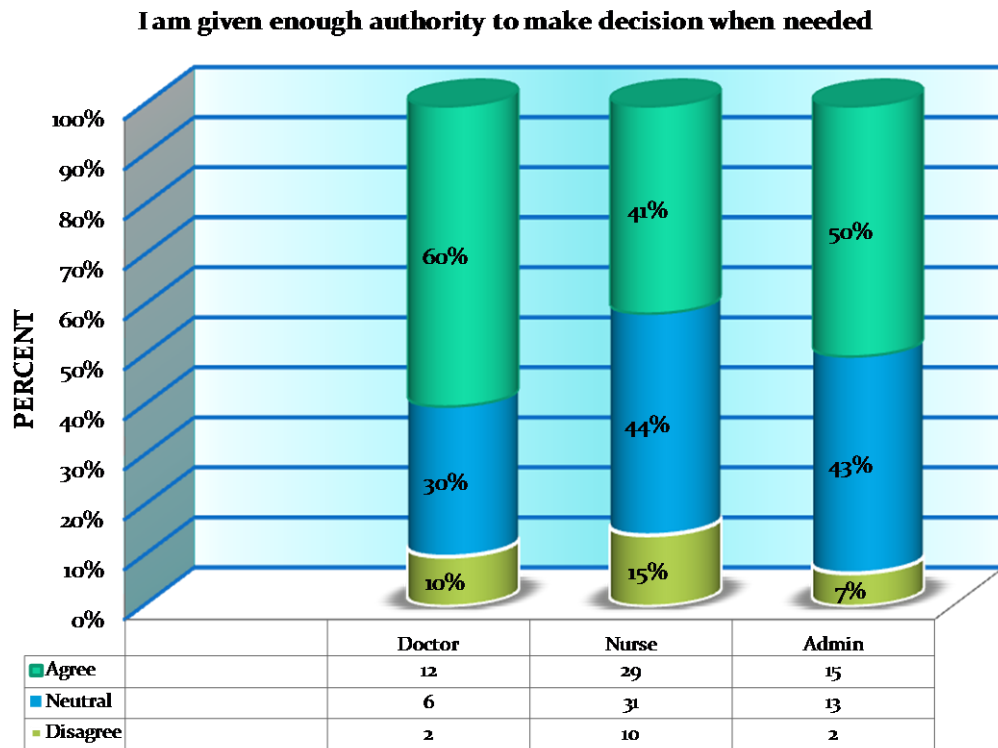


Interpretation: The above analysis shows that employees are satisfied with valuable guidance 80% doctors, 79% nurses, 80% admin they are satisfied. 20% doctors, 16% nurses, 20% admin are neutral about their opinion, only 5 % nurses are feel disagree.

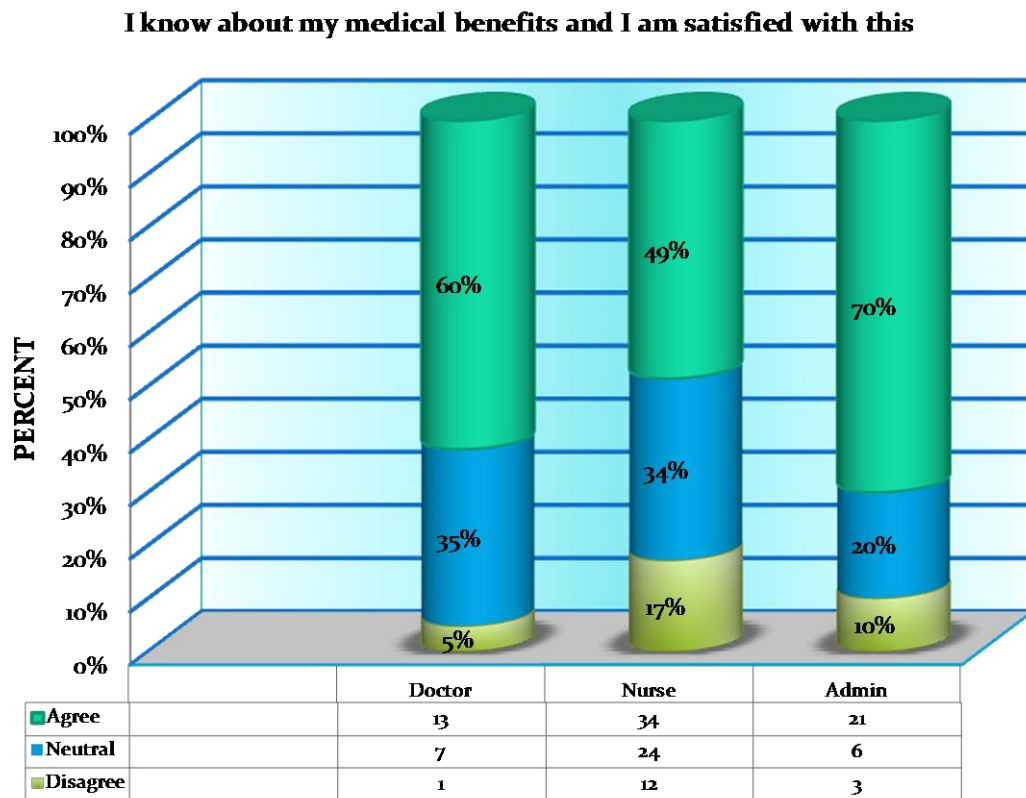
Eternal hospital value my family responsibility or respect my religious aspects



Interpretation: The above analysis shows that hospital value employees family responsibility or religious aspects employees, 80% doctors, 49% nurses, 67% admin these employees are satisfied. 15% doctors, 40% nurses, 30% admin are neutral about their opinion, 5 % doctors, 11% nurses, 3% admin employee are feel disagree.

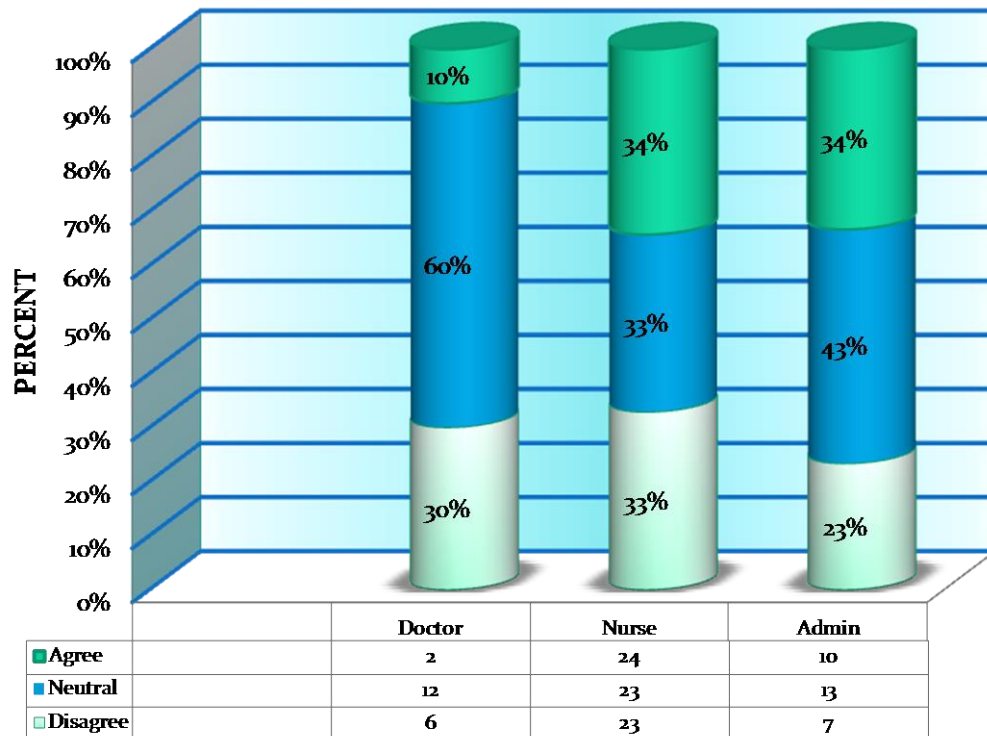


Interpretation: This graph shows the employees authority of decision making, 60% doctors, 41% nurses, 50% admin these employees are satisfied. 30% doctors, 44% nurses, 43% admin are neutral about their opinion, 10 % doctors, 15% nurses, 7% admin employee are feel disagree.



Interpretation: This graph shows the employees satisfaction towards medical benefits, 60% doctors, 49% nurses, 70% admin are satisfied. 35% doctors whereas 34% nurses, 20% admin are neutral about their opinion and 5 % doctors, 17% nurses, 10% admin employee feel disagree.

My performance appraisal is regularly review and discussed with me



Interpretation: The above analysis shows employee satisfaction towards performance appraisal, 10% doctors, 34% nurses, 34% admin are satisfied on the other hand 60% doctors, 33% nurses, 43% admin are neutral about their opinion and 30 % doctors, 33% nurses, 23% admin employee are feel disagree.

Open ended questions remarks

1. What is the best thing about working at this hospital?

- Our Team
- Good Environment
- International Standard
- Growing Hospital
- Supportive Administration

2. What would you like to change in this hospital?

- Duty doctor room
- Parking
- Attitude Issues
- Salary on time
- Trained men power

3. What can be the three reason for you to leave the hospital in future?

- Higher salary
- Best opportunities
- Higher study

4.6. Findings

- Employee dissatisfied with designation
- Low job security
- Work place bulling
- Work stress
- Dissatisfied with medical benefits
- Employee feel proud as a EHCC Member
- Satisfied with on the job trainings
- Satisfied with seniors
- Enjoy work with colleagues

4.7. Recommendations

- Training session should be organized so as to improve communication skills, soft skills and organizational behaviour.
- Employee welfare committees should be organized on regular basis.

- More surveys should be organized on regular basis so as to know the perceptions of the employees and to gain confidence of the employees.

5. Reference

V.S.P Rao, Human Resources Management, 3rd edition

K. Aswathappa, Human resource Management, 5th edition

T.V Rao, Appraising & Development of Managerial Performance, 4th edition

6. Annexure

Eternal Hospital

Gathering Information on employee satisfaction, this survey focuses on how employees feel about their job description, position within the Eternal Hospital, relationships with colleagues and superiors, advancement opportunities, and overall satisfaction.

Date of joining:

Date: April 2016

	Personal work environment	Disagree 1	Neutral 2.5	Agree 5
	I feel proud that I am a member of Eternal family			
	Quality is the top priority at Eternal hospital			
	Eternal hospital offers good opportunities for professional growth			
	I receive enough opportunities to interact with other colleagues on a formal basis			
	My job profile matches with the skill or ability I have			
	I believe my job is secure			
	Eternal hospital takes quick action against work place bullies			
	I experience personal growth such as updating skills and learning with different types of on the job training			
	My work environment is not stressful			

	My working conditions are safe			
	I enjoy working with my colleagues			
	I receive valuable guidance from my supervisor or team			
	Eternal hospital value my family responsibility or respect my religious aspects			
	I am given enough authority to make decision when needed			
	I know about my medical benefits and I am satisfied with this			
	My performance appraisal is regularly review and discussed with me			