

**Summer Training at
Fortis Escorts Heart Institute and Research Centre,
Delhi**

F.E.H.I Employee Satisfaction Survey

**By
Jayshree Saini**

**Under the guidance of
Dr. Nutan P. Jain**

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



**The IIHMR University, Jaipur
2016**

TO WHOM SO EVER IT MAY CONCERN

This is to certify that **Jayshree Saini**, student of **MBA Human Resource Management in Health and Hospital** from the IIHMR University, Jaipur has undergone summer training at **Fortis Escort Heart Institute, Delhi** from 1st April to 31st May, 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 & analytical.

The Internship is in fulfilment of the course requirements.

I wish her all success in all her future endeavours.



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



Dr. Nutan P Jain
Professor
The IIHMR University, Jaipur

May 31, 2016

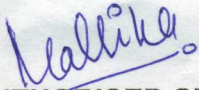
TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Ms. Jayshree Saini**, student of Indian Institute Of Health Management Research, Jaipur has successfully completed her internship in **Human Resources** department at **Fortis Escorts Heart Institute, New Delhi**, during the period from April 01, 2016 to May 31, 2016.

During her tenure she was found to be diligent, hardworking & sincere.

We wish her all the best for her future endeavor.

For **FORTIS ESCORTS HEART INSTITUTE**


AUTHORISED SIGNATORY



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Any attempt at any level cannot be a success without the support and direction of learned people.

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TABLE OF CONTENT-

S.no.	Topic	Pg.no.
1.	List of Acronyms	1
	PART A	
	CHAPTER 1- Overview of the Hospital	
2.	Vision	4
2.1	Mission	4
2.2	Values	5
2.3	Accreditation	5
2.4	Expertise	6
3	Observation Learning	6-7
4	Floor wise facility distribution	7-13
5	CHAPTER 2- Department Profile of Fortis Escorts	
5.1	Departments Overview	13-15
5.2	HR Department	15-16
	PART B	
5.	Project conducted at Fortis Escorts Hospital	
5.1	Introduction	18
5.2	Literature Review	18-23
5.3	Aim, Objective, Methodology	23
5.4	Study Design, Scale of Rating	24
5.5	Parameters	25
5.6	Data analysis	25-26
5.7	In-Depth Analysis	26-35
5.8	Conclusion	35
5.9	Recommendation	36
6.	Reference	37
7.	Annexure	38-40

FIGURE-

S.no.	Topic	Pg. no.
Fig.1	Sample Details	24
Fig. 2	Distribution of Respondent by their sex and categories	24
Fig.3	Employee Satisfaction On different Parameters	25
Fig.4	Employee Satisfaction (2015-16)	25
Fig.5	Organization Culture Satisfaction	26
Fig.6	Communication satisfaction	27
Fig. 7	Interdepartmental Coordination Satisfaction	28
Fig. 8	Infrastructure Satisfaction	28
Fig. 9	Employee Friendly Organization Satisfaction	29
Fig.1 0	Motivated Employes v/s Work Experience	29
Fig.1 1	Job Satisfaction	30
Fig. 12	Opportunities to use Skill &Employee Satisfaction	30
Fig.1 3	Learning Curve Satisfaction	31
Fig.1 4	Comparison Between R&R & Work Experience	31
Fig. 15	Respect For Individual Satisfaction	32
Fig. 16	Defined and Fair Distribution of Responsibility Satisfaction	32
Fig. 17	Continuous Feedback Satisfaction	33
Fig. 18	Unbiased Work Environment Satisfaction	33
Fig. 19	Role Model Satisfaction	34
Fig. 20	Freedom Of Decision Making v/s Work Experience	34
Fig. 21	Awareness On genderscale	35

LIST OF ACRONYMS

CCC- Complete Cardiac Checkup TPA-Third Party Administration

CCU-Coronary Care unit ZD- Zonal Director

CGHS-Central Government Health Scheme

COO-Chief Operating Officer

CSSD-Center Sterile Service Department

CT-Computerized Tomography

EECP-Enhanced External Counter Pulsation

EEG-Electro Encephalogram

ENT- Ear-Nose-Throat

HCC-Heart Command Centre

HR-Human Resource

ICD-Implantable Cardioverter Defibrillator

ICU-Intensive Care Unit

IPD-In-Patient Department

IT-Information Technology

JCI-Joint Commission International

MD- Director of Medicine

NABH-National Accreditation Board for Hospital and Healthcare Provider

OPD-Out-Patient Department

OT-Operation Theatre

PAC-Pre Anesthetic Checkup

PICU-Pediatric Intensive Care Unit

PART A
Hospital Orientation

About The Fortis Escorts Heart Institute -

Fortis Escort Heart Institute, formerly known as Escort Heart Institute and Research Centre, is a pioneer in the field of fully dedicated cardiac care in India. It is the largest free standing private cardiac hospital in Asia Pacific region, and a part of Fortis Healthcare which is the fastest growing hospital network in India and empanelled with CGHS.

OVERVIEW-

Fortis Escort Heart Institute has set benchmarks in cardiac care with pediatric path breaking work over the past 25 years. Today, it is recognized world over as a centre of excellence providing there latest technology in Cardiac Bypass Surgery, Intervention Cardiology, Non-Invasive Cardiology, Pediatric Cardiology and Pediatric cardiac Surgery. The hospital I backed by the movie advanced laboratories performing complete range of investigative test in the field of Nuclear Medicine, Radiology, Biochemistry, Hematology, Transfusion Medicine and Microbiology.

Fortis Escort Heart Institute has a vast pool of talented and experienced team of doctors, who are further supported by a team of higher qualified, experienced and dedicated support staff & cutting edge technology like the recently installed Dual CT Scan, currently, more than 200 cardiac doctors and 1600 employees work together to manage over 14500 admissions and 7200 emergency cases in a year. The hospital today has an infrastructure comprising of around 294 beds (it currently enjoy 100% occupancy rate). 5 Cath Labs besides a host of other world-class facilities & 9 State of art operation theatres.

AREA- 6.75 Acre (Land area) (4.50 lakh sq. ft. buildup area)

MISSION-“To be a globally respected healthcare organization known for clinical excellence and Distinctive Patient care”

VISSION-“To create a world-class integrated healthcare delivery system in India, entailing the finest medical skill combined compassionate patient care.”

- Late Dr. Pavindersingh
Founder Chairman, Fortis Healthcare ltd.

VALUES-

- ❖ Patient Centricity
- ❖ Ownership
- ❖ Innovation
- ❖ Integrity
- ❖ Team work

ACCREDITATION-

- ❖ NABH accreditation for Hospital 2008 & Re-accreditation in May 2011.
- ❖ NABH Accreditation for Blood bank 2009 & Re- accreditation in 2012.
- ❖ JCI Accreditation for HOSPITAL 2010.
- ❖ NABL Accreditation for Laboratory Services 2011 & Re- accreditation in 2013.

EXPERTISE-

- ❖ Clinical Team Par Excellence:
Fortis Escorts Heart Institute today has a number of firsts in cardiac care thanks to the dedication, brilliance and imitable passion for path breaking work of its Clinical team.
- ❖ Dr. Ashok Seth, Chairman, Cardiac Sciences Fortis Escorts is one of the most recognized and respected Indian Cardiologist across the globe. He has been awarded with Padma Shri in 2003 for his contribution to the growth, development and progress of interventional cardiology in Asia Pacific. Dr. Seth leads a brilliant team of doctors including renowned names like- DR. T.S. Kler, Dr. Upendrakaul, Dr. SumanBhandari , Dr. AtulMathur and Dr. Savitrisrivastava, Dr. S. Radhakrishnan and famous names in Cardiac Surgery like Dr. K.S Iyer(Pediatric Cardiac Care),Dr. Rajesh Sharma (Pediatric Cardiac Care),Dr. Anil Karlekar, Dr. Amitvarma, Dr. Z.S. Meharwal, Dr. Yugal Kishore Mishra and Dr. Ajay Kaul. The brilliant team of doctors and experts at Fortis Escorts Heart Institute continue to explore new frontiers and extend the limits of cardiac care to establish Fortis Escort Heart Institute as one of the biggest stand-alone cardiac institution in the world.

❖ Nursing Care:

A Team of professionally trained serve patient with compassion , respect and integrity.

Nursing has always been the backbone of medical services offered by Fortis Escorts Heart Institute. There are regular training programs to enhance their skills and celebration of Nurses Day to salute their spirit of nurturing with devotion and unconditional care.

❖ Pediatric Cardiac Care

Fortis Escort Heart Institute is the only cardiac hospital in India to have a dedicated pediatric department with a specialized, highly trained multi disciplinary team of pediatric cardiologists, pediatric cardiologist, pediatric surgeons, anesthesiologists and pediatric intensivists. The department has produced results that are comparable to the best in the world.

Observation Learning:

<u>WEEKS</u>	<u>Work Done</u>	<u>Key Findings</u>
1	Hospital Orientation, HR Department outline, Creation of training classes, their enrollment and attendance in Oracle, Making Birthday Bash for employees.	Overview of the Hospital, Organization Culture, Working at Oracle Software, MIS, PPT & Excel.
2	Calling and Issuing Employees the Confirmation letter, Appointment Letter, Annual Health Checkup letter, Conducting White belt Exam ,Maintaining Internship File.	Communication Skill, Making Clear Understanding of the content in two way communication, Record keeping is essential and carried out watchfully.
3	Cross Checked around 650 Nurses DNC (Delhi Nursing Council) Certificate expiry date, Conducting Fun On The Floor (Employee Engagement Program)	Personnel File check of the employee is necessary for Modification and updating them, Employee engagement programs help the employees to take a break from their saturated work mode during office hours and helps them to refresh and work more efficiently.
4	Conducting &Arranging time slots for Table Tennis Sports Meet Matches in the Hospital, Employee Joining Documentation work	Indoor games helps the employees to reduce their work stress, break the monotony of work and being healthy. Careful filling of the joining document is important by the employees for

		future purpose.
5	Observation of Front Office and Nursing Station Employees Effectiveness in Service Excellence, Also Observe Patient Care Service employees Telequttes	Evaluation of training effectiveness on service excellence can be done by observation study. The execution of the attitude could be different from the classroom session.
6	Helped in Conducting HTML and Induction Sessions, also Coordinated Resident Induction Program (3 Days).	Induction Session Help the employees to go thoroughly and understand the organization culture and the basic knowledge of the organization and their department functioning.
7	Data entry of Feedback Form of Induction Programs, data entry of contents of Performance Appraisal, Employee Satisfaction Survey for the Financial year 2015-16.	Feedback forms are important to evaluate the training/induction program effectiveness. Performance Appraisal evaluation sheet help to evaluate the appraisal as stated by appraise.
8	Class room session on CTC determination at F.E.H.I, Creating New Employee Provident Fund and Medical Insurance Form for new joining.	CTC is the total amount of expenses an organization spends on an employee during one year. There are component of salary (e.g- House rent allowance, Convenience allowance, Insurance, PF) which determine the annual CTC of the employees.

FLOOR WISE FACILITY DISTRIBUTION-

IPD

FIFTH FLOOR-

- PICU-1 Pediatric Wards
- Doctor's ward

FOURTH FLOOR-

- CCU
- Wards(New building & Old Building)
- Presidential suite

- AMS Office

THIRD FLOOR-

- Cath Recovery II
- Wards(New Building & Old Building)
- Endoscopy

SECOND FLOOR-

- Cath lab
- EP Lab
- Cath Recovery I & III
- ICU II
- CSSD
- Doctor's Office
- COO's Office

FIRST FLOOR-

- Recovery 1 ,2
- HCC 3
- ICU 3
- Anesthesia
- Operation Theatre
- IT Department
- OT Pharmacy
- Critinext

GROUND FLOOR-

- Heart Command 1 & 2
- Emergency
- Heart Station 1& 2
- Nuclear Medicine
- Patient Care Services

- Patient Welfare
- Medical Director's Office
- Food & Beverages
- Security
- Dietetics
- Cafeteria
- Out Patient Pharmacy
- Counseling
- Billing
- Conference Room
- International Desk
- TPA Desk
- ICU 1

BASEMENT

- Blood Bank
- Lab Science
(Microbiology, Hematology, Biochemistry, Radiology, CT, MRI)
- Infection Control
- HR
- Quality
- Admin
- Marketing
- Pediatric Echo Lab
- Finance
- Purchase
- Stores
- Engineering
- Laundry
- Nursing Office
- Reading Room
- Auditorium
- Corporate offices
- MD's Office

- Board Room
- DNB Secretariat
- Clinical Pharmacology
- ZD's Office

OPD

UPPER BASEMENT FLOOR-

- CCC,EHC , Preventive Cardiology
- Department of gynecology
- Department of ENT
- Department of Audiometry & Speech
- Department of Dermatology
- Department of Dentistry

FIRST FLOOR-

- Department of psychotherapist
- Department of psychiatry
- Department of Pediatric surgery
- Department of Neuro surgery
- Pain and Pre Anesthetic checkup (PAC) clinic
- Department of vascular surgery
- EECP Clinic
- VALVE Clinic
- Arrhythmia& pacemaker clinic/ ICD clinic
- CCM Clinic

THIRD FLOOR-

- Department of ophthalmology

FOURTH FLOOR-

- Heart failure clinic
- Allergy clinic
- Diabetes clinic
- Department of Pulmonology
- Department of Neurology
- Department of Nephrology
- Internal Medicine

FIFTH FLOOR-

- Department of Pediatric Cardiac surgery
- Department of Pediatric Cardiology
- Department of gastro science (medical & surgical)
- Department of General & Laparoscopic surgery

SIXTH FLOOR-

- Physiotherapy

SERVICES PROVIDED BY FORTIS ESCORTS

CARDIOLOGY-

Adult cardiology

- Invasive
- Non Invasive
- Preventive health checkup
- Electrophysiology

Pediatric Cardiology

- Invasive
- Non Invasive

CARDIAC SURGERY

Adult cardiac surgery

- Coronary surgery
- Valvular surgery
- Corrective surgery

Pediatric Cardiac surgery

- Congenital corrective surgery

ANAESTHESIA AND CRITICAL CARE-

- Adult and Pediatric Cardiac Anesthesia
- Adult and Pediatric Critical Care

DIAGNOSTIC

- Pathology
- Biochemistry
- Microbiology
- Radiology
- Nuclear Medicine

MULTI SPECIALITY SUPPORT

- Vascular Surgery
- Diabetology& Metabolic Disease
- Pulmonology
- Nephrology
- Urology
- Neurology
- Gastroenterology
- Pediatric
- ENT

- Dental
- Transfusion services

24 EMERGENCY SERVICES

- Surface and Air ambulance support services

ORTHOPAEDICS-

- Joint replacement
- Spine surgery
- Advanced trauma
- Limb corrective surgery

NEURO DIAGNOSTICS-

- Nerve conduction
- Velocity
- EEG

DEPARTMENTAL OVERVIEW-

OPD

Function-

- Reception
- Appointment
- Registration- OPD, Diagnosis
- Billing- OPD , Diagnostics, Emergency
- Report/Document delivery
- Customer feedback

IPD-

Function-

- Reception
- Appointment
- Admissions-IPD services
- Report/ Document delivery
- Customer feedback
- Processing of TPA and corporate office

Marketing Department

- Branding and Promotion
- Online marketing through website
- Corporate link-ups
- TPAs
- Prepare brochures and pamphlets

Finance-

- Maintain financial records
- Make payments of bills and expenses on time
- To monitor cash flow/funds
- To make payments of wages and salaries

IT Department-

- Maintain and modify all the software's in the hospital
- It covers the Laboratory Information System ,radiology Information System
- IPD & OPD Billing
- Visitors pass

Food & Beverages

- To ensure PMS is done according to F&B service standards
- Outpatient Diet counseling
- To ensure proper room service to the attendants

- Food services to the employees & extended food service during guest visit , workshop & other important meeting.

Housekeeping-

- Sanitation and Hygiene
- Odour control , waste disposal
- Infection Control
- Pest, rodents & animal control

HR DEPARTMENT

An efficiently run human resources department provide organization with structure and the ability to meet business needs through managing company's most valuable resources -- its employees. There are several HR disciplines, or areas, but HR practitioners in this organization perform the following basic functions -

- Recruitment and selection
- Employee Training
- Salary Determination
- Performance Appraisal
- Personnel data entry
- Consultation
- Grievance handling

OTHER FUNCTIONS-

BUDDY MENTORING-

- Objective of this peer mentoring relationship is to help new hires get acclimatized with the organization and accustomed to their job.
- The duration of this relationship is for three months.
- The peer mentoring program based on declarative and procedural knowledge of the mentor often called a “buddy”

LEARNING AND DEVELOPMENT-

- Leadership development program
- Service excellence program
- Skill development to enhance
 - Clinical excellence
 - Service delivery
 - Patient care
 - Operational efficiency

CONTINUOUS MEDICAL EDUCATION-

- Technical /Functional skill programs
- Managerial development Programs

EMPLOYEE ENGAGEMENT PROGRAM-

- Fun on the Floor - Quick (1 min) games for the employee during their working hours to relief them from stress and anxiety
- HTML (Hum tum Milenge)
A get together of specific department employees to share their area of achievements and spend good time with each other.

PART B

EMPLOYEE SATISFACTION SURVEY PROJECT CONDUCTED

AT FORTIS ESCORTS HEART INSTITUTE

INTRODUCTION -

Satisfaction is contagious – and it indeed permeates across the employee-patient boundary, where revenue and brand image are constantly at stake. Employees are the ones who interact with the patient and their relatives on a day to day basis and carry out the whole operations.

The survey is a follow up survey conducted each financial year to study the reform of employee satisfaction at Fortis Escorts Heart Institute.

The current study is directed towards understanding the significance of job satisfaction and the role it has on employee motivation at Fortis Escort Heart Institute, Okhla. In the study various parameters responsible for employee satisfaction have been discussed such as Organization culture, Communication, Reward and recognition, Equality and awareness about Employee rights and responsibilities have been described. This paper also deals with the various ways by which one can improve employee satisfaction.

Further for the purpose of getting the viewpoints of the employees at Fortis Escorts Heart Institute, the organization can utilize the survey approach for the same.

LITERATURE REVIEW-

Satisfaction is fulfillment of a need or desire and the contentment obtained by such accomplishment. Satisfaction is a good measure to estimate personal attitude to the professional activity of enterprises. It also states a level of happiness of an individual in his professional environment associated with interpersonal relations with colleagues and superiors.

The term job satisfaction was brought to lime light by Hoppock(1935) He revived 35 studies on job satisfaction & observed that Job satisfaction is a combination of psychological, physiological & environmental circumstances that causes a person to say he is satisfied with his job.

The most common definitions describe job satisfaction as: “the pleasurable emotional state resulting from the appraisal of one’s job as achieving or facilitating the achievement of one’s job values (pg. 1342)(Lu, 2005) and “the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs (pg. 2)(Locke, 1976).

In general, most definitions cover the affective feeling an employee has towards their profession. This could be the job in general or their outlooks towards specific aspects of it, such as: their colleagues, pay or working conditions(Luthans, 1992.). In addition, the scope to which job outcomes meet or go beyond expectations may decide the level of job contentment(Taber, 1995). However, job

satisfaction is not only about how much an employee take pleasure in doing work. Taber and Alliger(Maslow, 1995.)Found other measures (such as, level of concentration required for the job, level of supervision, and task importance) all had no impact on satisfaction. This study demonstrates that the accumulating pleasure of work responsibilitiesadded up to overall job satisfaction.

According to Nancy C. Morse (1997) “Satisfaction refers to the level of fulfillment of one’s needs,wants and desire. Satisfaction depends basically upon what an individual wants from the world, and what hegets.” Employee satisfaction is a measure of how happy workers are with their job and working environment. It is certain that there may be many factors affecting the organizational effectiveness and one of them is theemployee satisfaction. Effective organizations should have a culture that encourages the employee satisfaction,Bhatti&Qureshi, (2007)

Employees are more loyal and productive when they are satisfied Hunter &Tietyen, (1997), and thesesatisfied employees affect the customer satisfaction and organizational productivity, Potterfield, (1999).There is no limit for the employees to reach the full satisfaction and it may vary from employee toemployee. Sometimes they need to change their behaviors in order to execute their duties more effectively togain greater job satisfaction, Miller, (2006). Having good relationships with the colleagues, high salary, goodworking conditions, training and education opportunities, career developments or any other benefits may berelated with the increasing of employee satisfaction Employee satisfaction is the terminology used to describe whether employees are happy, contentedand fulfilling their desires and needs at work. Many measures support that employee satisfaction is a factor inemployee motivation, employee goal achievement and positive employee morale in the work place.” Susan M.Heath field (About.Com). Cranny, Smith & stone (1992) defined ES as the combination of affective reactions tothe differential perceptions of what he/she wants to receive compared with he/she actually receives.

AccordingtoMoyes, Shao & Newsome (2008) the employee satisfaction may be described as how pleased an employee iswith his or her position of employment. As Spector (1997) defined job satisfaction as all the feelings that agiven individual has about his/her job and its various aspects. Employee satisfaction is a comprehensive termthat comprises job satisfaction of employees and their satisfaction overall with company’s policies, companyenvironment etc.

NEED FOR EMPLOYEE SATISFACTION-

Everyone from managers, retention agents to HR need to get a handle on employee loyalty and satisfaction – how committed is the workforce to the organization and if workers are really contented with the way of things for gauging their likelihood to stay with the company. One of the main aspects of Human Resource Management is the measurement of employee satisfaction.

Companies have to make sure that employee satisfaction is high among the workers, which is a precondition for increasing productivity, responsiveness, and quality and customer service. The litmus test is to study turnover and average length of service.

According to Heskett et al (1994), more satisfied employees, stimulate a chain of positive actions which end in an improved company Identification of Variables Affecting Employee Satisfaction and Their Impact on the Organization.

In another research it is said that employee satisfaction influenced employee productivity, absenteeism and retention, Derek R. Allen & Merris Wilburn, (2002).

The success of any company is directly associated to the satisfaction of the employees who embody that company, that retaining talented people is critical to the success of any organization, Freeman, (2005) . The more satisfied an employee is, the less turnover and absenteeism occurs, Maloney, & McFillen, (1986). Judge, et. al, (1993).

Employee satisfaction is positively linked with motivation, job involvement, organizational citizenship behavior, organizational commitment, life satisfaction, mental health, and job performance and negatively related to absenteeism, turnover, and perceived stress and identifies it as the degree to which a person feels satisfied by his/her profession.

Profit and growth are stimulated directly (and primarily) by customer loyalty. Customer loyalty is a direct consequence of customer satisfaction. Customer satisfaction is heavily influenced by customer perceptions of the value of services they receive. Value is shaped by satisfied, loyal and productive employees.

Employees who feel a sense of teamwork and common rationale, a strong binder to communication, and managerial empowerment are most competent, and willing, to distribute the outcome that customers expect (Employee Satisfaction”, 2005) Human Relations viewpoint posts that satisfied workers are productive workers (e.g., Likert, 1961; McGregor, 1960). Thus, organizational productivity and efficiency is achieved through employee satisfaction and attention to employees’ physical as well as socio emotional needs.

According to Mark graham Brown, (2006), there is a strong linkage between employee satisfaction and customer satisfaction and between customer satisfaction and future revenue. Through review of literature, we can classify the variables in mainly 2 broad categories namely:-

1. Organizational Variables

2. Personal Variables.

Organizational Variables: The organization determinants of employee satisfaction play a very important role. The employees expend major part of their time in organization so there are number of organizational variables that determine employee satisfaction of the employees.

Personal variables: The self actualization of job satisfaction for eg. Work motivation , respect , unbiased supervision etc. Some of these variables are like-

1. Organization Culture-

Culture is comprised of the assumptions, values, norms & tangible signs of organization members and their behaviors. Organization setups a foundation of core values -communication, respect, integrity & excellence. A clear understanding about goals objective is important to understand an organization culture because according to Barney and Griffin, organizational goals serve four basic functions; they provide guidance and direction, facilitate planning, motivate and inspire employees, And help organizations evaluate and control performance. However, these are some typical commonalities by which to recognize an open culture:

- Transparency by default
- Personal development through work
- Multiple stakeholders, values, and purpose
- Team or company incentives
- Separation of role and person & trust

People in open cultures are more engaged, happier, and more creative, they contribute more, etc. This makes them much more fun to work in, both as a founder and as an employee, but also much more productive – people work much more effectively when they care.

Having a better environment makes it easier to hire great people.

Open cultures are way more adaptable to change. Change management is an oxymoron in an open culture: change happens constantly and continually, not through expensive, long-winded, and often failure-prone change processes because they motivate people so much better, open cultures are, ironically, also better at achieving sustainable, long-term financial results.

Patient-centered care is health care that is considerate of, and responsive to, the preferences, needs and values of patients and consumers. The widely accepted dimensions of patient centered care are respect, emotional support, physical comfort, information and communication, continuity and transition, care coordination, involvement of family and careers, and access to care. As health care professionals engage their patients with empathy, they feel valued and respected, and by listening

and communicating effectively with our patients employees develop a treatment plan specifically around their needs. Patients are the center and the most important part of the team.

2. Communication -

It's important to remember that most hospital errors can be prevented. Hospitals need to work hard every day to protect their patients from errors, injuries, accidents, and infections.

Health professionals tend to work autonomously, even though they may speak of being part of a team. Efforts to improve health care safety and quality are often jeopardized by the communication and collaboration barriers that exist between clinical staff. Although every organization is unique, the barriers to effective communication that organizations face have some common themes. Because of the complexity of medical care, coupled with the inherent limitations of human performance, it is critically important that clinicians have standardized communication tools and create an environment in which individuals can speak up and express concerns. Also the organization should update with all the important development & benchmarks created by the Hospital to the employees to make them feel as a part of organization.

3. Motivation-

One of the most important factors that lead one to the goals is the drive. This drive is known as motivation. It is a zest and determination with a kind of excitement that leads one to persevere to reach greater heights, in no matter what avenue of their life; be it personal or professional. The drive may come from an internal or external source. The individual determines this. If managers know what drives the people working for them, they can tailor work assignments and rewards to what makes these people motivated. Motivation can also be conceived of as whatever it takes to encourage workers to perform by fulfilling or appealing to their needs. According to Olajide(2000), it is goal-directed, and therefore cannot be outside the goals of any organization whether public, private, or nonprofit.

Akintoye (2000) asserts that money remains the most significant motivational strategy. Though way back Abraham Maslow (1943), gave a model that shows that factors that motivate an individual keep changing as one climbs the ladder of age and maturity. And also, achievement of one goal sets the ball rolling for another one to be achieved. Thus, to be motivated is a constant need. There are times when one faces a period of de-motivation and everything seems bleak. It is then that they need to find what would motivate them back into action.

4. Fair Supervision-

Supervisors play an important role in the business environment. Their primary job is to see that the work performed by the employees is completed on time and at the highest level of quality.

Supervisors play a important role like as a communicator, trainer, goal setter, evaluator, advisor etc. It is noticed that if an employee has good bonding with his colleagues and supervisors are more satisfied with their job.

There are many other factors like Interdepartmental coordination, infrastructure, employee friendly policies, rewards & recognition, defined job responsibilities etc which determine the employee satisfaction with the organization.

AIM-

Quantitative Descriptive study on Employee Satisfaction & Data Analysis of available documents.

PRIMARY OBJECTIVE-

Primary objective of the study is to find out employee satisfaction level in the organization.

SECONDARY OBJECTIVE-

- To discuss factors which influence the mostin employee job satisfaction and discuss methods for the improvement of employee satisfaction in the organization.
- To find out employee satisfaction on different parameters and to compare it other departments.
- To check the relationship between work experience with employees satisfaction in few parameters (such as R&R, motivation etc)
- To check employee satisfaction on different parameter based on gender scale.

METHODOLOGY-

Sample Details			
Categories	Total no.	Sample (10%)	Sample size
Doctors	238	23.8	24
Nurses	683	68.3	68
Paramedical	282	28.2	28
Support	259	25.9	26
Total Headcount	1462		146

Fig.1: Sample Design

Support Doctors Para- Medical Nurses

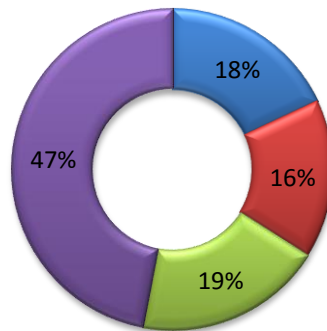
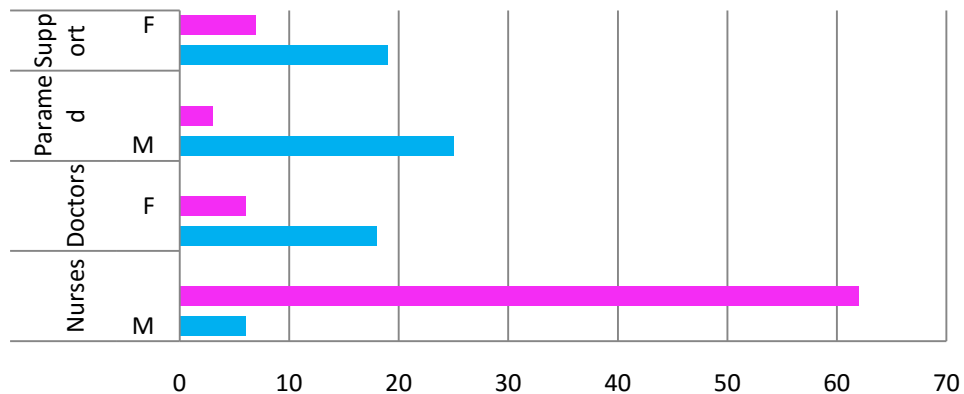


Fig. 2: Distribution Of Respondent Based On Gender and Categories



	Nurses		Doctors		Paramed		Support	
	M	F	M	F	M	F	M	F
Population	6	62	18	6	25	3	19	7

Study Design- It is a Descriptive, Cross sectional and Quantitative research study design. The method of sampling is Non probability convenience sampling– The sampling does not involve random selection, members of the population are chosen based on relative ease of access. The Primary and quantitative data is collected through Survey 5 Scale Rating Sheets.

Scale of Rating-

5- Fully satisfied

4-Satisfied

3-Moderately satisfied

2- Least Satisfied

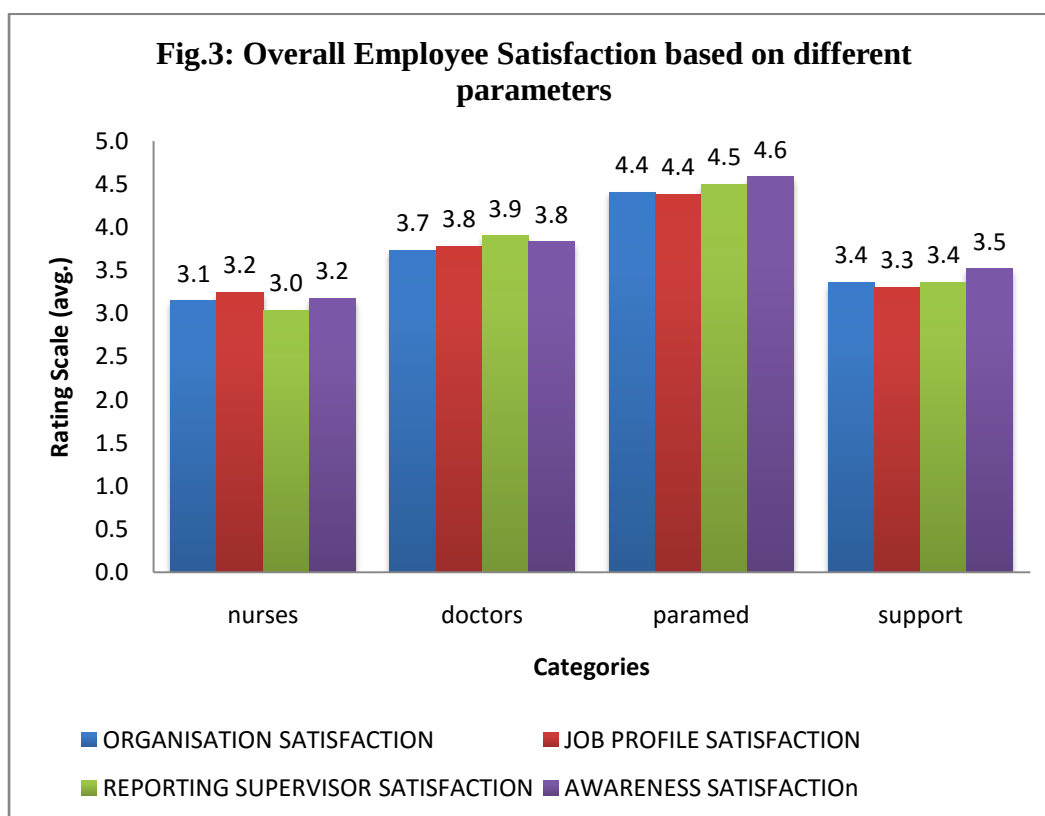
1-Unsatisfied

Parameters-

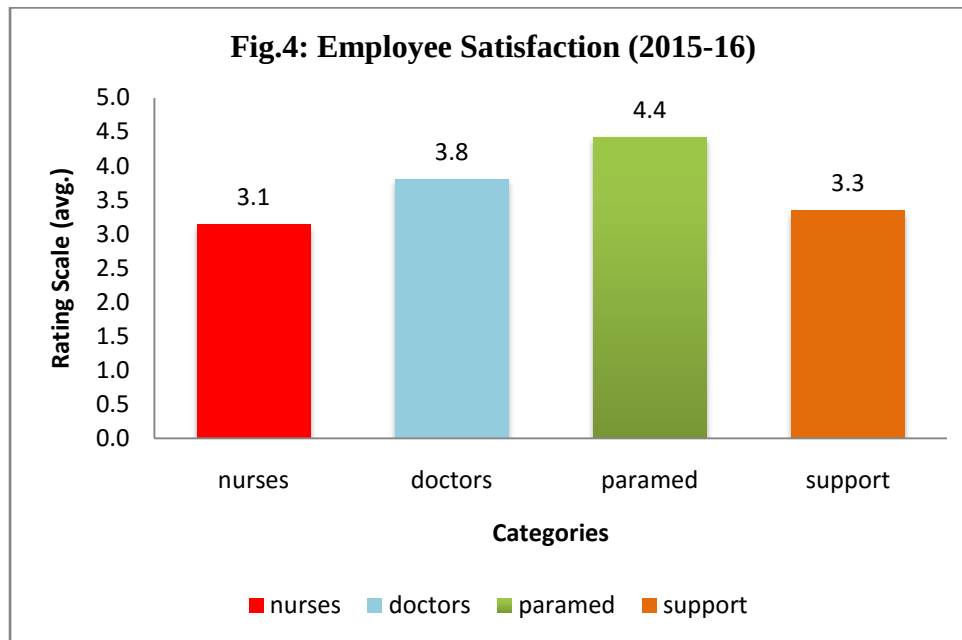
- Organization Satisfaction
- Job Profile Satisfaction
- Satisfaction from Reporting Supervisor
- Awareness

ANALYSIS-

The employee satisfactions based on the key parameters are shown in Fig. 3. The Nursing Department shows moderate reporting supervisor satisfaction (3.0) which is least and other parameters are above moderate satisfaction level in the department but is the lowest rating compared with other departments.



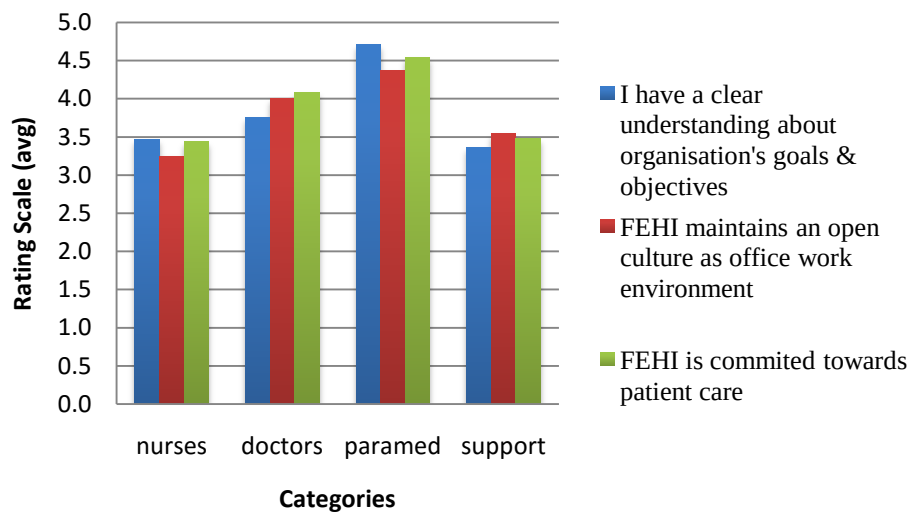
The finding shows(fig.4) that the Nursing department is at lowest level of satisfaction (3.0), then Support departments (3.3),then Doctors(3.8) and the Paramedical department is Most satisfied (4.4) due to low expectation and high gratification by the organization.



IN-DEPTH ANALYSIS:

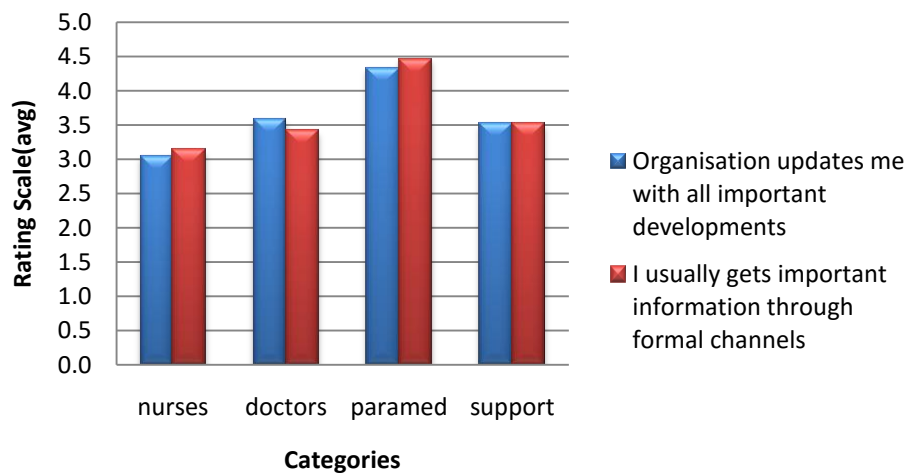
The survey was conducted based on different sub-parameters; the following graph(fig.5) shows the Organization culture's satisfaction based on different factors, it was found that the Support department has the lowest rate of understanding about organization's goals & objection (3.4) ,The Nursing Department is moderately satisfied with the open culture at workplace(3.3) and with FEHI commitment towards patient care.

Fig.5: Organisation Culture Satisfaction



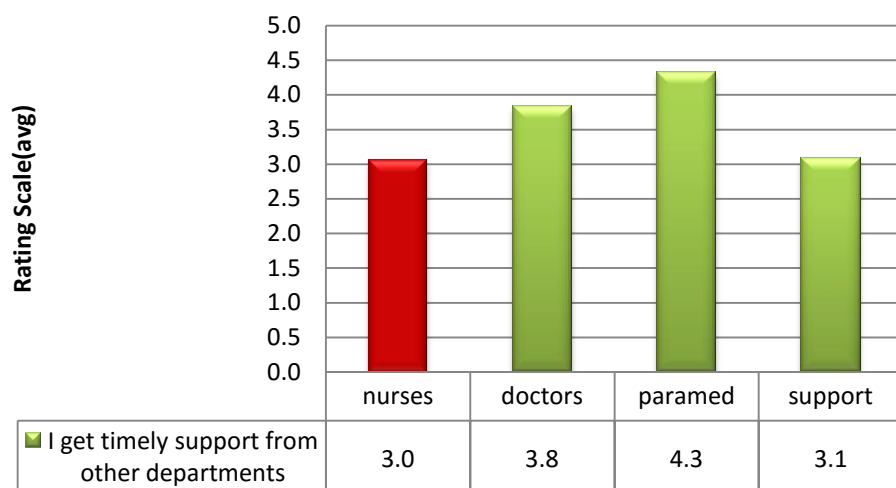
The following graph (fig.6) shows that Nursing (3.0), Medical (3.6) and the Non medical (3.5) department are at moderate satisfaction rating scale with the organization updates with all important developments and even gathering important information through formal channels.

Fig. 6: Communication Satisfaction



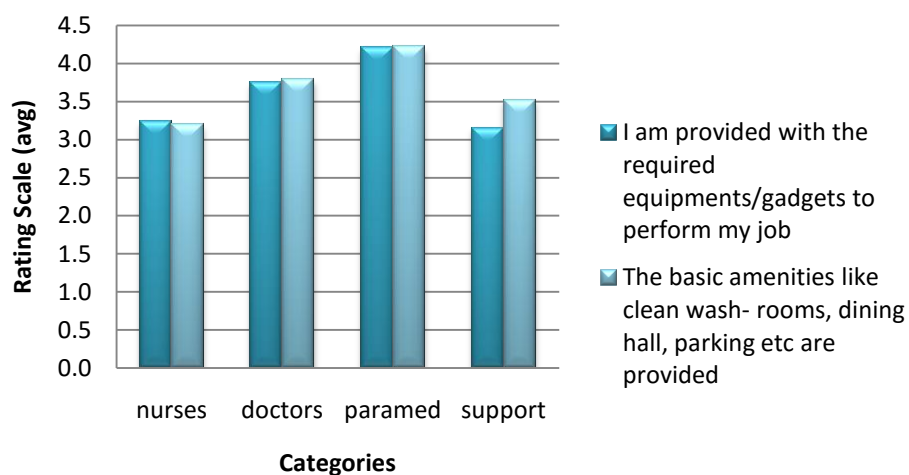
The following graph (fig.7) shows the interdepartmental coordination satisfaction where the Nursing department (3.0) is least satisfied compared with other department.

Fig. 7: Interdepartmental coordination Satisfaction



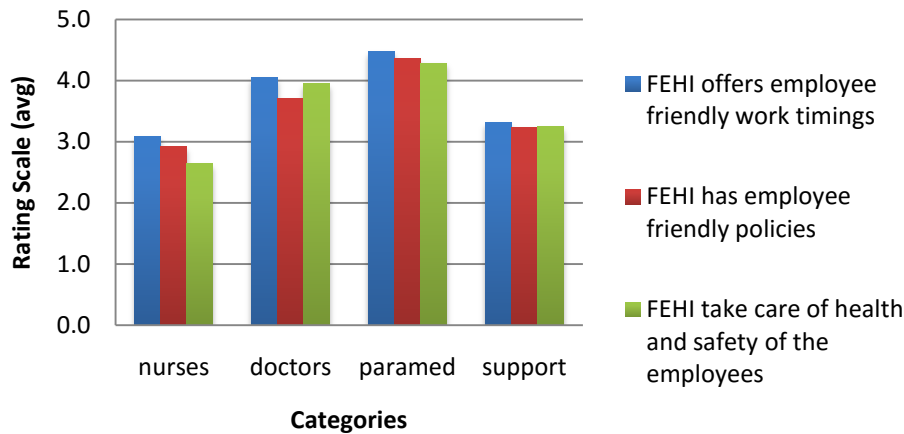
Here in the following graph (fig. 8) shows that the support department is least satisfied with the equipments/gadgets required to perform their job and the nursing department is least satisfied with the basic amenities like clean-washroom, dining hall, parking etc compared with other departments.

Fig.8: Infrastructure Satisfaction



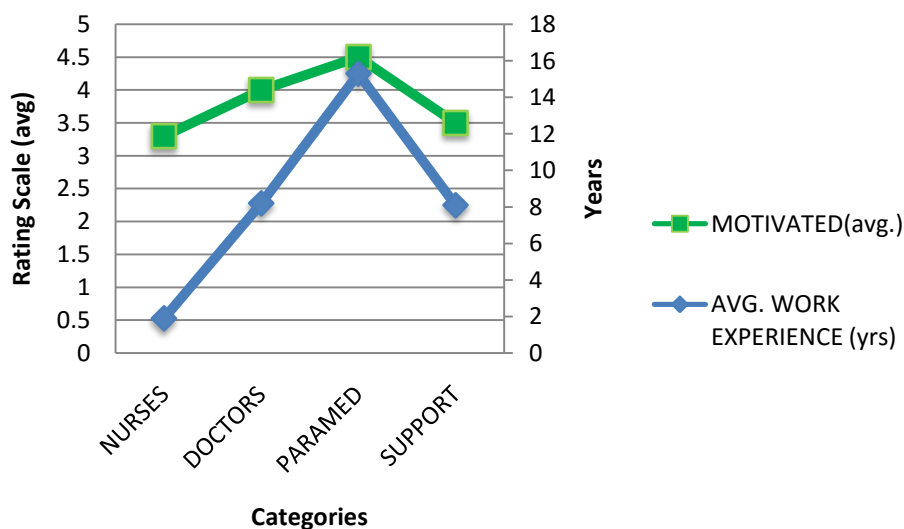
Employee friendly policies and the organizations health & safety for employees are least satisfied with nursing department & then with support department is shown by the following graph (fig.9)

Fig.9: Employee friendly Organisation satisfaction



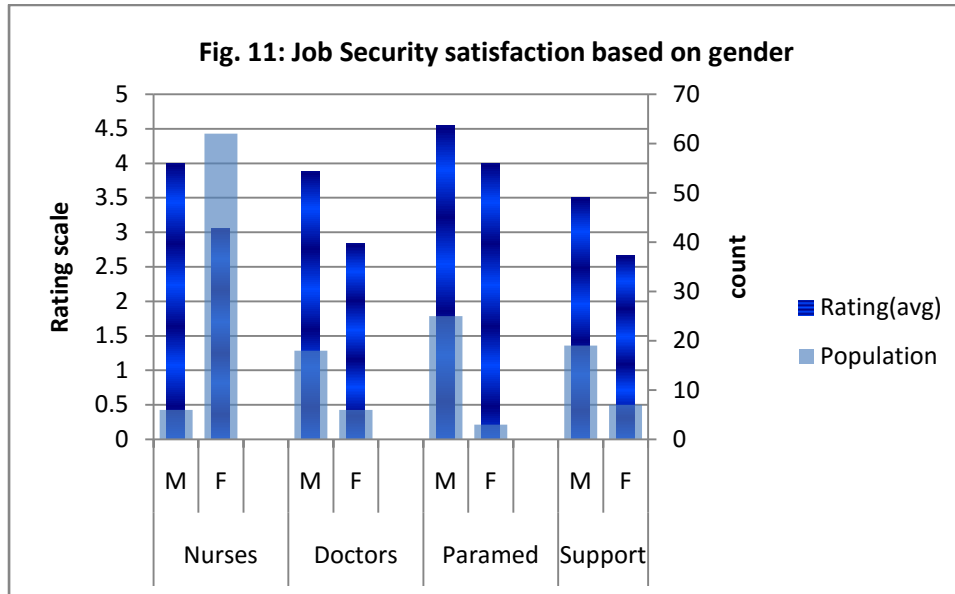
The following line graph (fig. 10) shows the trend of motivated employees with their work experience, it shows that the more experienced the employees are in the organization the more they like profile of their work and fresh challenges in their job.

Fig. 10: Motivated Employees v/s Work Experience in the Organisation

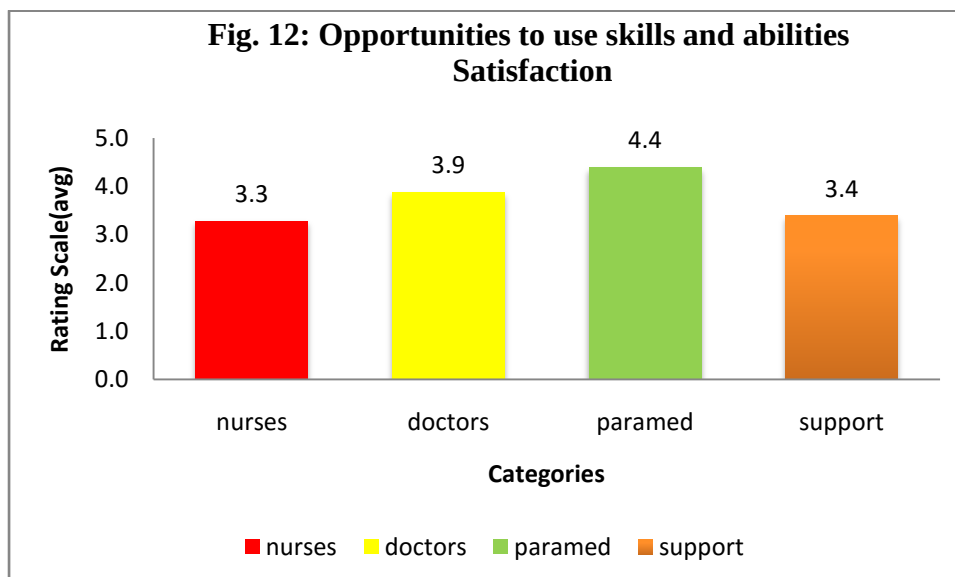


The graph (fig.11) represents the Job security satisfaction of the employees on the basis of their gender.

By the graph we can interpret that the female employees are more concerned with their secured job, the female staffs of the support department are the least satisfied with their job security and the female employee of the paramedical and nursing department are least concerned with their job security.

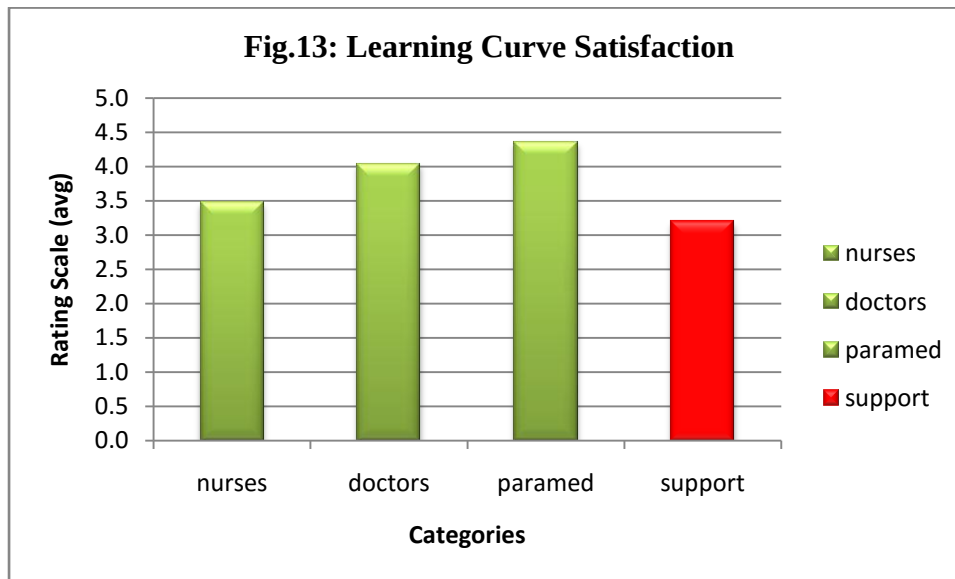


The graph (fig.12) shown below shows the rating scale of the employees satisfied with their job profile matches with skill and abilities they have , we can interpret that the nursing(3.3) and the support department (3.4) are least satisfied with the opportunities to use their skill & abilities in their job profile.

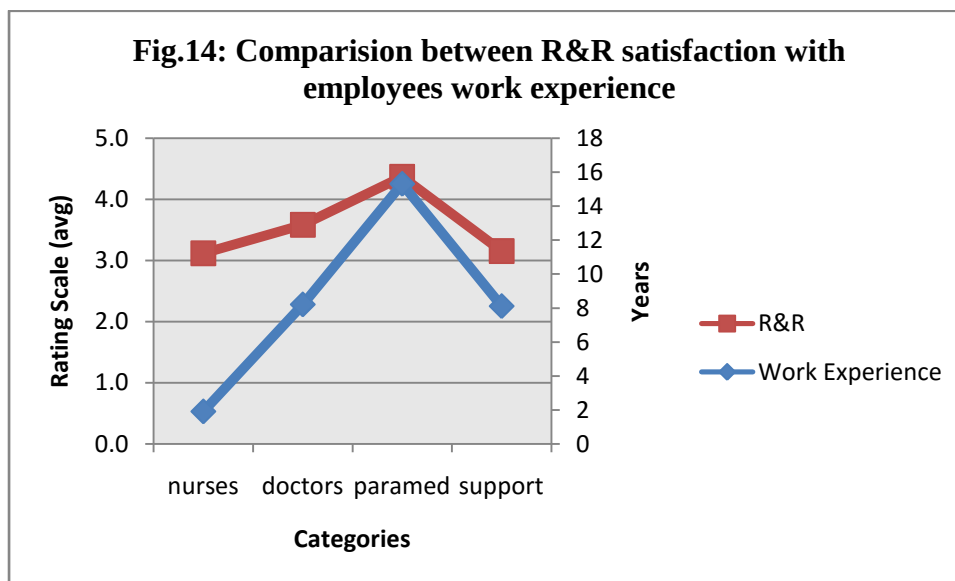


Interestingly, the graph (fig.13) given below shows that the support department is at lowest satisfaction scale for getting continuous learning from their job profile (i.e. 3.2) , where as the

Paramedical(4.3) and the Medical (4.1) department are at highest rating scale at learning curve satisfaction.

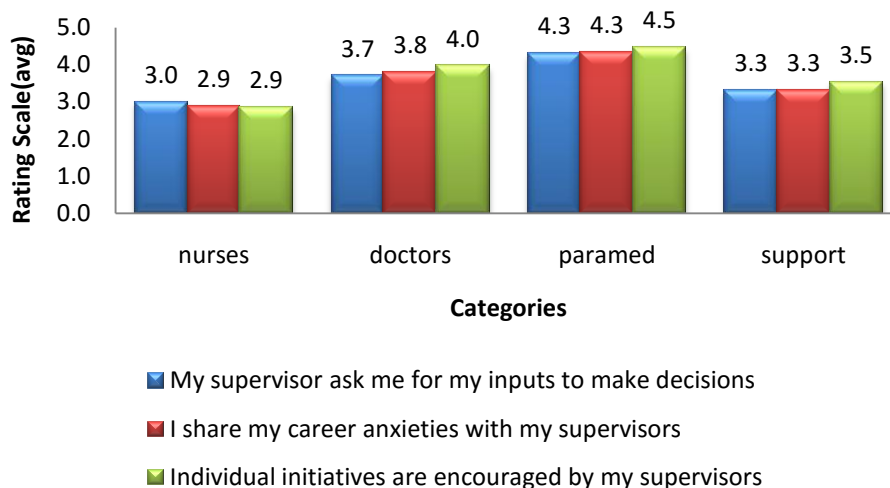


By the graph (fig.14) given below we can state that the employees who are more experienced in the organization are more satisfied with the reward and recognition given for their work and performance.



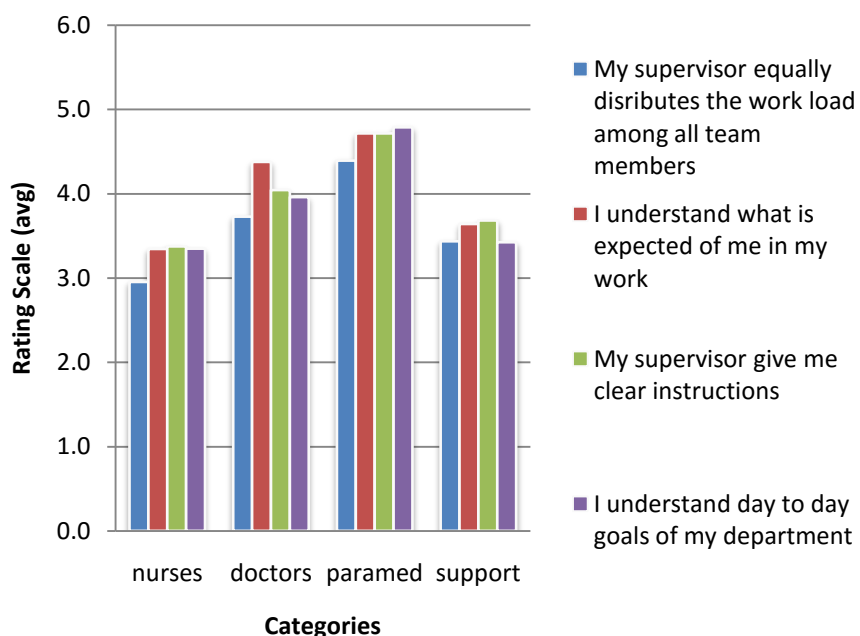
The graph (fig.15) shows that the Nursing department is least satisfied with their respect as an individual (3.0) and are least encouraged by their supervisors (2.9) compared with other departments. The rating of this parameter is the lowest in nursing department compared with other parameters.

Fig.15: Respect for Individual Satisfaction



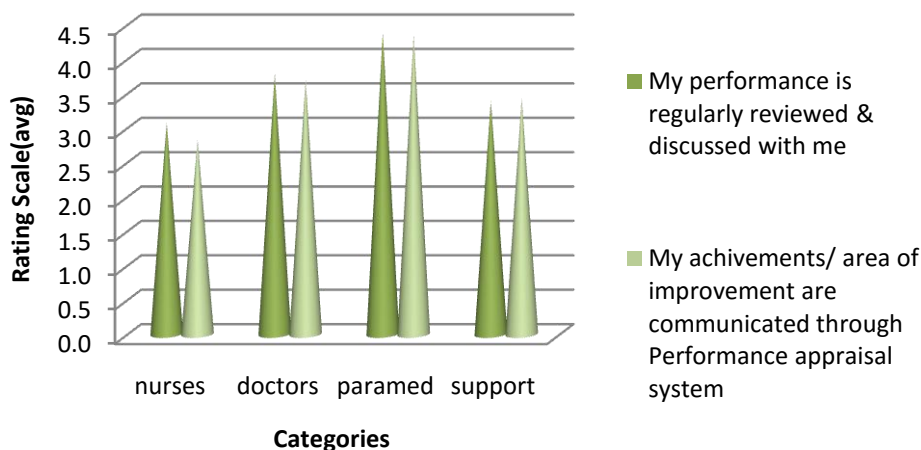
The following graph (fig.16) shows the employees satisfaction with defined and fair distribution of job responsibilities, the nursing department is at lowest satisfaction rating for equal distribution of work load among all team members (2.9) and is moderately satisfied with the instruction given by supervisor.

Fig.16: Defined and Fair Distribution of responsibility Satisfaction



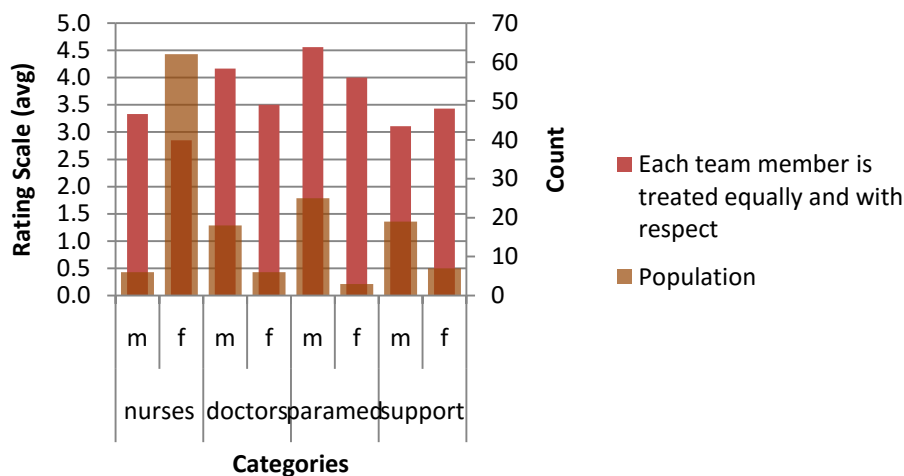
The graph (fig.17) shows that the employees satisfaction rating with their performance are reviewed and discussed with them is almost equal to their achievements and area of improvement are communicated through performance appraisal system , it means that their Performance Appraisal are based on their regularly reviewed and discussed performance . Hence, the nursing department is at lowest satisfaction rating scale as compared with other departments.

Fig.17: Continuous Feedback(Achivements/Area of Improvement) Satisfaction

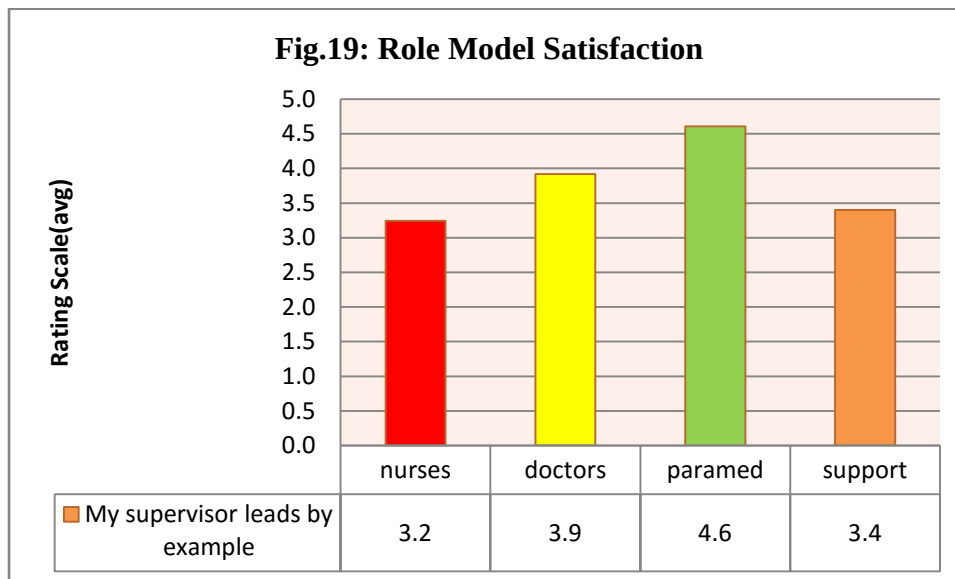


The Following graph (fig.18) shows that the female employees are at lower satisfaction scale when asked about equal treatment of each team member with respect compared with male employees, only the female support employees are at higher rating scale than the male support employees.

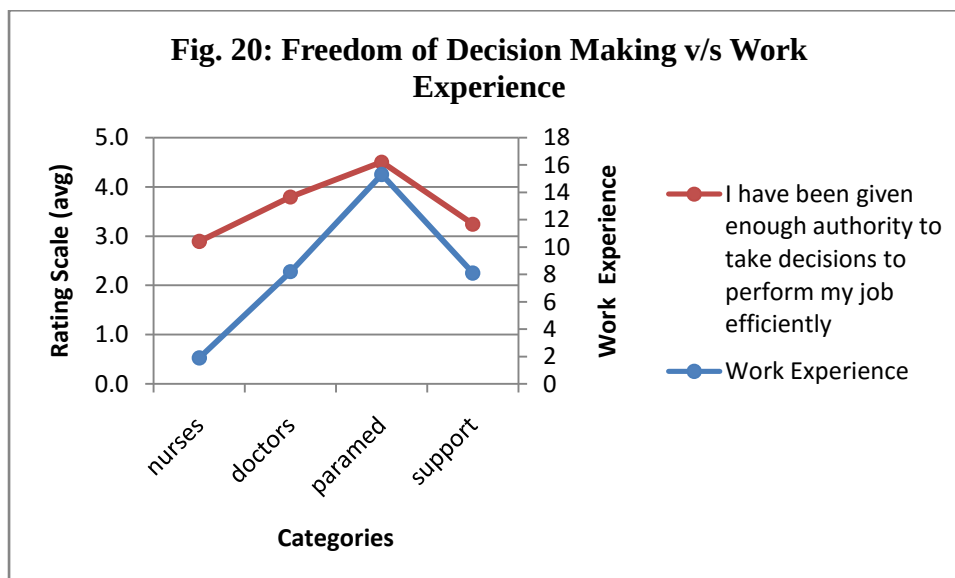
Fig.18: Unbiased Satisfaction with Gender



Here (fig.19), the nursing department is moderately satisfied (3.2) with their supervisor role model image whereas the medical department is about fully satisfied (4.6) with their supervisor as a role model.

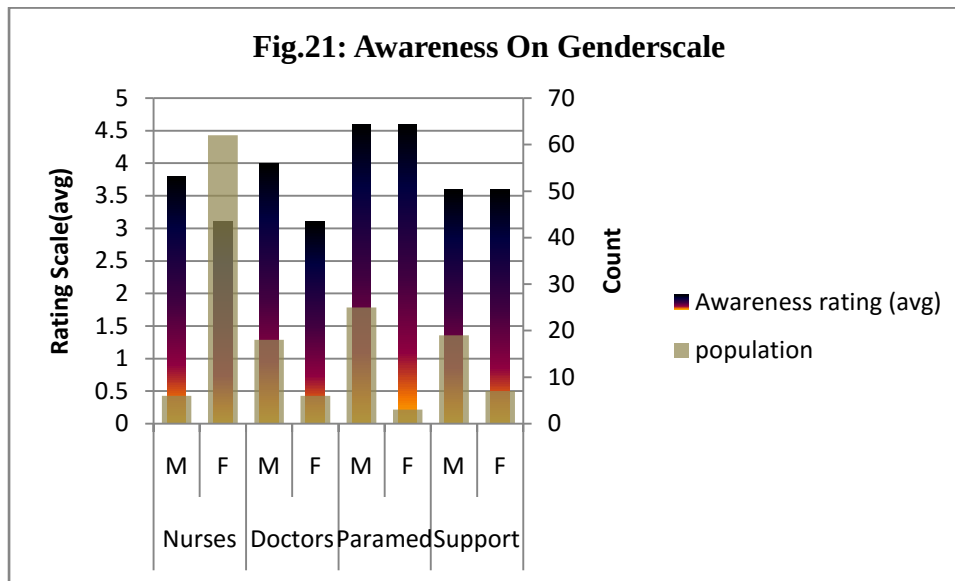


The following graph (fig.20) shows that the employees who are more experienced working in the organization are more satisfied with the authority given to them for taking decisions to perform job efficiently.



The graph given below (fig. 21) represents the awareness of rights and responsibilities of employees and their content with the employee welfare scheme provided by the organization which shows that female employees are not as much of aware about their rights and responsibilities as compared with

the male employees, Also by the graph the female medical profession are low in rating with awareness of their right and responsibilities than other female employees.



CONCLUSION-

On the basis of the above data finding and interpretation

- Employees who were having higher work experience in the organization are satisfied with the Job Satisfaction activities implemented at their organization
- The nursing department of the organization is moderately satisfied with their job even with the reporting supervisor, respect as an individual and also with the performance appraisal system.
- Employees who spend more time in the organization are more satisfied with the organization benefits and are further motivated by their job profile compared with others.
- The support department is somehow ignored during training that is why they are least satisfied with their learning curve in the organization compared with other departments.
- Doctors are found to be moderately satisfied with the reward and recognition given for their work and performance and also with the distribution of update information given through formal channels.
- The female employees are found to be less satisfied with their job security at the organization and the unbiased work environment, Even their awareness about the employee rights are low as compared with male employees.

RECOMMENDATION-

Human Resources are the powerful asset in the organization and they assist the organization to meet their goal. By the above findings the organization should focus on the following things to improve the satisfaction level of the employees-

- Encouraging open communication – The supervisors should be open minded and encourage their subordinate to express their ideas and perspective without criticism.
- Actively promotes organization effectiveness, policies, reputation, ethics and values.
- Build engagement- showing that the organization is genuinely concerned about employees' opinions and use social media as a communication tool to build engagement.
- Sense of belonging- non-work activities that foster relationships increase employee engagements
- Training sessions for upgrading the knowledge of the support department employee.
- Showing more concern toward female employees and aware them about their rights and responsibilities.

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Annexure

GENDER-

WORK EXPERIENCE-

FEHI Employee satisfaction survey FY 2016-17						
S. N O.	PARAMETERS	QUESTIONS	1	2	3	4 5
1	Organisation					
	OrganisationCulture	I have a clear understanding about oranisation's goals & objectives				
		FEHI maintains an open culture as office work environment				
		FEHI is committed towards patient care				
	Communication	Organisation updates me with all important developments				
		I usually gets important information through formal channels				
	Interdepartmental coordination	I get timely support from other departments				
	Infrastructure	I am provided with the required equipments/gadgets to perform my job				
		The basic amenities like clean wash-rooms, dining hall, parking etc are				

		provided					
	Employee friendly	FEHI offers employee friendly work timings					
		FEHI has employee friendly policies					
		FEHI take care of health and safety of the employees					
2	Job profile						
	Motivation	I like the profile of my work					
		I feel there is a lot of fresh challenges in my job					
	Job Security	I feel secure an an employee of FEHI					
	Opportunities to use skills/abilities	My job profile matches with the skills and abilities I have					
	Learning curve	My job profile offers continuos learning					
	Rewards & Recognitions	I am duly recognised for my work					
		Rewards & promotions are perfomance based					
3	Reporting Supervisor						
	Respect for individual	My supervisor ask me for my inputs to make decisions					
		I share my career anxieties with my supervisors					
		Individual initiatives are encouraged by my supervisors					
	Fair distribution of responsiblities	My supervisor equally disributes the work load among all team members					

	Defines job responsibilities	I understand what is expected of me in my work					
		My supervisor give me clear instructions					
		I understand day to day goals of my department					
	Continuous feedback (Achievements/Area of improvements)	My performance is regularly reviewed & discussed with me					
		My achievements/ area of improvement are communicated through Performance appraisal system					
	Unbiased	Each team member is treated equally and with respect					
	Role model	My supervisor leads by example					
	Offers freedom of decision making	I have been given enough authority to take decisions to perform my job efficiently					
4	Awareness						
	Rights & Responsibilities	I am fully aware of my rights as an employee					
		I am timely communicated about my responsibilities as an employee					
	Welfare scheme	I am happy with the employee welfare schemes provided by my organisation					