

**Summer Training at  
EHCC Hospital, Jaipur  
(April 3 to June 2, 2017)**

**Study on Employee's Satisfaction**

**By  
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**Under the guidance of  
Dr. Alok Kumar Mathur**

**MBA Hospital & Health Management  
2016-2018**

  
**Institute of Health Management Research  
The IIHMR University, Jaipur  
2017**

**CERTIFICATE**

This is to certify that **Col Ashish Pradhan** has undergone summer training in **EHCC Hospital, Jaipur** from 3<sup>rd</sup> April to 2<sup>nd</sup> June 2017.

The candidate himself completed the project assign to him during summer training. His approach to the project was sincere and proactive. This summer training is in partial fulfillment of the course requirement recommended for the award of MBA in Hospital and Health Management.

I wish him success in all his future endeavors.



**Col. (Dr.) Ashok Kaushik**

**Dean (Academic & Student Affair)**

**The IIHMR University, Jaipur**



**Dr. Alok Mathur**

**Associate Professor**

**The IIHMR University, Jaipur**

**TO WHOMSOEVER IT MAY CONCERN**

This is to certify that **Col. Ashish Pradhan** student of **IIHMR, Jaipur** has completed his internship at **"Eternal Hospital, Jaipur"** from **03<sup>rd</sup> April 2017 to 02<sup>nd</sup> June 2017**.

During this period, he has successfully completed his project on **"A Study on Employee Satisfaction of Eternal Hospital, Jaipur"**.

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

We wish him all the best for future endeavours.

For **ETERNAL HEART CARE CENTRE AND RESEARCH INSTITUTE, JAIPUR**

  
**Ashok K. Jeenwal**  
Manager - HR

## **ACKNOWLEDGEMENT**

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Col Ashish Pradhan  
Management Trainee  
Eternal Hospital

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## **INTRODUCTION**

“In India a rapidly growing profession is Human Resource Management in healthcare. It is the management of people and is based on embellished disciplines such as “Economics, Psychology, Anthropology, Sociology and Political science”. Human Resource Management plays an important role in developing the highest quality of care to the patients which is the primary aim of Hospitals.”

“Hospitals are required to maintain code of ethics i.e. standards of performance and behaviour. Human Resource Management has acquired all the qualification of a profession and has proved its worth. It has been recognised as a profession by academicians. “HRM is the process of acquiring, training, appraising and compensating employees” and of “attending to their labour relations, health, safety and fairness concern”. HRM is also a function of hiring, motivating, and maintaining personnel in any organisation.”

“HRM in Hospitals is a necessity. Achieving “effective utilisation of human resources, desirable working relationships among all employees, employee development, high morale in the organisation, continuous development and appreciation of human assets” is the goal.”

“The productivity of an organisation depends directly on its employee satisfaction. Higher the satisfaction higher is the productivity. It improves the morale and commitment. The employees get a sense of pride in what they do if management is able to provide them conducive working environment. Higher Employee satisfaction leads to lower turnover rates for employees, reduced lethargy and absenteeism.”

## **CONCEPT**

“Any organisation needs to apply HRM theories in order to obtain a higher employee satisfaction and their commitment. Use of HRM practices leads to organisation effectiveness. According to “Bradley, Petrescu and Simmons, 2004- work, organisation supervision, employee involvement, recruitment, selection, training and learning, and pay practices are the variables of HRM practices. Similarly, “Pfeffer (1994) identified employment security, selectivity in recruiting, high wages, incentive pay, employee ownership, participation and empowerment, promotion from within, training, and skill development as good HRM practices”.”

“According to Werner, Job satisfaction has five facets, which can be put together to measure a Job Descriptive Index (JDI) as follows:

- The work itself denotes responsibility, interest and growth.
- Quality of supervision denotes technical help and social support.
- Relationship with co-workers denotes social harmony and respect.
- Promotion opportunities denotes chances for further advancement.
- Pay here denotes adequacy of pay and perceived equity vis-à-vis other.”

“Job satisfaction is a reflection of treatment of employee by the employer. It may also be considered as physiological health and emotional wellbeing of the employee. Higher employee satisfaction results in higher organisational productivity and hence the researchers need to be concerned with employee satisfaction. Inferior services are provided by unsatisfied employees.

## **Job Satisfaction in Hospitals**

The need of patients can only be met by satisfied manpower at Hospitals. If they are not motivated, they will have difficulties in providing high quality healthcare to patients. The Hospital managers hence have responsibilities towards both patients and the staff. Employee satisfaction inside the Hospital is related to some factors – “Optimal Work, Fair treatment, opportunity to participate in decision making, opportunity to express freely, effective communication, fair pay, opportunity for career advancement and skill development.”

The managers can raise the satisfaction level by taking account of factors like making job more interesting, encouraging initiative, performance based pay, recognition which are basically motivating factors.

## **Industry Profile**

Government and Trust Hospitals were the main stay of healthcare in India, until 1980's. Corporate and Private Hospitals have grown over India in last 2 decades. The main focus of these Hospitals is basically on Super specialities and latest modern equipment.

“According to some estimates, private sector including both organised and unorganised, accounts for 70% of primary medical care in India. These Hospitals, clinics and nursing homes employ about 80% of the country's medical professionals.”

Prior to 1980's the Hospitals were not considered to be profit making organisations. They were considered social institutions to provide medical services to the society. Nowadays the concept has totally changed.

Corporate and Private Hospitals are important component of the value chain in India. The Indian healthcare sector is expected to have a compound annual growth rate of 22.9 % during 2015-20 to US\$ 280 billion. The private sector is major force in India's healthcare industry.

The private sector accounts for nearly 80% of the Healthcare market, while public expenditure accounts for 20%. There are 19,817 hospitals having 6,28,708 beds in country as on March 2013. In rural areas there are 15,398 hospitals and 4,419 hospitals are in urban area with 1,96,182 beds and 4,32,526 beds respectively. According to WHO report, “India needs to add 80,000 Hospital beds each year to meet the demands of its growing population.”

Another growing sector in India is Medical tourism. It is aimed to rise up to \$7–8 billion by 2020 which was 3billion \$ in 2015. According to the “Confederation of Indian Industries (CII), the primary reason is high quality treatment at much lower cost.”

“The Medical Tourism Market Report: 2015 found that India was “one of the lowest cost and highest quality of all medical tourism destinations, it offers wide variety of procedures at about one-tenth the cost of similar procedures in the United States”.”

## **Future Prospects of The Hospital Industry**

- “Accounts for 7.1% of the nation's GDP in 2015.”
- “Share of Private Hospitals has grown from 60% to 80% over the last decade.”
- “Healthcare Sector is estimated to grow at compound annual growth rate of 22.9 per cent during 2015-20 to US\$ 280 billion.”

## **Overview of Healthcare Sector In India**

Healthcare is now one of India's largest sectors in terms of revenue and employment. It involves Public and Private Hospitals, clinical trials of medicines and vaccines, manufacture of medical devices and equipment, medical tourism, and also health insurance.

"The healthcare sector is growing at a brisk pace due to investments from foreign and private players, the scope of expansion, High quality of Medical Education, availability of cheap medical professionals and increasing expenditure on healthcare by public - private players."

"Public and private delivery systems are the mains of Indian healthcare delivery system. The Corporate Hospitals are providing Super speciality, secondary, tertiary and quaternary care in Urban Cities. The Public delivery system is providing Primary, Secondary and Tertiary health care in both urban and rural India. Private clinics and Nursing Homes are providing primary and secondary health care."

India's competitive advantage lies in its "large pool of well-trained medical professionals". India is also "cost competitive" compared to its peers in Asia and Western countries. The "cost of surgery in India is about one-tenth of that in the US or Western Europe".

## **ABOUT EHCC HOSPITAL**

EHCC Hospital, Jaipur is the state-of-the-art tertiary care hospital in Rajasthan embarking on the mission of redefining patient care with international clinical excellence and advanced technology. EHCC Hospital is one of the most advanced tertiary care facilities under the visionary initiative of Dr. Samin K Sharma & his wife Mrs. Manju Sharma boosted with great expertise in healthcare by leading clinicians, astute management team supported by highly trained clinical and non-clinical staff.

“EHCC Hospital states newest addition of tertiary care hospital which brings together the state-of-the-art medical infrastructure, cutting edge technology and highly integrated and comprehensive information system along with quest for exploring and developing newer therapies. To serve the community at large they have energetic, enthusiastic, forward looking, devoted and able technical expertise of consultants from within & outside the country. Eternal Hospital is backed up by the trained supportive staff, efficient system with modern procedures in affiliation with Mount Sinai Medical Centre, New York with an aim to cater the needs of Rajasthan and people across the globe promoting the international medical tourism.”

### **VISION**

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

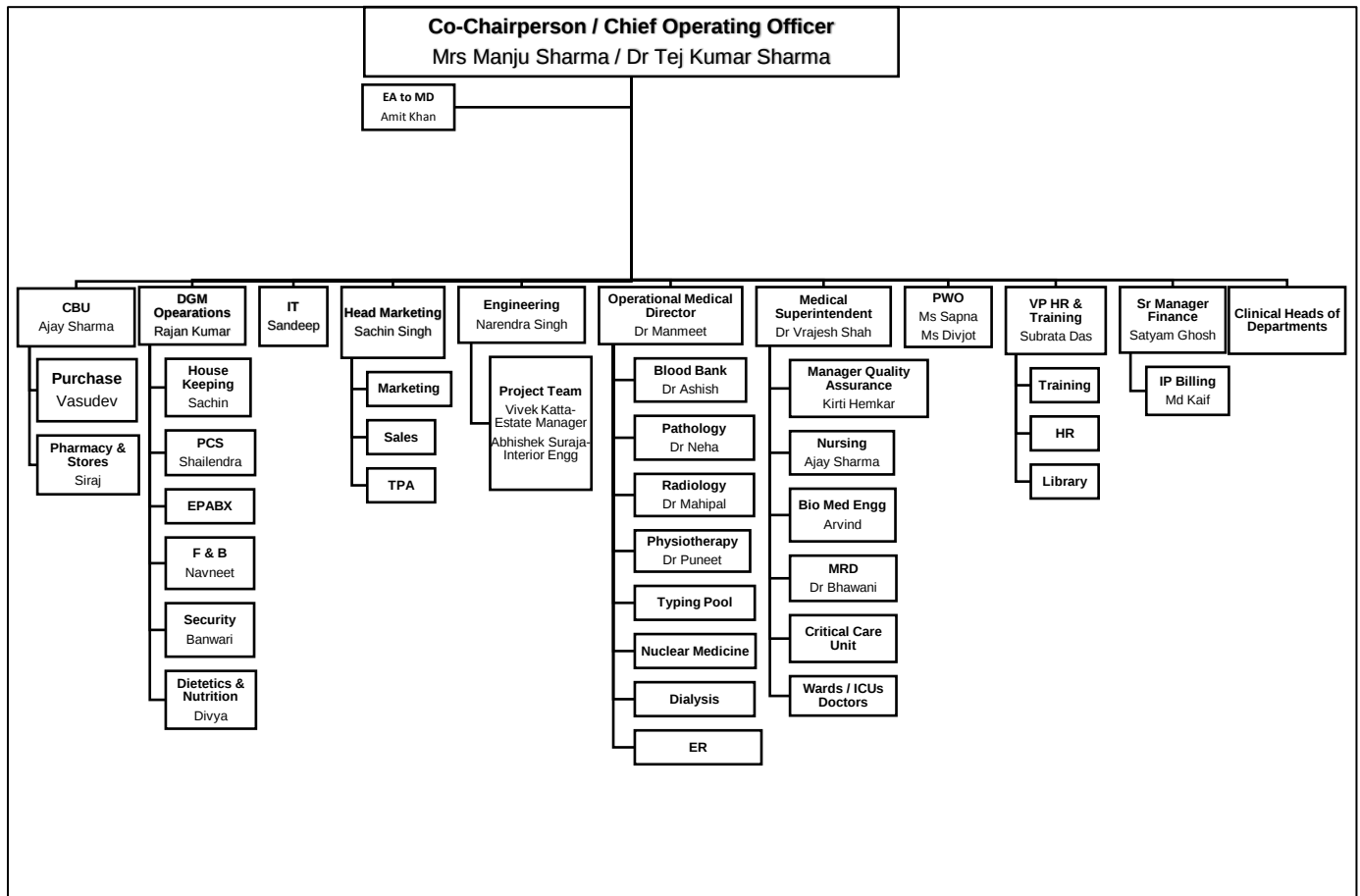
### **MISSION**

“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.”

### **HOSPITAL SPECILISATION**

- Interventional Cardiology
- Cardio Thoracic Vascular Surgery (CTVS)
- Neurosurgery
- Pediatric
- Critical Care
- Preventive Cardiology & Internal Medicine
- Endocrinology
- Neurology
- Nephrology
- Orthopedics
- Oncology
- Oncology Surgery
- Obs. &Gynecology
- Pulmonary & Sleep medicine
- Nuclear Medicine
- Anesthesia
- Radiology
- Dietetics
- Physiotherapy
- Pathology
- Blood Bank
- Dental

## EHCC – The Leadership Team



## A QUICK TOUR

- 225 Bedded Multi Specialty Hospital (Operational Beds – 130).
- Modular “Class 100” Operation Theatre.
- 24 x 7 hr. Cath Lab.
- 24 x 7 Emergency with fully equipped ALS/BLS Ambulances.
- Blood Storage Bank.
- Nuclear Medicine (Gamma Camera with Stress Thallium)
- Radio-Diagnosis & Imaging Sciences (MRI, CT Scan, CT Angiography, Bone Densitometry, X-Ray).
- Clinical Pathology – Bio Chemistry & Microbiology
- Pneumatic chute for quick sample transportation.
- Transfusion Medicine.
- Non-Invasive Cardiology (Echo, TMT etc.)
- Environment friendly: Use of Solar Energy, Green Building & Recycled Water.
- Café Lounge.
- Library
- Seminar Hall& Conference Room.

## **SALIENT FEATURES:**

- Largest Cardiologist Team in Private Sector in the State to perform Complex Cases.
- Contribution of 80 Critical Care Beds to the State – Rajasthan is having scarcity of critical care beds and people are dying without availability of critical care beds at the emergency and when it is required. EHCC is giving 80 critical care beds including Medical, Surgical, Cardiac Care, CT Recovery etc.
- Cath lab - EHCC consists of: 2 state-of-the-art Cath Labs that have the most advanced technology with bi-plane flat panel imaging that allows more images with less contrast dye usage and even magnetic catheterization. They have facility to show the live cases at auditorium for medical fraternity for study purposes.
- Treatment in Golden Hours - EHCC believes in Rapid Action and focused care to give best results for heart attack, brain attack and trauma because we believe that needle time is important.
- Modular/Laminar Flow “Class 100” Operation theatres with HEPA filter and zero infection level.
- Availability of Gama Imaging, Nuclear medicine for cardiac treatment.
- Pneumatic Chutes – first time introducing Pneumatic Chutes. It is a system placed at sample collection counter and nursing stations. It is a suction operated system and supports to send collected samples directly to laboratory. The system reduces man power, infection possibilities.
- Separate in and out system for sterile and non-sterile items is also an infection controlling measure.
- Steam disinfection system for infection free instruments.
- Minimum involvement of attendants and patients. Video briefing for attendant’s information and counselling.
- EHCC is establishing a Research Department to evaluate delayed recovery of admitted patients, patients in Critical Areas, infection cases after surgery etc. A team of senior doctors will audit the surgery and treatment results. Team of Mount Sinai Hospital, USA will be available for live Audio/Video advises.

Eternal Heart Care Centre & Research Institute being a truly International Standard hospital has procured the latest equipment and technology for better results and patient outcomes. EHCC has recently procured its 2<sup>nd</sup> Cath lab which is the latest one “Phillips FD20” which can perform a full spectrum of cardiac and vascular procedures. It combines together of a large field view and high resolution flat detector with an advanced diagnostics and 3D interventional tools – all perfectly integrated in the clinical workflow of a mixed lab.

- For vascular and PTCA procedures there are advanced interventional tools.
- Sharp visualization of small details and objects during cardiac and vascular interventions.
- Dose Wise offers low X-ray dose and excellent image quality as compared to conventional cath labs which is an advantage to both for a performing cardiologist and patient.
- Compact design provides full patient access and supports steep projections.

Other Equipment are as follows:

- 3-D Mapping system for EP Study
- Philips MP-20 patient meter
- Arjohuntleigh E-8000 fully automated patient beds

## **FACILITIES**

Total environmental control with proper treatment of ventilation and water, well prepared waiting space and well stocked pharmacy and facilities for communication and refreshment

enhances the patient satisfaction and comfort during a visit. “EHCC is supported by state-of-the art medical gas system, central sterile supply, laundry and full backup power generation.”

“Supporting recent modern healthcare, they adhere to stringent infection control, environment protection, biomedical waste disposal, sewage treatment and rain water harvesting. Currently the hospital is having 225 beds devoted for the patient comfort which includes ICU’s, Economy Wards, Semi-private Rooms, Private/Deluxe Rooms and Super-Deluxe/Suite Rooms.”

“Eternal Heart Care Centre & Research Institute, Jaipur continues creating a world class integrated health care delivery system, entailing finest medical skills combined with compassionate patient care.”

## **EMPLOYEES RIGHTS & RESPONSIBILITIES**

**Employee Rights.** Every Employee, during the course of his tenure with the Hospital, shall be privileged to the rights-

- To know the terms and conditions of his/her employment.
- To know his/her remunerations for the services rendered.
- To know his/her working hours.
- To know his/her hierarchy in the organisation.
- To see his/her health check report conducted by the hospital.
- To know about the nature of work he/she is expected to do and the environment he/she will be required to work.
- To know their leaves and holidays entitled to them.
- To know about the safety practices in the organisation.
- To know about the basic amenities provided at work place.
- To go to the various committees (Sexual harassment, Grievances, Ethics) of the hospital in case of any issue.

**Employee Responsibilities.** It shall be the endeavour of all employees of Eternal Hospital to contribute to the highest Standards of medical and service excellence. To do so every employee shall follow certain Code of Conduct during his commitment with the organisation.

- Should follow the rules and regulations of the organisation.
- Has to strictly follow the policies and act accordingly.
- Has to be in line with the laid down Code of Conduct of the organisation.
- Has to maintain discipline as per laid down policy of the organisation.
- Has to work under the guidance of his/her superior.
- Has to work in interest of the organisation.
- To see that any work/software/document/project developed for the organisation by the employee is the property of the organisation.
- To maintain the Quality standards laid down by the organisation.
- Should acquire job centric skills.

## **COMPLAINT & GRIEVANCE POLICY**

Eternal Hospital has established a formal complaint and grievance redressal policy and process for employees, permitting them to have their complaints and grievances heard at various

levels within Eternal Hospital. The policy provides employees a fair and efficient process to present and resolve complaints and grievances arising out of the employment relationship. This process is applicable to employee only on an individual basis.

## **PREVENTION OF SEXUAL HARASSMENT**

“Eternal Hospital has zero tolerance for sexual harassment. Every single employee working at Eternal Hospital is valued and the Hospital wishes to protect their dignity. A working environment is promoted in which persons of both sexes work to complement each other as equals in an environment that encourages harmony and productivity. Eternal Hospital has put in place a policy and process to address any cases of Sexual Harassment, in the interest of ensuring gender equality and the right to work with dignity.”

## **DISCIPLINARY ACTION**

**Purpose.** To maintain discipline in the organisation to follow the principles of natural justice.

**Process.** All disciplinary action(s) to be initiated by GM-HR. It is the responsibility of the concerned Administrative / Functional Head to ensure that the incident report must reach GM-HR within 24 hours from the date of incident. The gravity of the misconduct is to be judged by GM-HR in consultation with Ops Med. Director / Medical Superintendent / AMS and/or Chief Executive officer. GM-HR will investigate the matter in co-ordination with Administrative Head and functional Heads.

## **BENEFITS TO EMPLOYEES**

- **Medi-claim Policy.** The employees and their dependents are provided medi-claim in case of hospitalisation. Dependents are Spouse, children and its dependants only in case of hospitalisation.  
**Dependants:** Spouse, 2 children and parents. (Married female employees have an option for inclusion of parents or parent-in-laws)
- **Discount Policy.** All full time employees, retainers & consultants working in Hospital, including their immediate & extended family.

**NABH NORMS**  
**FOR HR DEPARTMENT**

| <b><u>NABH S. No</u></b> | <b><u>Code</u></b> | <b><u>Title</u></b>                                                                   | <b><u>Detail</u></b>                                                                                                                                                     | <b><u>Formula</u></b>                                                                                                                     |      | <b><u>Frequency</u></b>                                                                    | <b><u>Remarks</u></b>                                                                                                                                                |
|--------------------------|--------------------|---------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|------|--------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 55.                      | CQI 4e             | Employee Satisfaction Index                                                           | Employee Satisfaction Index is an index to measure satisfaction of employee in an organisation                                                                           | $\frac{\text{Average Score achieved}}{\text{Maximum possible score}}$                                                                     | X100 | Periodic                                                                                   | Refer to remarks for out-patient satisfaction index (serial no 49). The satisfaction shall be captured from all categories of staff and at least once in six months. |
| 56.                      | CQI 4e             | Employee attrition rate                                                               | "Attrition rate is the percentage of people leaving the organisation."                                                                                                   | $\frac{\text{Number of employee left during the month}}{\text{Number of employee at the beginning of month} + \text{Newly joined staff}}$ | X100 | Continuous                                                                                 |                                                                                                                                                                      |
| 57.                      | CQI 4e             | Employee absenteeism rate                                                             | "Absenteeism in employment law is the state of not being present that occurs when an employee is absent or not present at work during a normally scheduled work period." | $\frac{\text{Number of employees who are on unauthorised absence}}{\text{Number of employees}}$                                           | X100 | Continuous                                                                                 |                                                                                                                                                                      |
| 58.                      | CQI 4e             | Percentage of employees who are aware of rights, Responsibilities and welfare schemes | Employee awareness is the state or condition of being aware; Knowledge; consciousness about employee rights, responsibilities and welfare schemes.                       | $\frac{\text{Number of employees who are aware of rights, responsibilities and welfare schemes}}{\text{Number of employees interviewed}}$ | X100 | Periodic monitoring AND audits should be quarterly (Refer to sample size table / annexure) |                                                                                                                                                                      |

## **RESEARCH DESIGN**

### **Introduction**

The aim of the study is to learn about the satisfaction level of employees at EHCC Hospital, Jawahar Circle Jaipur from 03 April 2017 to 03 Jun 2017.

### **Objective**

The objective of the study is to learn about the level of satisfaction among the employees of EHCC Hospital, Jaipur.

### **Scope of the Study**

“The development of any of organisation mainly depends on the satisfaction level of its employees. The Hospital can analyse the level of employee satisfaction in their organisation and can then improve upon the shortcomings, if any, to obtain maximum output from a satisfied employee, reduce the turnover and maximise committed employees. “

The study provided an opportunity to relate theoretical concepts learnt during the lectures to the actual scenario in a live organisation. The study also gave an insight that the Healthcare Industry is unique, and the motivation theories are required to be modified to suit this industry.

“Job satisfaction is a key issue for an employee to enable him to provide services to the best of his capabilities. In order to have high employee satisfaction the organisations provide several facilities to their employees which include better working conditions, state of the art technology, clean and hygienic working environment, autonomy, prompt grievance redressal system and likewise.”

## **RESEARCH METHODOLOGY**

### **Source of Information**

The employees of EHCC Hospital were the source of information. Primary data was collected from the them in form of a questionnaire.

### **Questionnaire Method**

A set of printed questionnaires in English was given to each respondent personally. The questions asked were explained to the respondent in the language he/she understood. The respondent were then asked to answer the questions without being aided.

### **Sampling Method**

Convenient sampling method was used for sampling. The sample size was based on NABH guidelines. A total of 278 employees on were asked to respond to the questionnaire as under.

|             |     |
|-------------|-----|
| Staff       | 68  |
| Paramedical | 37  |
| Nurses      | 125 |
| Doctors     | 48  |
| Total       | 278 |

## **Limitation of Study**

Some of the limitations of the study were as follows: -

- A few respondents have responded as a routine to the questionnaire.
- A few Employees were apprehensive to respond to the questionnaire.
- The attitude and opinion of the employee is subject to change due to external factors, hence, the satisfaction level of employees may change in future. Hence relevance of the study is in present environment.

## **Review of Literature**

“Employee’s satisfaction is simply how people feel about their jobs and different aspects of their jobs. “Job satisfaction is a multi-dimensional concept which measures a worker’s positive emotions / attitude towards his/her job (Locke, 1976)”.

“Maslow’s theory (1954) asserts that job satisfaction is experienced when the job fulfils man’s basic needs, which are divided into two categories: Deficiency needs and Growth needs. Deficiency needs consist of physical needs, safety and belonging while growth needs consist of self-esteem and self-actualisation. These needs are fulfilled in a hierarchical order so that the basic physical, safety and belonging needs are fulfilled first; esteem and self-actualisation needs are fulfilled thereafter.”

“According to Herzberg (2003) job satisfaction can be achieved by using two factors theory: “Motivation” and “Hygiene”. Hygiene issues can minimise job dissatisfaction but does not result in job satisfaction. Hygiene factors include Hospital policies, supervision, salary, interpersonal relations and working conditions. They are variables related to the worker’s environment. On the other hand, motivation factors are intrinsic to the job and job content have the power to increase the job satisfaction. The motivation factors are achievement, recognition, the work itself, responsibility and career advancement.”

“Locke (1976) defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences. Job satisfaction is attained when one’s values are compatible with one’s needs.”

“Job satisfaction is of concern to both ie employees and the researcher. It is the variable which is studied the most in organisational behaviour research. It is also a fundamental variable for research in job design and supervision (Hong et al 2005). Employee’s satisfaction is also a key component for study of organisational performance (Willem et al 2007). How employee feel and perceive about their job, what are their experience on the job, do they feel positive about their job are all related to job satisfaction (Kim et al 2005, Willem et al 2007). An employee is satisfied with his current job if his needs and wants are satisfied (Finn 2001).”

## **ANALYSIS AND INTERPRETATION**

“Employee’s satisfaction is one of the Key Result Area of the Management. In healthcare industry the importance of a satisfied employee is of paramount importance as it is directly related to superior patient care, higher patient satisfaction, committed and loyal employees and High Quality of Medical Services. The study of employee’s satisfaction provides input to the Hospital Management to maintain a Higher Quality Standard and increase productivity. The study reveals the level of satisfaction in employees of EHCC Hospital, Jaipur and the areas of potential dissatisfaction requiring remedial measures by the management.”

At EHCC Hospital the main criteria for measuring employee’s satisfaction are: -

- **Organisational Commitment**

Organisational commitment can be stated as affiliation of employees towards the Hospital and complete involvement in it. It gives an insight of the management of Hospital that whether the employees are happy with the work they perform at the Hospital, are they recommending their friends and acquaintances to join as employees, are they realising that EHCC Hospital is a great place to work and are they given recognition and appreciation for their work at the Hospital.

- **Job Description and Design**

If an employee has understood the Job description and design well, he is able to perform well as he knows what is expected of him and in turn he will be more satisfied. This analysis enables the Management to define and design the Job clearly and provide the input to the supervisors to adjust the responsibilities of employees according to their individual capacity.

- **Team Work**

Human being is a social animal and require recognition and acceptance from the colleagues, peers and superiors. Working in a well-knit team provides an opportunity to the employee to be recognised and accepted. Within a team the employee feels free to participate in decision making and express ideas. Team building is therefore given due importance in a well-managed organisation. The importance of team work in healthcare industry is of paramount importance to provide quality healthcare to the patients. If the employee feels part of the team, knows his part of the job, is able to communicate freely and is recognised well, his satisfaction level will increase. This analysis helps the management to know whether EHCC Hospital promotes a culture of team work and whether the employees feel part of the EHCC Team.

- **Participative Decision Making**

When employees participate in the decision-making process their self-esteem gets satiated. Their understanding and perception of colleagues, peers and superiors increases. It enhances their experience and understanding of the organisational goals. This analysis is expected to bring out if the employee is involved in important decision making that affects them or their work at EHCC Hospital. If the supervisor of the employee is listening and considering their opinion in decision that matters them, then the employee satisfaction is likely to increase.

- **Staff Development**

There is a continuous need for enhancement of skills of employees and their integration within the organisation. Opportunity to grow and obtain more skills is required by the employees. The management is required to provide ample opportunities to employees for professional development.

- **Training**

Continuous training helps an employee to be more assured and confident of meeting the expectations of the job. A well-trained employee has higher morale as he is able to contribute towards organisational goals. This analysis is expected to reveal if the EHCC Hospital is investing in employees training and skill development, and if the employees feel that the training provided to them is relevant to their work.

- **Performance**

There is a need to establish reward and recognition criteria based on employee performance. A high performing employee cannot be equated to a low performing employee, else it will bring dissatisfaction among the employees. In order to encourage the employees to work to the best of their abilities their salary and increments should be based on performance and non-performing employees should be held accountable judiciously.

- **Performance Appraisal System**

Organisations need to have an “open appraisal system to provide feedback and opportunities for open discussion with employees on their performance as they have immense potential to grow and develop.” “Open appraisal system can create a healthy working climate and employee satisfaction. This analysis helps the management to know if the supervisor is giving constructive feedback and appraisal is judiciously being practiced in the organisation.”

- **Patient Care**

By this analysis the management can understand if employees are receiving the support they need to provide excellent patient care.

- **Remuneration**

The financial remuneration or Pay is important, but the perception of employee about the pay is more important. An employee with positive mind-set will be more satisfied with the pay as compared to an employee with negative mind-set. This analysis is included to learn if the employees feel satisfied with their remunerations in view of their work or Job Description.

- **Welfare Facilities**

All those activities of management which are provided to the employees in addition to the wages and salaries are clubbed under this head. Basic aim of welfare facilities is to provide a secure environment, make him more comfortable and thereby help him perform to the best of his capabilities. Provision of canteens for hygienic food, medical facilities to self and dependents, ESIC enrolment, clean and relaxed working environment etc are a few welfare activities. This analysis provides information to the management whether the investment in welfare activities is reaping the desired results or not.

- **Grievance Handling**

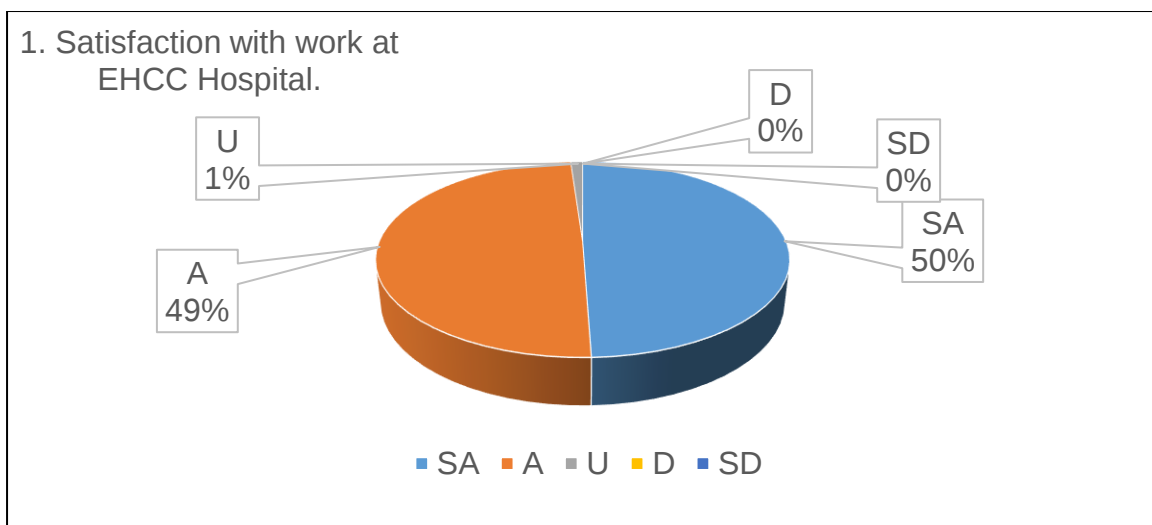
A well established and good grievance handling procedure enables management to detect and handle the problem at the earliest. This enhances the employee’s satisfaction and enables the HR Department to provide counselling when needed.

## THE ANALYSIS

1. **Employee satisfaction.** The response shows how the employees feel about their work at EHCC Hospital. Higher percentage of “SA” and “A” reveals that the employees are extremely satisfied with their work at EHCC Hospital.

| Option chosen         | No of Respondents | Percentage |
|-----------------------|-------------------|------------|
| Strongly Agree        | 133               | 49.44%     |
| Agree                 | 133               | 49.44%     |
| Undecided / Can't Say | 3                 | 01.11%     |
| Disagree              | 0                 | 0%         |
| Strongly Disagree     | 0                 | 0%         |
| <b>Total</b>          | <b>269</b>        |            |

**Table 4.1: Table depicts respondent's opinion about satisfaction with their work.**



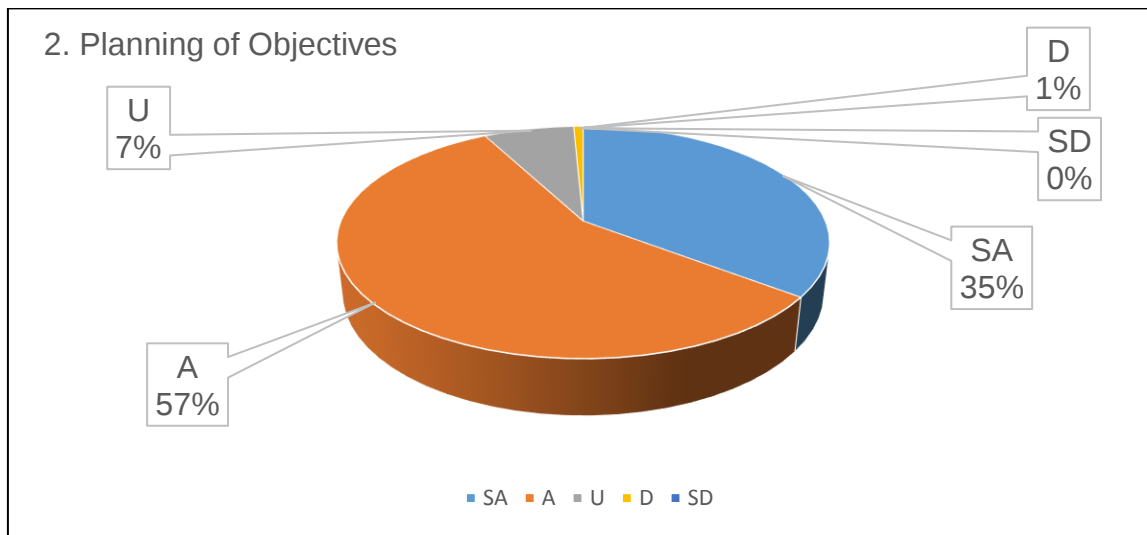
**Chart 4.1: Chart depicts respondent's opinion about satisfaction with their work.**

**Interpretation.** The above Table and Chart indicate that almost all employees are satisfied with their work at EHCC Hospital. 49.44% of respondents have responded as Strongly Agree and 49.44% as Agree.

2. **Planning of Objectives at EHCC Hospital.** The response shows how the employees feel about planning of work at EHCC Hospital. Higher percentage of “SA” and “A” reveals that the employees are extremely satisfied with the planning of work at EHCC Hospital.

| Option chosen         | No of Respondents | Percentage |
|-----------------------|-------------------|------------|
| Strongly Agree        | 95                | 35.31%     |
| Agree                 | 153               | 56.87%     |
| Undecided / Can't Say | 19                | 07.06%     |
| Disagree              | 2                 | 0.07%      |
| Strongly Disagree     | 0                 | 0%         |
| <b>Total</b>          | <b>269</b>        |            |

**Table 4.2: Table depicts respondent's opinion about planning of their objectives.**



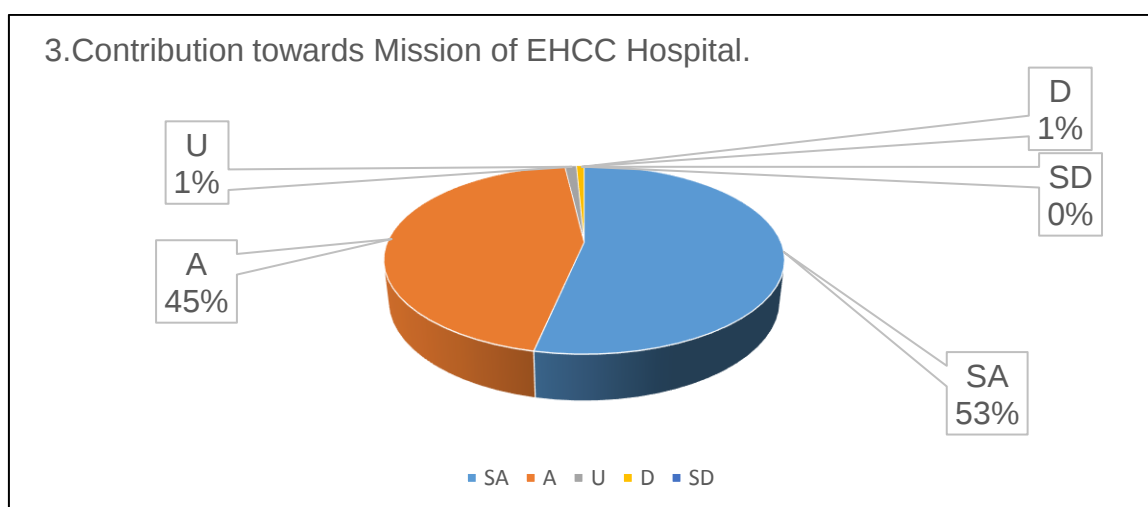
**Chart 4.2: Chart depicts respondent's opinion about planning of their objectives.**

**Interpretation.** The above Table and Chart indicate that majority of employees are satisfied with the planning of the objectives at EHCC Hospital. 35.31% of respondents have responded as Strongly Agree and 56.87% as Agree. This indicates higher employee satisfaction.

3. **Contribution towards Mission of EHCC Hospital.** The response shows how the employees feel about their contribution towards mission of EHCC Hospital. Higher percentage of "SA" and "A" reveals that the employees feel that they contribute towards mission of Hospital.

| Option chosen         | No of Respondents | Percentage |
|-----------------------|-------------------|------------|
| Strongly Agree        | 143               | 53.16%     |
| Agree                 | 120               | 44.61%     |
| Undecided / Can't Say | 3                 | 01.11%     |
| Disagree              | 3                 | 01.11%     |
| Strongly Disagree     | 0                 | 0%         |
| <b>Total</b>          | <b>269</b>        |            |

**Table 4.3: Table depicts respondent's opinion about their Contribution towards Mission of EHCC Hospital.**



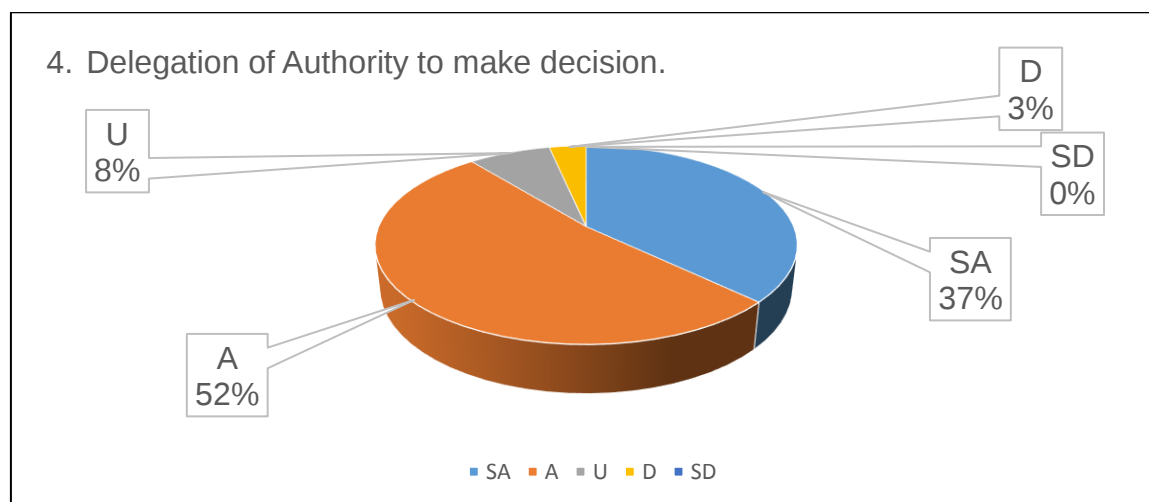
**Chart 4.3: Chart depicts respondent's opinion about their Contribution towards Mission of EHCC Hospital.**

**Interpretation.** The above Table and Chart indicate that majority of employees feel part of the Hospital and contribute well to the mission of EHCC Hospital. 53.16% of respondents have responded as Strongly Agree and 44.61% as Agree. This indicates higher employee satisfaction.

4. **Delegation of Authority to make Decision.** The response shows how the employees feel about delegation of Authority to make decision. Higher percentage of "SA" and "A" reveals that the employees feel that they are delegated of Authority to make decision.

| Option chosen         | No of Respondents | Percentage |
|-----------------------|-------------------|------------|
| Strongly Agree        | 99                | 36.80%     |
| Agree                 | 139               | 51.67%     |
| Undecided / Can't Say | 20                | 07.43%     |
| Disagree              | 9                 | 03.35%     |
| Strongly Disagree     | 2                 | 0.74%      |
| <b>Total</b>          | <b>269</b>        |            |

**Table 4.4: Table depicts respondent's opinion about delegation of Authority.**



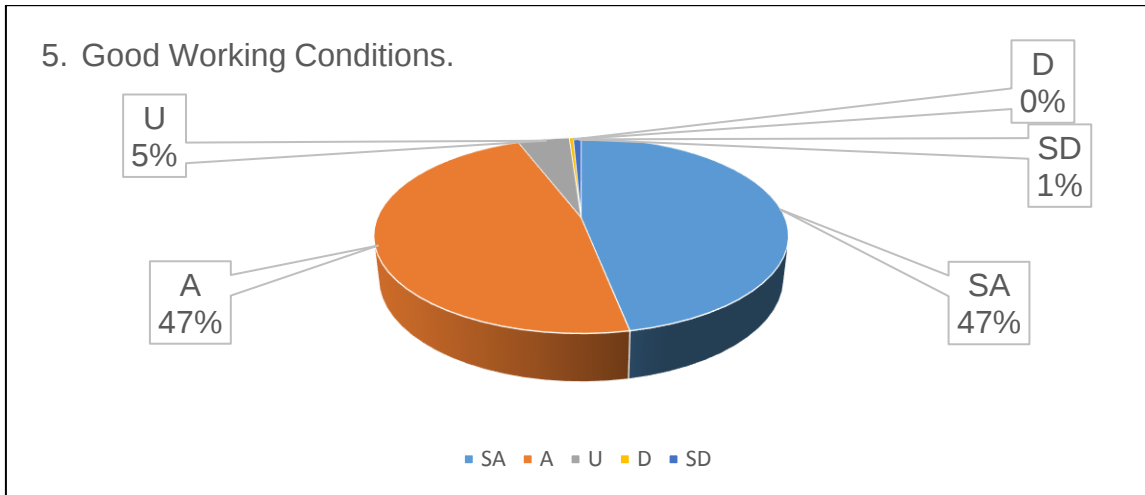
**Chart 4.4: Chart depicts respondent's opinion about delegation of Authority.**

**Interpretation.** The above Table and Chart indicate that majority of employees feel that they are delegated Authority to make decision. 36.80% of respondents have responded as Strongly Agree and 51.67% as Agree. This indicates higher employee satisfaction.

5. **Good Working Conditions.** The response shows how the employees feel about the working conditions. Higher percentage of "SA" and "A" reveals that the employees feel that their working conditions are good for performance of their job.

| Option chosen         | No of Respondents | Percentage |
|-----------------------|-------------------|------------|
| Strongly Agree        | 127               | 47.21%     |
| Agree                 | 128               | 47.58%     |
| Undecided / Can't Say | 13                | 04.83%     |
| Disagree              | 1                 | 0.37%      |
| Strongly Disagree     | 0                 | 0%         |
| <b>Total</b>          | <b>269</b>        |            |

**Table 4.5: Table depicts respondent's opinion about working conditions.**



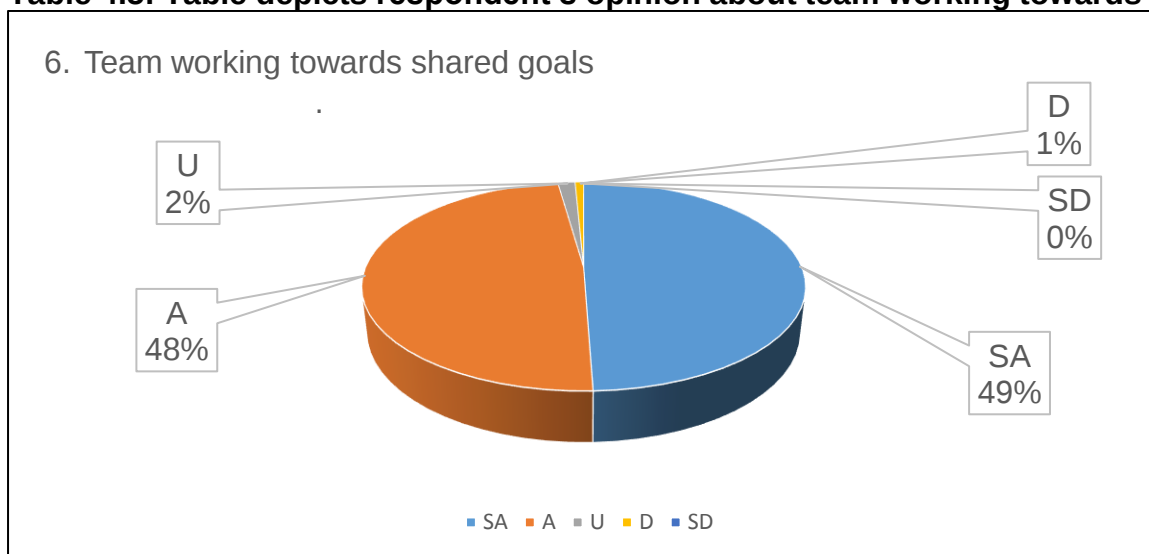
**Chart 4.5: Chart depicts respondent's opinion about working conditions.**

**Interpretation.** The above Table and Chart indicate that majority of employees feel that their working conditions are good for performance of their job. 47.21% of respondents have responded as Strongly Agree and 47.58% as Agree. This indicates higher employee satisfaction.

6. **Team Working Towards Shared Goals.** The response shows how the employees feel about the team building at EHCC Hospital. Higher percentage of "SA" and "A" reveals that the employees feel that they feel part of team working towards shared goals.

| Option chosen         | No of Respondents | Percentage |
|-----------------------|-------------------|------------|
| Strongly Agree        | 132               | 49.07%     |
| Agree                 | 129               | 47.95%     |
| Undecided / Can't Say | 4                 | 01.49%     |
| Disagree              | 2                 | 0.74%      |
| Strongly Disagree     | 1                 | 0.37%      |
| <b>Total</b>          | <b>269</b>        |            |

**Table 4.5: Table depicts respondent's opinion about team working towards shared goals.**



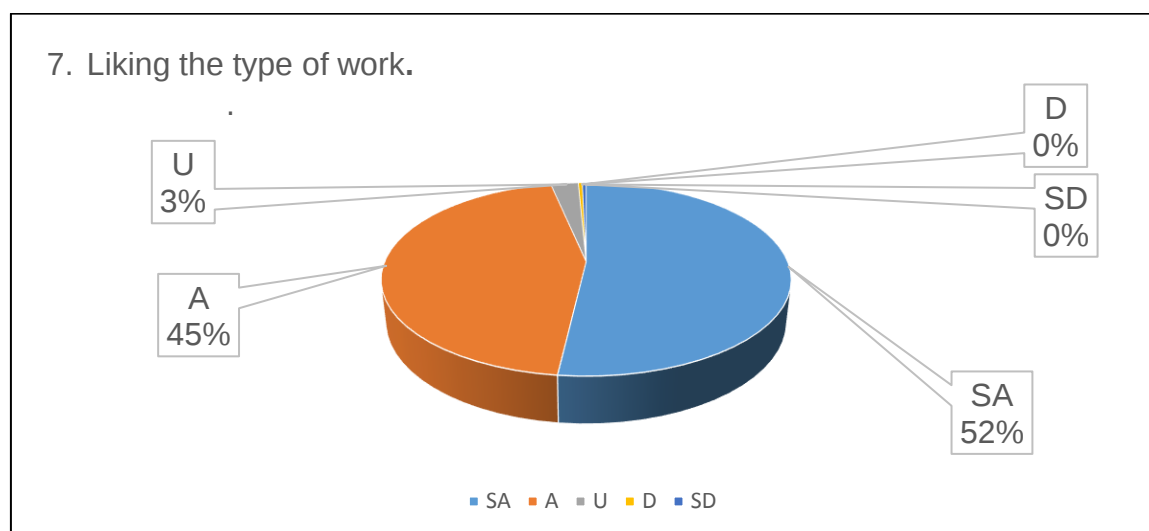
**Chart 4.5: Chart depicts respondent's opinion about team working towards shared goals.**

**Interpretation.** The above Table and Chart indicate that majority of employees feel part of the team working towards shared goals. 49.07% of respondents have responded as Strongly Agree and 47.95% as Agree. This indicates higher employee satisfaction.

7. **Liking the type of work.** The response shows how the employees feel about liking the type of work at EHCC Hospital. Higher percentage of “SA” and “A” reveals that the employees feel that they are liking the type of work they are doing at Hospital.

| Option chosen         | No of Respondents | Percentage |
|-----------------------|-------------------|------------|
| Strongly Agree        | 140               | 52.04%     |
| Agree                 | 121               | 44.98%     |
| Undecided / Can't Say | 7                 | 02.60%     |
| Disagree              | 1                 | 0.37%      |
| Strongly Disagree     | 0                 | 0 %        |
| <b>Total</b>          | <b>269</b>        |            |

**Table 4.7: Table depicts respondent's opinion about liking the type of work.**



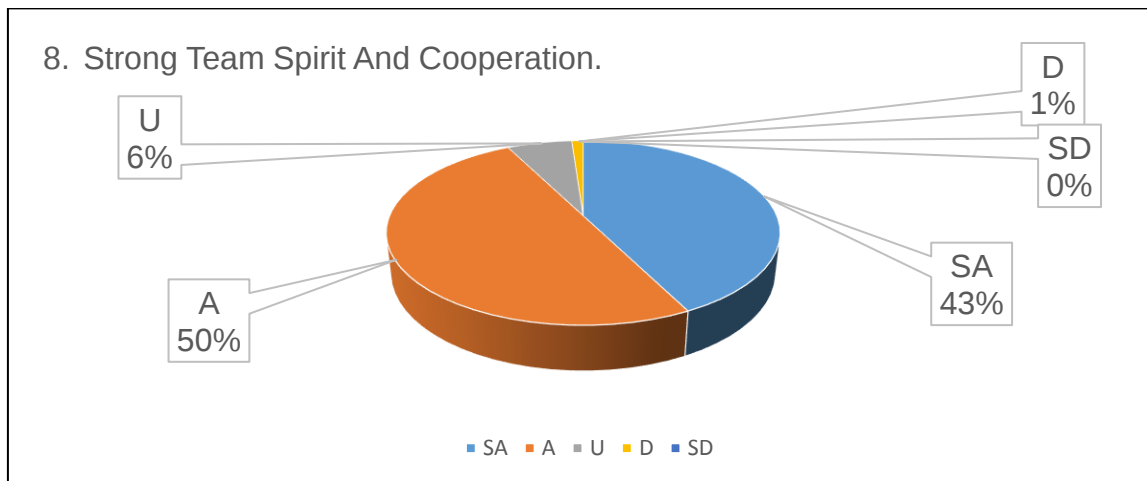
**Chart 4.7: Chart depicts respondent's opinion about liking the type of work.**

**Interpretation.** The above Table and Chart indicate that majority of employees feel part of the team working towards shared goals. 52.04% of respondents have responded as Strongly Agree and 44.98% as Agree. This indicates higher employee satisfaction.

8. **Strong Team Spirit and Cooperation.** The response shows how the employees feel about team spirit and cooperation at EHCC Hospital. Higher percentage of “SA” and “A” reveals that the employees feel that there is strong team spirit and cooperation among employees.

| Option chosen         | No of Respondents | Percentage |
|-----------------------|-------------------|------------|
| Strongly Agree        | 114               | 42.38%     |
| Agree                 | 134               | 49.81%     |
| Undecided / Can't Say | 17                | 06.32%     |
| Disagree              | 3                 | 01.11%     |
| Strongly Disagree     | 1                 | 0.37 %     |
| <b>Total</b>          | <b>269</b>        |            |

**Table 4.8: Table depicts respondent's opinion about strong team spirit and cooperation.**



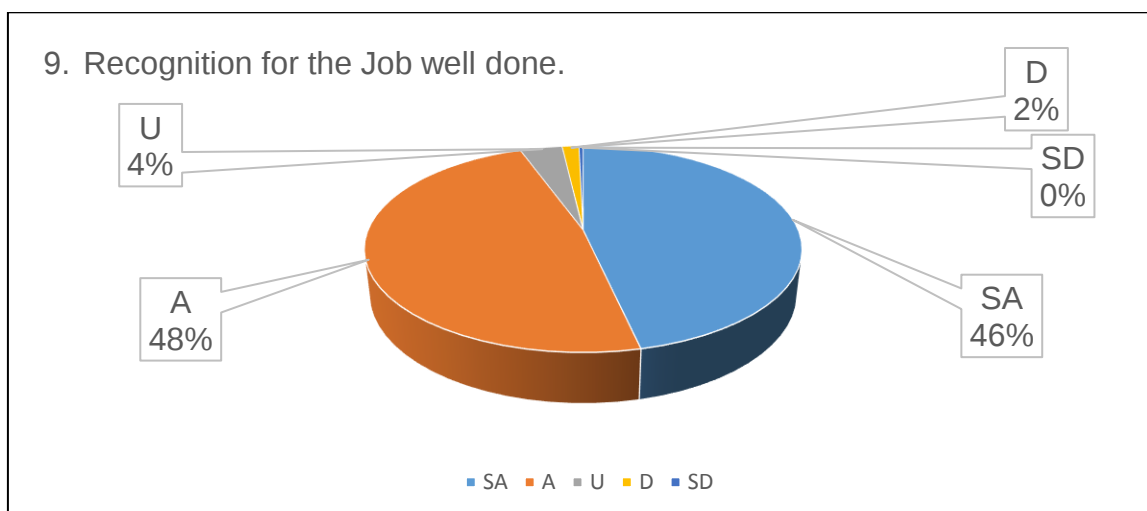
**Chart 4.8: Chart depicts respondent's opinion about strong team spirit and cooperation.**

**Interpretation.** The above Table and Chart indicate that majority of employees feel strong team spirit and cooperation among the employees. 42.38% of respondents have responded as Strongly Agree and 49.81% as Agree. This indicates higher employee satisfaction.

9. **Recognition for Job well done.** The response shows how the employees feel about being recognised for their job. Higher percentage of "SA" and "A" reveals that the employees feel that are accorded recognition for the job well done at EHCC Hospital.

| Option chosen         | No of Respondents | Percentage |
|-----------------------|-------------------|------------|
| Strongly Agree        | 125               | 46.47%     |
| Agree                 | 129               | 47.95%     |
| Undecided / Can't Say | 10                | 03.71%     |
| Disagree              | 4                 | 01.49%     |
| Strongly Disagree     | 1                 | 0.37 %     |
| <b>Total</b>          | <b>269</b>        |            |

**Table 4.9: Table depicts respondent's opinion about recognition for the job well done.**



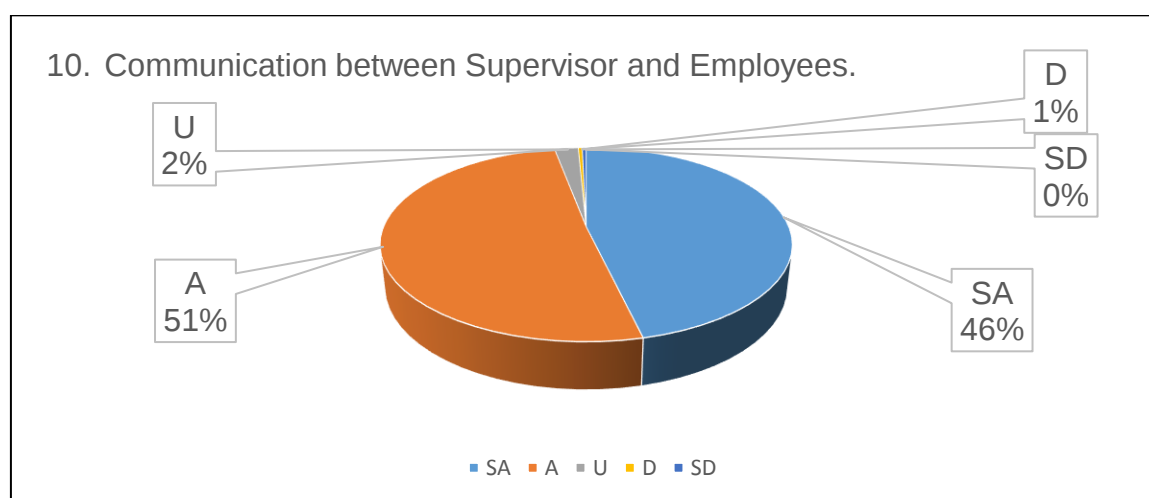
**Chart 4.9: Chart depicts respondent's opinion about recognition for the job well done.**

**Interpretation.** The above Table and Chart indicate that majority of employees feel they are accorded recognition for the job well done at EHCC Hospital. 46.47% of respondents have responded as Strongly Agree and 47.95% as Agree. This indicates higher employee satisfaction.

**10. Communication between Supervisor and Employee.** The response shows how the employees feel about the communication between Supervisor and employee. Higher percentage of “SA” and “A” reveals that there is good communication between Supervisor and employees.

| Option chosen         | No of Respondents | Percentage |
|-----------------------|-------------------|------------|
| Strongly Agree        | 125               | 46.47%     |
| Agree                 | 137               | 50.92%     |
| Undecided / Can't Say | 6                 | 02.23%     |
| Disagree              | 1                 | 0.37%      |
| Strongly Disagree     | 0                 | 0 %        |
| <b>Total</b>          | <b>269</b>        |            |

**Table 4.10: Table depicts respondent's opinion about communication between Supervisor and employee.**



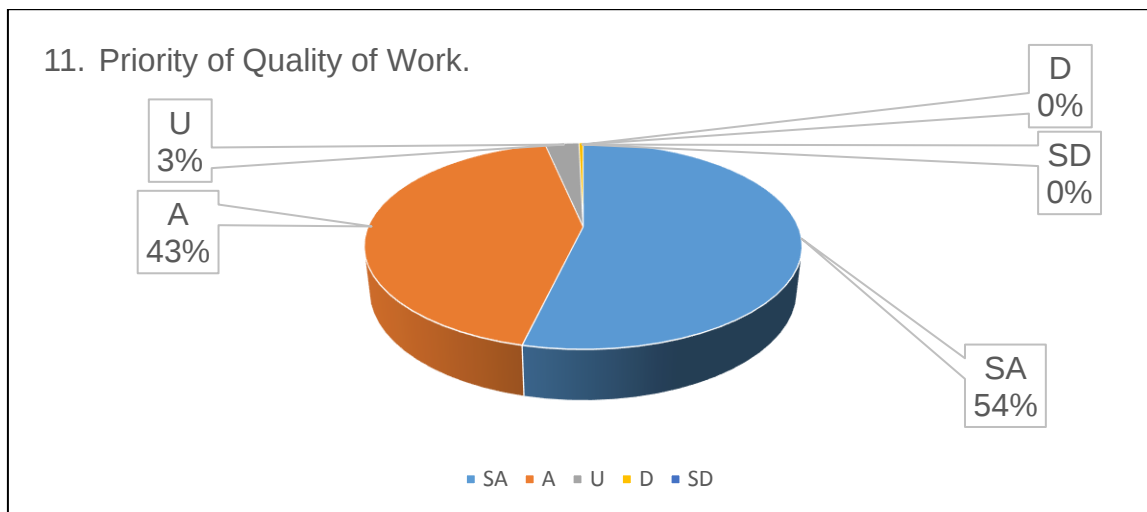
**Chart 4.10: Chart depicts respondent's opinion about communication between Supervisor and employee.**

**Interpretation.** The above Table and Chart indicate that majority of employees feel that there is good communication between Supervisor and employees at EHCC Hospital. 46.47% of respondents have responded as Strongly Agree and 50.92% as Agree. This indicates higher employee satisfaction.

**11. Priority of Quality of work.** The response shows how the employees feel about the priority of Quality of work at EHCC Hospital. Higher percentage of “SA” and “A” reveals that top priority is given to Quality of work at EHCC Hospital.

| Option chosen         | No of Respondents | Percentage |
|-----------------------|-------------------|------------|
| Strongly Agree        | 144               | 53.53%     |
| Agree                 | 115               | 42.75%     |
| Undecided / Can't Say | 8                 | 02.97%     |
| Disagree              | 1                 | 0.37%      |
| Strongly Disagree     | 1                 | 0.37 %     |
| <b>Total</b>          | <b>269</b>        |            |

**Table 4.11: Table depicts respondents opinion about Quality of work at EHCC Hospital.**



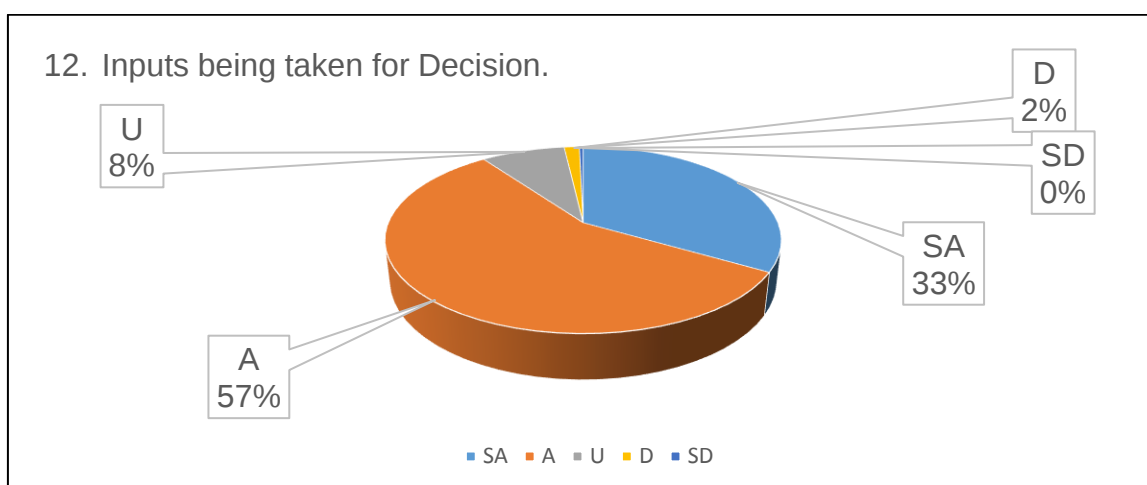
**Chart 4.11: Chart depicts respondent's opinion about Quality of work at EHCC Hospital.**

**Interpretation.** The above Table and Chart indicate that majority of employees feel that top priority is given to Quality of work at EHCC Hospital. 53.53% of respondents have responded as Strongly Agree and 42.75% as Agree. This indicates higher employee satisfaction.

**12. Inputs being taken for Decision.** The response shows how the employees feel about the inputs being taken by the supervisor to make decision concerning them at EHCC Hospital. Higher percentage of "SA" and "A" reveals that the supervisor takes inputs from the employees before making decisions at EHCC Hospital.

| Option chosen         | No of Respondents | Percentage |
|-----------------------|-------------------|------------|
| Strongly Agree        | 90                | 33.45%     |
| Agree                 | 153               | 56.88%     |
| Undecided / Can't Say | 22                | 08.18%     |
| Disagree              | 4                 | 01.49%     |
| Strongly Disagree     | 0                 | 0 %        |
| <b>Total</b>          | <b>269</b>        |            |

**Table 4.12: Table depicts respondent's opinion about Inputs being taken for Decision.**



**Chart 4.12: Chart depicts respondent's opinion about Inputs being taken for Decision.**

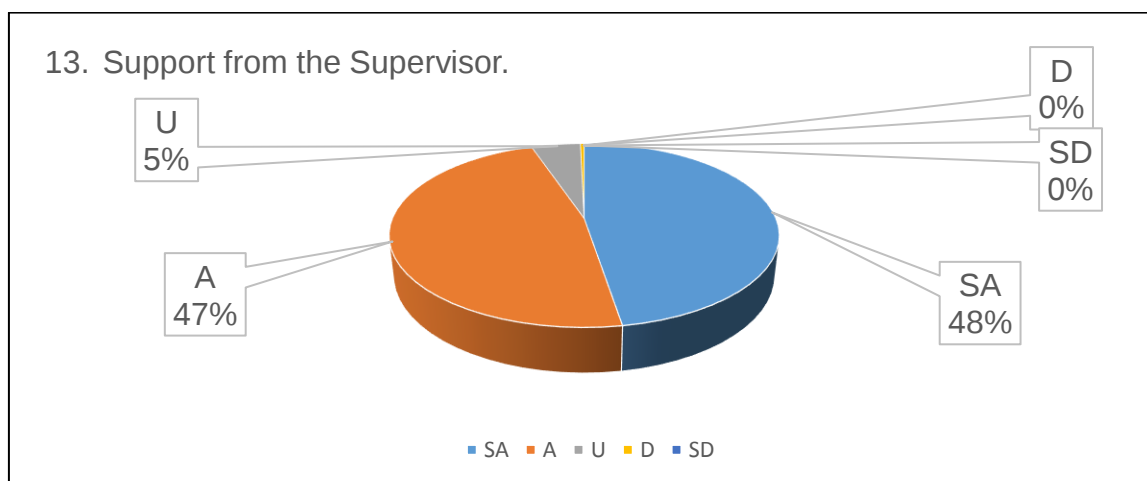
**Interpretation.** The above Table and Chart indicate that majority of employees feel that the supervisor takes inputs from the employees before making decisions at EHCC Hospital. 33.45%

of respondents have responded as Strongly Agree and 56.88% as Agree. This indicates higher employee satisfaction.

- 13. Support from the Supervisor.** The response shows how the employees feel about the support being provided by the supervisor to perform the job well. Higher percentage of “SA” and “A” reveals that the supervisor is providing adequate support to the employees to enable them to perform their assigned job well.

| Option chosen         | No of Respondents | Percentage |
|-----------------------|-------------------|------------|
| Strongly Agree        | 127               | 47.21%     |
| Agree                 | 127               | 47.21%     |
| Undecided / Can't Say | 13                | 04.83%     |
| Disagree              | 1                 | 0.37%      |
| Strongly Disagree     | 1                 | 0.37 %     |
| <b>Total</b>          | <b>269</b>        |            |

**Table 4.13: Table depicts respondents’ opinion about Support from the Supervisor.**



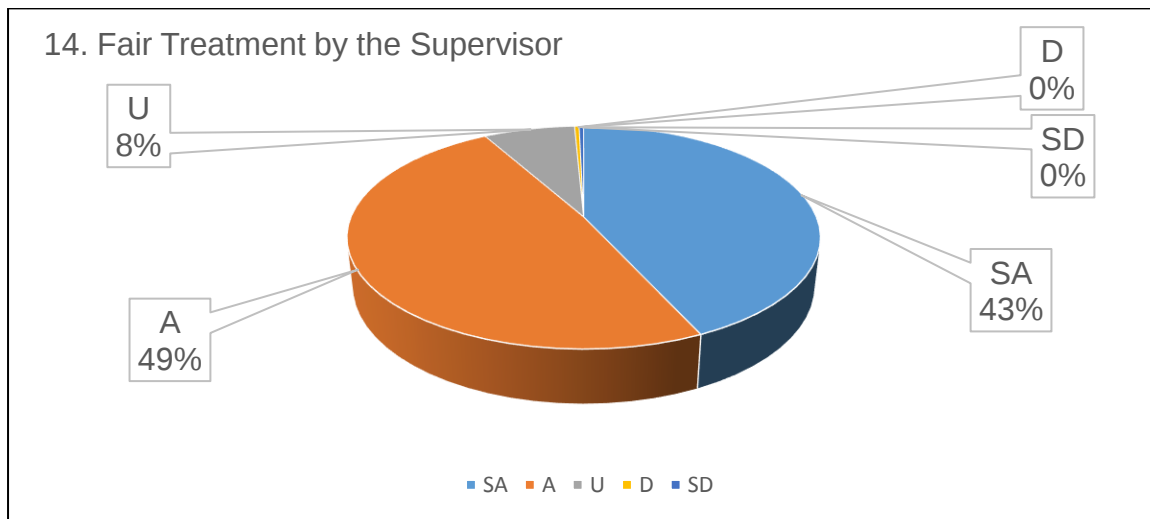
**Chart 4.13: Chart depicts respondent’s opinion about Support from the Supervisor.**

**Interpretation.** The above Table and Chart indicate that majority of employees feel that the supervisor is providing adequate support to the employees to enable them to perform their assigned job well. 47.21% of respondents have responded as Strongly Agree and 47.21% as Agree. This indicates higher employee satisfaction.

- 14. Fair treatment by the Supervisor.** The response shows how the employees feel about being treated by the supervisor. Higher percentage of “SA” and “A” reveals that the employees are being treated fairly by the supervisor.

| Option chosen         | No of Respondents | Percentage |
|-----------------------|-------------------|------------|
| Strongly Agree        | 116               | 43.12%     |
| Agree                 | 131               | 48.69%     |
| Undecided / Can't Say | 20                | 07.43%     |
| Disagree              | 1                 | 0.37%      |
| Strongly Disagree     | 1                 | 0.37 %     |
| <b>Total</b>          | <b>269</b>        |            |

**Table 4.14: Table depicts respondent’s opinion about Fair treatment by the Supervisor.**



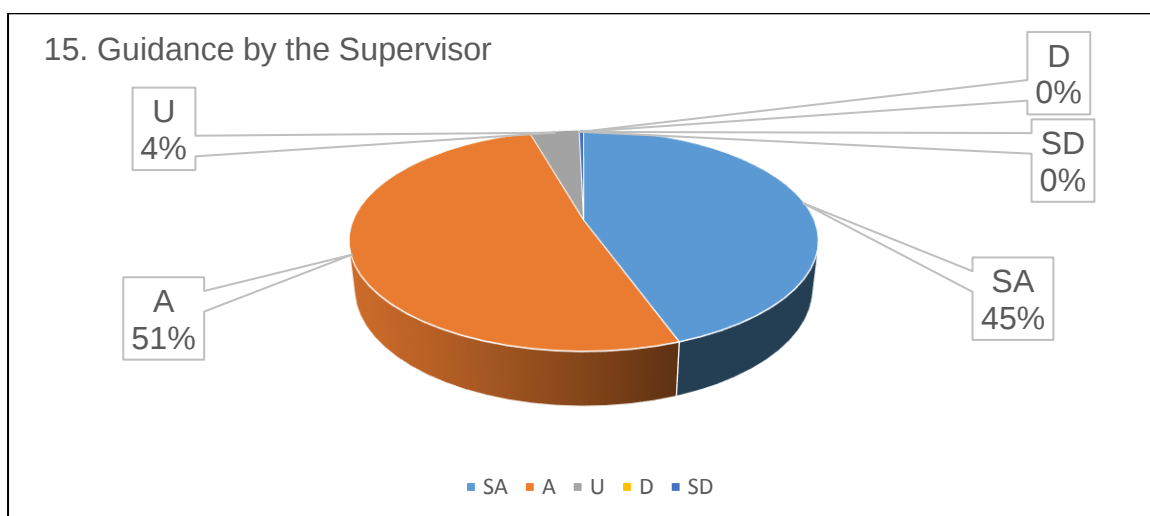
**Chart 4.14:** Chart depicts respondent's opinion about Fair treatment by the Supervisor.

**Interpretation.** The above Table and Chart indicate that majority of employees feel that the employees are being treated fairly by the supervisor. 43.12% of respondents have responded as Strongly Agree and 48.69% as Agree. This indicates higher employee satisfaction.

**15. Guidance by the Supervisor.** The response shows how the employees feel about guidance being provided by the supervisor. Higher percentage of "SA" and "A" reveals that the employees are being provided guidance by the supervisor.

| Option chosen         | No of Respondents | Percentage |
|-----------------------|-------------------|------------|
| Strongly Agree        | 120               | 44.60%     |
| Agree                 | 138               | 51.30%     |
| Undecided / Can't Say | 11                | 04.08%     |
| Disagree              | 0                 | 0%         |
| Strongly Disagree     | 0                 | 0 %        |
| <b>Total</b>          | <b>269</b>        |            |

**Table 4.15:** Table depicts respondent's opinion about Fair treatment by the Supervisor.



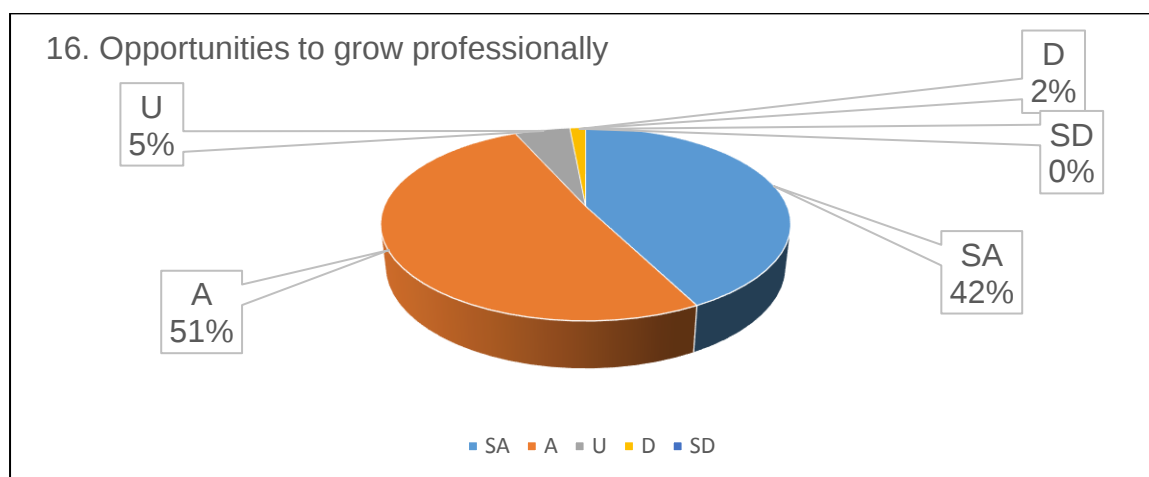
**Chart 4.15:** Chart depicts respondent's opinion about Fair treatment by the Supervisor.

**Interpretation.** The above Table and Chart indicate that majority of employees feel that the employees are being provided guidance by the supervisor. 44.60% of respondents have responded as Strongly Agree and 51.30% as Agree. This indicates higher employee satisfaction.

- 16. Opportunity to Grow Professionally.** The response shows how the employees feel about opportunities to learn and grow professionally at EHCC Hospital. Higher percentage of “SA” and “A” reveals that adequate opportunities are provided at the Hospital for the employees to learn and grow professionally.

| Option chosen         | No of Respondents | Percentage |
|-----------------------|-------------------|------------|
| Strongly Agree        | 114               | 42.38%     |
| Agree                 | 137               | 50.93%     |
| Undecided / Can't Say | 14                | 05.20%     |
| Disagree              | 4                 | 01.49%     |
| Strongly Disagree     | 0                 | 0 %        |
| <b>Total</b>          | <b>269</b>        |            |

**Table 4.16: Table depicts respondents’ opinion about opportunity to grow professionally.**



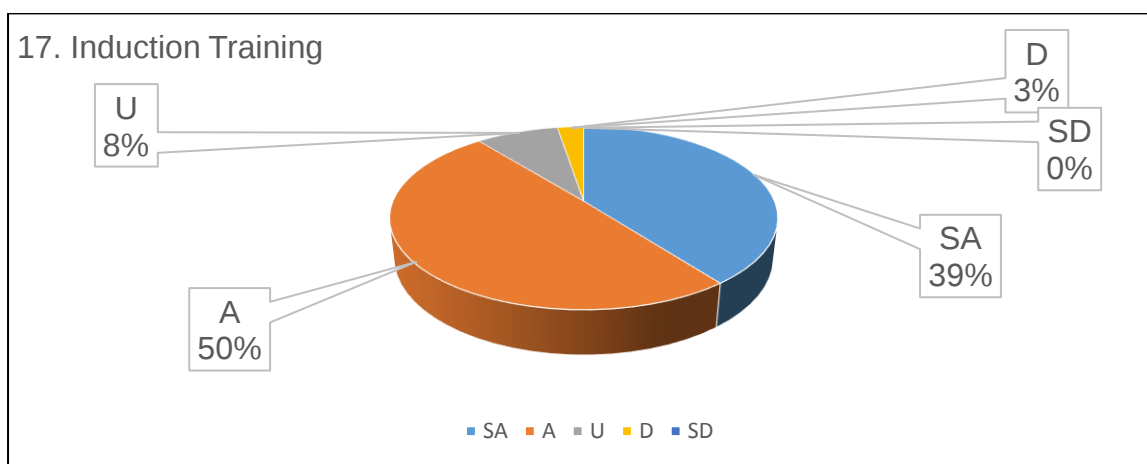
**Chart 4.16: Chart depicts respondents’ opinion about opportunity to grow professionally.**

**Interpretation.** The above Table and Chart indicate that majority of employees feel that the employees are being provided guidance by the supervisor. 44.60% of respondents have responded as Strongly Agree and 51.30% as Agree. This indicates higher employee satisfaction.

- 17. Induction Training.** The response shows how the employees feel about induction training at EHCC Hospital. Higher percentage of “SA” and “A” reveals that adequate induction training was provided at the Hospital.

| Option chosen         | No of Respondents | Percentage |
|-----------------------|-------------------|------------|
| Strongly Agree        | 106               | 42.38%     |
| Agree                 | 133               | 50.93%     |
| Undecided / Can't Say | 22                | 05.20%     |
| Disagree              | 7                 | 01.49%     |
| Strongly Disagree     | 1                 | 0 %        |
| <b>Total</b>          | <b>269</b>        |            |

**Table 4.17: Table depicts respondents’ opinion about opportunity to grow professionally.**



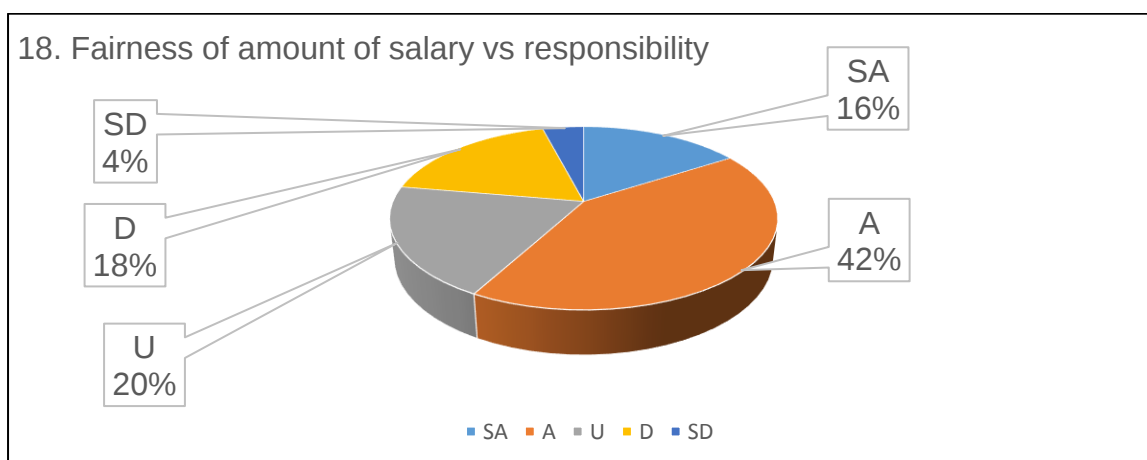
**Chart 4.17: Chart depicts respondents' opinion about opportunity to grow professionally.**

**Interpretation.** The above Table and Chart indicate that majority of employees feel that adequate induction training was provided at the Hospital. 42.38% of respondents have responded as Strongly Agree and 50.93% as Agree. This indicates higher employee satisfaction.

**18. Fairness of amount of salary vs responsibility.** The response shows how the employees feel fairness of salary v/s responsibility at EHCC Hospital. Fairness of salaries is prone to individual's personal bias and may affect his/her response. Higher percentage of "SA" and "A" reveals that fair salaries are given to employees as per their designated responsibility and higher percentage of "U", "D" and "SD" reveals that the employees are not satisfied with their salaries.

| Option chosen         | No of Respondents | Percentage |
|-----------------------|-------------------|------------|
| Strongly Agree        | 43                | 15.98%     |
| Agree                 | 113               | 42.00%     |
| Undecided / Can't Say | 53                | 19.70%     |
| Disagree              | 49                | 18.22%     |
| Strongly Disagree     | 11                | 04.09 %    |
| <b>Total</b>          | <b>269</b>        |            |

**Table 4.18: Table depicts respondents' opinion about fairness of amount of salary vs responsibility.**



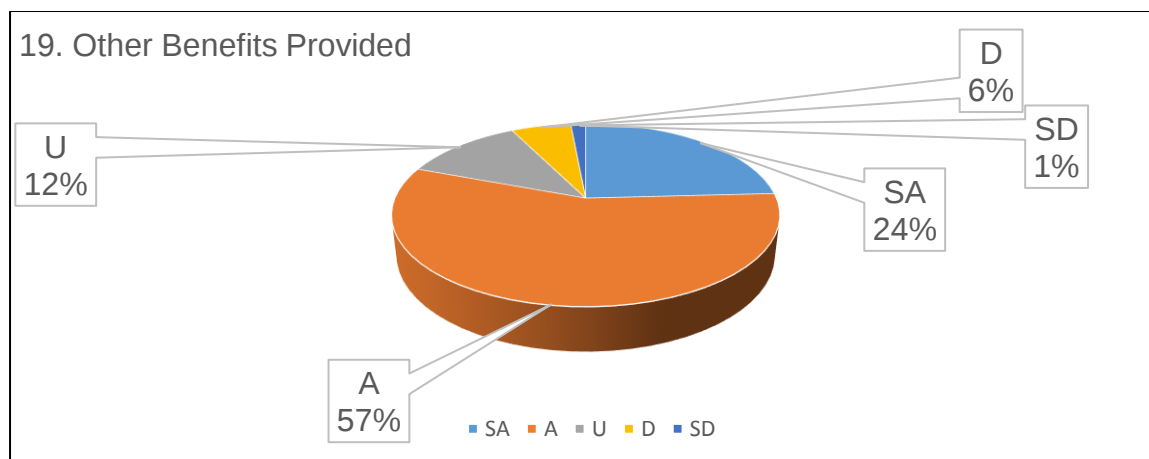
**Chart 4.18: Chart depicts respondents' opinion about fairness of amount of salary vs responsibility.**

**Interpretation.** The above Table and Chart indicate that majority of employees feel that fair salary is given to employees as per their responsibility at EHCC Hospital. 15.98% of respondents have responded as Strongly Agree and 42.00% as Agree. However, 19.70% responded were undecided or chose not to comment, 18.22% respondents disagreed, and 04.09% respondents strongly disagreed with fairness of salaries. This indicates that there may be a need to revisit the salaries of employees as this aspect has potential for dissatisfaction in employees in future.

**19. Other benefits provided by EHCC.** The response shows how the employees feel about other benefits provided by EHCC Hospital. Higher percentage of “SA” and “A” reveals that employees are satisfied with other benefits being provided.

| Option chosen         | No of Respondents | Percentage |
|-----------------------|-------------------|------------|
| Strongly Agree        | 65                | 24.16%     |
| Agree                 | 152               | 56.51%     |
| Undecided / Can't Say | 32                | 11.89%     |
| Disagree              | 16                | 05.94%     |
| Strongly Disagree     | 4                 | 01.49 %    |
| <b>Total</b>          | <b>269</b>        |            |

**Table 4.19: Table depicts respondents’ opinion about other benefits provided.**



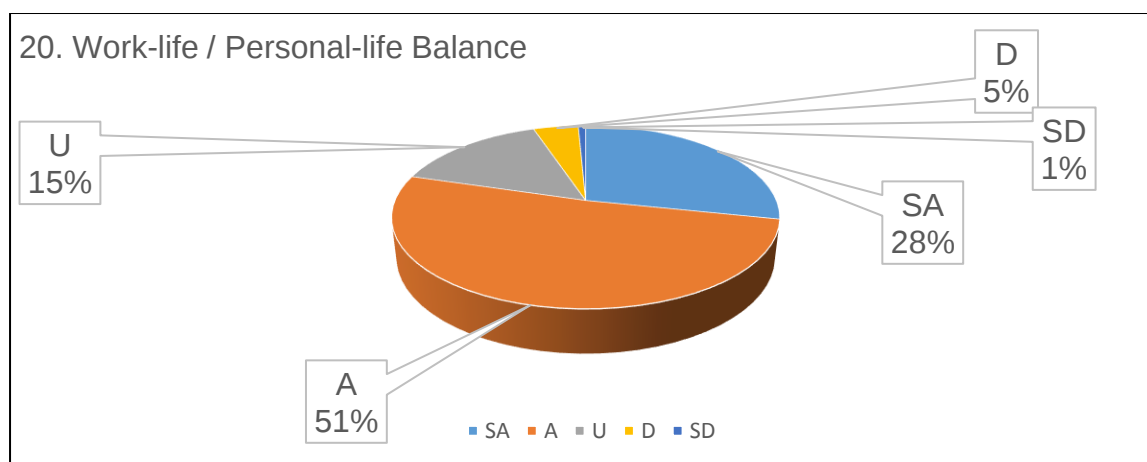
**Chart 4.19: Chart depicts respondent’s opinion about other benefits provided.**

**Interpretation.** The above Table and Chart indicate that majority of employees feel satisfied with other benefits provided by EHCC Hospital. 24.16% of respondents have responded as Strongly Agree and 56.51% as Agree. This indicates higher employee satisfaction.

**20. Work-life / Personal-life Balance.** The response shows how the employees feel about their work-life and personal-life balance at EHCC Hospital. Healthcare profession is more demanding than other professions and maintaining a balance between work-life and personal-life is therefore subjected to personal bias. Higher percentage of “SA” and “A” reveals that employees are able to balance their work-life and personal-life without any difficulty.

| Option chosen         | No of Respondents | Percentage |
|-----------------------|-------------------|------------|
| Strongly Agree        | 76                | 28.25%     |
| Agree                 | 138               | 51.30%     |
| Undecided / Can't Say | 41                | 15.24%     |
| Disagree              | 12                | 04.46%     |
| Strongly Disagree     | 2                 | 0.74 %     |
| <b>Total</b>          | <b>269</b>        |            |

**Table 4.20: Table depicts respondents' opinion about work-life / personal-life balance.**



**Chart 4.20: Chart depicts respondent's opinion about work-life / personal-life balance.**

**Interpretation.** The above Table and Chart indicate that majority of employees feel that they are able to balance their work-life and personal-life without any difficulty. 28.25% of respondents have responded as Strongly Agree and 51.30% as Agree. This indicates higher employee satisfaction.

## **FINDINGS**

The main findings arrived at after the study are as follows:

- No bias (gender, caste, creed etc) was observed among the employees of EHCC Hospital during the study. Majority of the Nursing employees are females.
- Employees are generally satisfied with their work at EHCC Hospital. (98.88% of respondents).
- There is adequate planning of objectives at the Hospital. (92.19% of respondents).
- The employees contribute to the Mission of the Hospital. (97.76% of respondents).
- Adequate authority is delegated to employees to make decisions. (88.48% of respondents).
- Working conditions at the Hospital are good. (94.80% of respondents).
- A culture of "Team Work" exist at the Hospital. (97.03% of respondents).
- Employees are liking the work they are doing. (97.02% of respondents).
- Presence of strong team spirit and cooperation among employees. (92.19% of respondents).
- Employees are recognised for their job and are valued. (94.42% of respondents).
- There is good communication between Management and employees. (97.39% of respondents).
- Quality is given Top priority at the Hospital. (96.28% of respondents).
- Participative decision making is encouraged. (90.33% of respondents).
- The supervisors are supportive. (94.42% of respondents).
- The supervisors treat their employees fairly. (91.82% of respondents).
- Adequate guidance is provided by the supervisors. (95.91% of respondents).
- Adequate learning opportunities and grow professionally are provided. (93.30% of respondents).
- The Hospital provides induction training to new employees. (88.85% of respondents).
- Salaries at EHCC Hospital are fair, however the management needs to revisit this aspect. (57.99% of respondents).
- Adequate benefits are provided by the Hospital. (80.67% of respondents).
- The employees are able to balance their work-life and personal-life. (79.55% of respondents).

## **SUGGESTIONS**

The Employee's Satisfaction Survey undertaken at EHCC Hospital shows that majority of employees have high satisfaction level and were happy to be employee of the Hospital. The employees were found to be devoted to the Mission, Vision and Goals of the Hospital. However, during the conduct of the study a few areas were identified where there is scope for improvement. Based on the findings a few suggestions are made. In order to enhance the employee's satisfaction further and to reduce the turnover of employees the Hospital may adopt the following if deemed suitable.

- **Work-Life and Professional-Life balance.**

- Regulated working hours. As far as possible the employees should not be subjected to overtime or double shifts due to paucity of replacement. The Hospital may maintain a reserve pool of personnel on call for providing replacement.
- Organise events like movies, outings on concessional rates where the employee can participate with family (Wife and kids) once in six months / a year.
- Vocational training to family (Wife and Kids) to enhance family income.

- **Provide benefits to employees.**

- Publicise the benefits being provided. A hand book providing information may be handed over on initial joining.
- Concessional rates for health care of close family (Parents, Wife, and Kids upto 25 years of age).
- Concessional rates for health care of other relatives.
- Performance based rewards and recognition.

- **Salary.**

- Transparent and Streamline process of salary disbursement and payment of professional fee. Salary to be credited in account on a fixed date every month.
- The employees may be educated and informed about the deductions in advance. The employee may view the salary slip on line.
- Performance linked pay structure.
- Regular market study of pay in industry to keep parity with other Hospitals.

## **CONCLUSION**

"Employee's satisfaction in an organisation is quite important. If the satisfaction level of employees is high, they are able to put in their best and contribute well in achieving the organisational goals. Satisfaction level of employees varies from individual to individual as it depends on one's self-confidence, positive attitude, emotional conditions and ability to bear stress. However, researchers have found that there are few environmental aspects which have a positive effect on employee's satisfaction level." They are: -

- **Job characteristics.** "Three job characteristics (empowerment, power and job autonomy) are significant in employee's satisfaction. Employees who were empowered, both structurally and psychologically, and had the resources to do their job, reported significantly higher satisfaction (Laschinger et al. 2004)." "Employee who reported that they had power in their position to implement change had higher satisfaction (Hurley 2005)." "Professional autonomy was significantly related to job satisfaction (Kinsella O'Neils, 1991). The study shows that at EHCC Hospital the employees have higher job satisfaction owing to empowerment, power to implement change and job autonomy."

- **Decentralisation and open communication channels.** Decentralization is related to increased satisfaction. Decentralization resulted in organizational commitment and a professional environment in the organisation (Ringerman 1990). Open communication channels resulted in higher employee's satisfaction (Boeglin 1996). The study shows that at EHCC Hospital the channels of communication are well established and open, and there is adequate decentralisation. This has resulted in higher satisfaction level in employees.
- **Organizational support (Team Work).** Organisational Support was found to be positively and significantly related to employee's satisfaction. Employees that either had or perceived that they had organizational and social support from their supervisors had higher levels of satisfaction (Burns 1992, Laschinger et al. 2006). Employees who were able to participate in organizational processes reported increased job satisfaction (Kinsella O'Neil 1991). The study shows that at EHCC Hospital the employees have the organisational support and the team is well-coordinated, well-established and working smoothly to achieve the organisational goals.
- **The Employee's role.** Being in the front line or important role as compared with another organizational position is significantly and positively related to job satisfaction (Wong 1998, Dahlen 2002, Krugman & Smith 2003). Front line employees had significantly higher overall job satisfaction (Krugman & Smith 2003) supported by qualitative results (Wong 1998). The study shows that at EHCC Hospital the employee's role are well-defined and the employees are aware of the importance and significance of their role in the Hospital. Due to adoption of this policy the Hospital has acquired higher employee's satisfaction.
- **Professional Development.** Gould et al. (2001) reported that employees were more satisfied when they had opportunities for Professional development and learning. Conduct of CMEs (Continuing Medical Education), Professional seminars, regular training of staff and on the job training is being followed at the Hospital. The study shows that at EHCC Hospital due importance is being given to the professional development of the employees.
- **Work-life and Personal-life Balance.** Employees were found to be more satisfied when they had good work-life and personal-life balance. Healthcare profession is more demanding than other professions and maintaining a balance between work-life and personal-life is therefore subjected to personal bias. The study shows that at EHCC Hospital due importance is being given to the work-life and personal-life balance and majority of the employees are able to balance their work-life and personal-life well.
- **Remunerations.** Employees were found to be more satisfied when their salaries were fair as compared to their peers or were significantly competitive in the market. Fairness of salaries is prone to individual's personal bias and may affect his/her response. It's natural for an individual to expect additional remunerations. The remunerations at EHCC Hospital were competitive according to the industry norms. The study shows that at EHCC Hospital majority of the employees were quite satisfied with their remunerations.

“The Employee's Satisfaction Survey undertaken at EHCC Hospital shows that majority of employees have high satisfaction level and were happy to be employee of the Hospital. The employees were found to be devoted to the Mission, Vision and Goals of the Hospital. Higher level of employee satisfaction at EHCC Hospital is the reason for high sense of morale and commitment towards the organisation amongst the employees. Conducive working environment is one that gives workers a sense of pride in what they do. The management of EHCC Hospital is definitely going to reap the benefits of reducing lethargy, absenteeism and lower employee turnover rates with greater organisational citizenship behaviour and commitments.”

**EMPLOYEE SATISFACTION SURVEY**  
**EHCC HOSPITAL JAIPUR**

Name\_\_\_\_\_

Employee ID\_\_\_\_\_

Department\_\_\_\_\_

Joining Date\_\_\_\_\_

Position\_\_\_\_\_

Please mark ( ) your response to the questions.  
 There should be only one response to each question.

SA - Strongly Agree.

A - Agree.

U - Undecided / Can't Say.

D - Disagree.

SD - Strongly Disagree.

|     |                                                                                                          |    |   |   |   |    |
|-----|----------------------------------------------------------------------------------------------------------|----|---|---|---|----|
| 1.  | Are you satisfied with your work at EHCC Hospital?                                                       | SA | A | U | D | SD |
| 2.  | Is there adequate planning of objectives at EHCC Hospital?                                               | SA | A | U | D | SD |
| 3.  | Do you feel that you contribute to the mission of EHCC Hospital?                                         | SA | A | U | D | SD |
| 4.  | Are you given adequate authority to make decisions that you need to make for doing your job?             | SA | A | U | D | SD |
| 5.  | Are your working conditions good for adequate performance of your job?                                   | SA | A | U | D | SD |
| 6.  | Do you feel part of the team working towards shared goals?                                               | SA | A | U | D | SD |
| 7.  | Do you like the type of work you do?                                                                     | SA | A | U | D | SD |
| 8.  | Is there strong spirit of team work and cooperation among employees?                                     | SA | A | U | D | SD |
| 9.  | Are you given recognition by Incharge / HOD / Management for the job well done?                          | SA | A | U | D | SD |
| 10. | Do you receive adequate information from the Incharge / HOD / Management for the work expected from you? | SA | A | U | D | SD |

|     |                                                                                                                   |    |   |   |   |    |
|-----|-------------------------------------------------------------------------------------------------------------------|----|---|---|---|----|
| 11. | Is Quality top priority at EHCC Hospital?                                                                         | SA | A | U | D | SD |
| 12. | Does your supervisor ask you for inputs to make decisions?                                                        | SA | A | U | D | SD |
| 13. | Does your supervisor give you adequate support?                                                                   | SA | A | U | D | SD |
| 14. | Does your supervisor treat you fairly?                                                                            | SA | A | U | D | SD |
| 15. | Does your supervisor tell you when your work needs to be improved?                                                | SA | A | U | D | SD |
| 16. | Are you provided with enough learning opportunities to improve professionally?                                    | SA | A | U | D | SD |
| 17. | Was initial training / Induction provided to you by the Hospital adequate to enable you to perform your job well? | SA | A | U | D | SD |
| 18. | Is your salary fair for your designated responsibility?                                                           | SA | A | U | D | SD |
| 19. | Are you satisfied with the benefits provided by the Hospital?                                                     | SA | A | U | D | SD |
| 20. | Is your work-life and personal-life balanced?                                                                     | SA | A | U | D | SD |

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