



A STUDY ON EMPLOYEE'S SATISFACTION - EHCC HOSPITAL, JAIPUR



INTRODUCTION

EHCC Hospital is a 225 Bed, Multi-speciality Hospital having a total strength of 1099 Employees. It was started as a Super speciality Cardiac Care Hospital on 31 Jan 2013 under the visionary leadership of Dr Samim K Sharma, a US Interventional Cardiologist, who wanted to provide advanced Health Care to the citizens of Jaipur & Rajasthan.

OBJECTIVE OF THE STUDY

The objective of the study was to understand the level of job satisfaction among the employees of EHCC Hospital, Jaipur as per NABH Guidelines (Ser No 55 - CQI 4e).

RESEARCH METHODOLOGY

Data: Primary data was collected from the employees of EHCC Hospital.

Tool and technique: A set of printed questionnaire (20 Questions) in English was given and explained to the respondents in the language he/she understood. The respondent were then asked to answer the questions without being aided.

Sampling: Convenient sampling method was used. The sample size was based on NABH guidelines. A total of 278 employees on random were asked to respond to the questionnaire. (Staff-68, Paramedical staff - 37, Nurses - 125, Doctors-48)

Duration: About two months.

QUESTONNAIRE

S. No	Questions	Response in %age (<i>Strongly Agree or Agree</i>)			
		Doctor (n=48)	Nurses (n=125)	Paramedic (n=37)	Staff (n=68)
1	Are you satisfied with your work at EHCC Hospital?	97	98	98	100
2	Is there adequate planning of objectives at EHCC Hospital?	85	95	84	92
3	Do you feel that you contribute to the mission of EHCC Hospital?	100	96	98	100
4	Are you given adequate authority to make decisions that you need to make for doing your job?	78	88	86	89
5	Are your working conditions good for adequate performance of your job?	92	96	92	94
6	Do you feel part of the team working towards shared goals?	95	98	95	98
7	Do you like the type of work you do?	100	94	100	89
8	Is there strong spirit of team work and cooperation among employees?	95	92	92	89
9	Are you given recognition by In-charge / HOD / Management for the job well done?	82	98	87	93
10	Do you receive adequate information from the In-charge / HOD / Management for the work expected from you?	95	96	97	100
11	Is Quality top priority at EHCC Hospital?	95	99	91	95
12	Does your supervisor ask you for inputs to make decisions?	70	95	80	92
13	Does your supervisor give you adequate support?	85	93	88	98
14	Does your supervisor treat you fairly?	82	95	80	100
15	Does your supervisor tell you when your work needs to be improved?	92	95	94	98
16	Are you provided with enough learning opportunities to improve professionally?	87	96	90	92
17	Was initial training / Induction provided to you by the Hospital adequate to enable you to perform your job well?	82	95	85	82
18	Is your salary fair for your designated responsibility?	53	69	50	41
19	Are you satisfied with the benefits provided by the Hospital?	73	82	76	77
20	Is your work-life and personal-life balanced?	87	72	86	83

FINDINGS

	Findings	Conclusion
1	No bias (gender, caste, creed etc) was observed among the employees of EHCC Hospital during the study.	Higher Satisfaction level in Employees as they are not subjected to any bias.
2	Employees are generally satisfied with their work at EHCC Hospital. (98.88% of respondents Strongly Agree or Agree).	As they are happy with their work the Employees are more satisfied.
3	There is adequate planning of objectives at the Hospital. (92.19% of respondents Strongly Agree or Agree).	As they know what is expected of them they perform better leading to Higher Satisfaction.
4	The employees contribute to the Mission of the Hospital. (97.76% of respondents Strongly Agree or Agree).	As Employees are contributing towards the Mission of Hospital, they are motivated and satisfied.
5	Adequate authority is delegated to employees to make decisions. (88.48% of respondents Strongly Agree or Agree).	Higher Satisfaction level in Employees as adequate delegation of authority is practiced.
6	Working conditions at the Hospital are good. (94.80% of respondents Strongly Agree or Agree).	Higher Satisfaction level in Employees as they are happy with the working environment.
7	A culture of "Team Work " exist at the Hospital. (97.03% of respondents Strongly Agree or Agree).	Team work enhances the satisfaction level. Hence the culture is promoting satisfaction in employees.
8	Employees are liking the work they are doing. (97.02% of respondents Strongly Agree or Agree).	Higher Satisfaction level in Employees as they are happy with what they are doing.
9	Presence of strong team spirit and cooperation among employees. (92.19% of respondents Strongly Agree or Agree).	Team work enhances the satisfaction level. Hence the culture is promoting satisfaction in employees.
10	Employees are recognised for their job and are valued. (94.42% of respondents Strongly Agree or Agree).	Higher Satisfaction level in Employees as they are recognised for what they are doing.
11	There is good communication between Management and employees. (97.39% of respondents Strongly Agree or Agree).	Higher Satisfaction level in Employees in view of Good communication between the management and employee.
12	Quality is given Top priority at the Hospital. (96.28% of respondents Strongly Agree or Agree).	As Quality is being given Top priority, the employees are more satisfied.
13	Participative decision making is encouraged. (90.33% of respondents Strongly Agree or Agree).	Employees feel part of the team and feel more responsible and are thus more satisfied.
14	The supervisors are supportive. (94.42% of respondents Strongly Agree or Agree).	Higher Satisfaction level in Employees.
15	The supervisors treat their employees fairly. (91.82% of respondents Strongly Agree or Agree).	Higher Satisfaction level in Employees.
16	Adequate guidance is provided by the supervisors. (95.91% of respondents Strongly Agree or Agree).	Higher Satisfaction level in Employees.
17	Adequate learning opportunities and grow professionally are provided. (93.30% of respondents Strongly Agree or Agree).	Higher Satisfaction level in Employees as they have adequate opportunities to enhance their skills.
18	The Hospital provides induction training to new employees. (88.85% of respondents Strongly Agree or Agree).	Induction training helps the new employee to adjust to the new environment easily and smoothly.
19	Salaries at EHCC Hospital are fair, however the management needs to revisit this aspect. (57.99% of respondents Strongly Agree or Agree).	Though salaries are fair as per industry norms, the employees want more. Hence the management needs to revisit the same to improve satisfaction.
20	Though the employees feel that adequate benefits are provided by the Hospital, however there is a need to educate the employees on this aspect. (80.67% of respondents Strongly Agree or Agree).	All employees are not adequately educated on the benefits being provided. Management needs to educate them for higher satisfaction.
21	Though the employees are able to balance their work-life and personal-life, there is a need to provide environment to enable employees to balance their personal life and work life. (79.55% of respondents Strongly Agree or Agree).	Healthcare sector is quite demanding and hence work life-personal life balance needs to be enhanced. Management needs to provide adequate opportunity to employees for higher satisfaction.
22	Regular market study of pay in industry to keep parity with other Hospitals.	To prevent turnover and keep the salaries up dated as per industry norms the management needs to conduct regular surveys.

RECOMMENDATIONS

Salary.

- Transparent and Streamline process . 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.

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.

Work-Life and Professional-Life balance.

- Regulated working hours. Employees should not be subjected to overtime or double shifts due to paucity of replacement.
- Organise events like movies, games, outings on concessional rates with family (Wife and kids) once in six months / a year.
- Vocational training to family (Wife and Kids) to enhance family income.