

**Summer Training at
Columbia Asia Hospitals Private Limited,
Gurgaon**

Study on HR Operations and Job Satisfaction Among Employees

**By
Priyanka Shrivastava**

**Under the guidance of
Brig (Dr.) S.K. Puri**

**MBA Hospital and Health Management
2015-2017**



**The IIHMR University, Jaipur
2016**

CERTIFICATE

TO WHOM SO EVER IT MAY CONCERN

This is to certify that **Dr. Priyanka Shrivastava** student of **MBA Hospital and Health Management** from the IIHMR University, Jaipur has undergone summer training at **Columbia Asia Hospital, Palam vihar , Gurgaon** 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)
IIHMR University, Jaipur



Brig (Dr.) S.K. Puri
Professor, Advisor
IIHMR University, Jaipur

24th May 2016

To Whomsoever It May Concern

This is to bring to your kind notice that Dr. Priyanka Shrivastava has done her training with us in Human Resource Department from 1st April 2016 to 31st May 2016. During her tenure with us we found her to be diligent and hardworking.

We wish all the best to her in future endeavors.

Yours Sincerely,

For Columbia Asia Hospital Palam Vihar, Gurgaon


Authorized Signature

Columbia Asia Hospital - Palam Vihar

Block - F, Near Gol Chakkar, Palam Vihar, Gurgaon - 122 017

Phone: 0124 - 3989 896, Fax: 0124 - 3022 022, www.columbiaasia.com

Regd. Office: Columbia Asia Hospitals Pvt. Ltd. # 8, 80 Feet Road, HAL III Stage, Indiranagar, Bangalore - 560 075. Phone: 080 4021 1000

CIN: U85110KA2003PTC033055

ACKNOWLEDGEMENT

Any achievement does not come from one's contribution; it requires some support from the superior to make the task uncomplicated.

I am heartily thankful to my institute (IIHMR,Jaipur) & company (Columbia Asia Hospital) for giving me an opportunity to undertake a very useful and interesting project under the guidance and constant supervision of Ms. Rashmi, Mr.Ashish Adhikari(HR Manager), Mr. Mukesh Verma, and Mrs Annie Mathew and I express my gratitude and thanks to them for providing necessary information regarding the project & also for their support in completing the project

A special word of thanks to my HR manager, Mr. Ashish Adhikari for his patient guidance and persistent encouragement, throughout for the completion of this report. I am deeply indebted to him for his invaluable supervision. Besides I would also like to thank all the staff member of Columbia Asia Hospital for providing me a learning environment. Without their aid & support this project would have been a daunting task.

I am indebted to the helping hand of my faculty guide Dr. SK PURI, who by his continuous reinforcement and best wishes pioneered me into an absolutely intense and interesting corporate world.

Lastly, it is difficult to forget the help and moral support from my family and friends. It has been an enriching experience for me, which has enabled me to get a clear picture of a Health Care Industry. Learning in the past 8 week was a life time experience and will be helpful for me in future.

TABLE OF CONTENTS

1.Observational Learning	5
2.Introduction	7
2.1 History	9
2.2 Objectives	10
3. Industry Profile	11
4.Company Profile	14
4.1 NABH accreditation	18
5.Organisation structure of Columba Asia	19
6.Hierarchy Of HR department	20
7.HR Practices	21
8.Project Report	24
9.Data Compilation,Analysis and Interpretation	26
10. Conclusion	36
11.References	37

ACRONYMS

IP - In patients

OP- Out Patients

OTC- Over The Counter

CS-Charge Sheet

OR-Operating Room

NABH-National Accreditation Board for Hospitals and Healthcare Providers

NABL-National Accreditation Board for Laboratories

Ops- Operations

ER- Emergency Room

QA – Quality Assurance

KRA – Key Result Area

Appt- Appointment

Pprtn- Preparation

REDS- Ruby Emerald Diamond Sapphire

OR-Operating Room

TLD- Thermo Luminescent Dosimeters

BMD- Bone Mineral Dosimeter

AERB-Atomic Energy Regulatory Board

1.OBSERVATIONAL LEARNING

COLUMBIA ASIA HOSPITAL, PALAM VIHAR, GURGAON

Columbia Asia Hospital – Palam Vihar, Gurgaon, is a 90 bed multi-specialty facility situated in an upscale locality of the National Capital Region. The hospital began its services in July 2008 and has already become a preferred healthcare service provider for the residents and corporate entities of Gurgaon.

The hospital offers a wide range of clinical services such as Obstetrics & Gynecology, Internal Medicine, General Surgery, Pediatrics, Ophthalmology, Ear, Nose & Throat, Urology, Gastroenterology, Dermatology, Orthopedics, Reconstructive & Aesthetic Surgery, Smoking Session Clinic, Sleep Lab, Cardiology, Orthopedics, Neurology& spine surgery, Pulmonology. Qualified and experienced medical personnel and technicians ensure healthcare delivery of the highest standards.

It is today considered as one of the best hospitals in Gurgaon. The hospital has international standard infrastructure and follows globally benchmarked standards of medical, nursing and operating protocols and is rapidly becoming the preferred healthcare destination for International Patients.

1.2 SERVICES:

- CATH-LAB
- EMERGENCY ROOM
- BLOOD BANK
- LABORATORY
- PHARMACY
- ENDOSCOPY
- RADIOLOGY
- AMBULANCE
- OPERATION THEATER
- INTENSIVE CARE UNIT
- LABOR AND DELIVERY SUITE
- BARIATRIC SURGERY CLINIC
- BLOOD BANK
- CARDIAC SCREENING
- CANCER SCREENING

- NUTRITION & DIETETICS
- PSYCHOLOGY AND COUNSELING SERVICES
- AUDIOLOGY
- PHYSIOTHERAPY

1.3 FACILITIES

- DIAGNOSTIC IMAGING
- CT SCAN
- OPERATING THEATRE
- AMBULATORY & DAYCARE
- CAFETERIA
- NURSING UNITS
- PATIENT ACCOMODATION
- CLINICAL LABORATORY

COMPETITORS

FORTIS, MEDANTA, ALCHEMIST, PARAS, ARTEMIS AND MAX HEALTHCARE.

1. INTRODUCTION

Human resource management (HRM, or simply HR) is a function in organizations designed to maximize employee performance in service of an employer's strategic objectives. HR is primarily concerned with the management of people within organizations, focusing on policies and on systems. HR departments and units in organizations typically undertake a number of activities, including employee benefits design employee recruitment, "training and development", performance appraisal, and rewarding (e.g., managing pay and benefit systems). HR also concerns itself with industrial relations, that is, the balancing of organizational practices with requirements arising from collective bargaining and from governmental laws. According to R. Buettner, HRM covers the following core areas:

- job design and analysis,
- workforce planning,
- recruitment and selection,
- training and development,
- performance management,
- compensation (remuneration), and
- legal issues.

HR is a product of the human relations movement of the early 20th century, when researchers began documenting ways of creating business value through the strategic management of the workforce. The function was initially dominated by transactional work, such as payroll and benefits administration, but due to globalization, company consolidation, technological advances, and further research, HR as of 2015 focuses on strategic initiatives like mergers and acquisitions, talent management, succession planning, industrial and labor relations, and diversity and inclusion.

Human Resources is a business field focused on maximizing employee productivity. Human Resources professionals manage the human capital of an organization and focus on implementing policies and processes. They can be specialists focusing in on recruiting, training, employee relations or benefits. Recruiting specialists are in in charge of finding and hiring top talent. Training and development professionals ensure that employees are trained and have continuous development. This is done through training programs, performance evaluations and reward programs. Employee relations deal with concerns of employees when

policies are broken, such as harassment or discrimination. The company ensures that HR develops compensation structures, family leave programs, discounts and other benefits that employees can get. On the other side of the field are Human Resources Generalists or Business Partners. These human resources professionals could work in all areas or be labour relations representatives working with unionized employees.

In start-up companies, trained professionals may perform HR duties. In larger companies, an entire functional group is typically dedicated to the discipline, with staff specializing in various HR tasks and functional leadership engaging in strategic decision-making across the business. To train practitioners for the profession, institutions of higher education, professional associations, and companies themselves have established programs of study dedicated explicitly to the duties of the function. Academic and practitioner organizations likewise seek to engage and further the field of HR, as evidenced by several field-specific publications. HR is also a field of research study that is popular within the fields of management and industrial/organizational psychology, with research articles appearing in a number of academic journals, including those mentioned later in this article.

Businesses are moving globally and forming more diverse teams. It is the role of human resources to make sure that these teams can function and people are able to communicate cross culturally and across borders. Due to changes in business, current topics in human resources are diversity and inclusion as well as using technology to advance employee engagement. In the current global work environment, most companies focus on lowering employee turnover and on retaining the talent and knowledge held by their workforce. New hiring not only entails a high cost but also increases the risk of a newcomer not being able to replace the person who worked in a position before. HR departments strive to offer benefits that will appeal to workers, thus reducing the risk of losing corporate knowledge.

2.1 History

The Human Resources field evolved first in 18th century Europe from a simple idea by Robert Owen and Charles Babbage during the industrial revolution. These men knew that people were crucial to the success of an organization. They expressed that the well-being of

employees led to perfect work. Without healthy workers, the organization would not survive. HR later emerged as a specific field in the early 20th century, influenced by Frederick Winslow Taylor (1856-1915). Taylor explored what he termed "scientific management" others later referred to "Taylorism", striving to improve economic efficiency in manufacturing jobs. He eventually keyed in on one of the principal inputs into the manufacturing process—labour—sparking inquiry into workforce productivity.

Meanwhile, in England C S Myers, inspired by unexpected problems among soldiers which had alarmed generals and politicians in the First World War, set up a National Institute of Industrial Psychology, setting seeds for the human relations movement, which on both sides of the Atlantic built on the research of Elton Mayo and others to document through the Hawthorne studies (1924-1932) and others how stimuli, unrelated to financial compensation and working conditions, could yield more productive workers. Contemporaneous work by Abraham Maslow (1908-1970), Kurt Lewin (1890-1947), Max Weber (1864-1920), Frederick Herzberg (1923-2000), and David McClelland (1917-1998) formed the basis for studies in industrial and organizational psychology, organizational behaviour and organizational theory, giving room for an applied discipline.

2.2 **Objectives**

- Ø To study Human Resource operations.
- Ø To understand the use of HR in Hospital Industry.
- Ø To study the Human Resource Management schemes formulated by the company to function properly.
- Ø To identify the challenges associated with HR in Hospital Industry.
- Ø To Study Level of job satisfaction among employees of Columbia Asia

2. INDUSTRY PROFILE

The **healthcare industry** (also called the **medical industry** or health economy) is an aggregation and integration of sectors within the economic system that provides goods and services to treat patients with curative, preventive, rehabilitative, and palliative care. It includes the generation and commercialization of goods and services lending themselves to maintaining and re-establishing health. The modern healthcare industry is divided into many sectors and depends on interdisciplinary teams of trained professionals and paraprofessionals to meet health needs of individuals and populations.

The healthcare industry is one of the world's largest and fastest-growing industries. Consuming over 10 percent of gross domestic product (GDP) of most developed nations, health care can form an enormous part of a country's economy.

For purpose of finance and management, the healthcare industry is typically divided into several areas. As a basic framework for defining the sector, the United Nations International Standard Industrial Classification (ISIC) categorizes the healthcare industry as generally consisting of:

1. hospital activities;
2. medical and dental practice activities;
3. "other human health activities".

This third class involves activities of, or under the supervision of, nurses, midwives, physiotherapists, scientific or diagnostic laboratories, pathology clinics, residential health facilities, or other allied health professions, e.g. in the field of optometry, hydrotherapy, medical massage, yoga therapy, music therapy, occupational therapy, speech therapy, chiropody, homeopathy, chiropractics, acupuncture, etc.

The Global Industry Classification Standard and the Industry Classification Benchmark further distinguish the industry as two main groups:

1. healthcare equipment and services; and
2. pharmaceuticals, biotechnology and related life sciences.

The healthcare equipment and services group consists of companies and entities that provide medical equipment, medical supplies, and healthcare services, such as hospitals, home

healthcare providers, and nursing homes. The latter listed industry group includes companies that produce biotechnology, pharmaceuticals, and miscellaneous scientific services.

Other approaches to defining the scope of the healthcare industry tend to adopt a broader definition, also including other key actions related to health, such as education and training of health professionals, regulation and management of health services delivery, provision of traditional and complementary medicines, and administration of health insurance.

A healthcare provider is an institution (such as a hospital or clinic) or person (such as a physician, nurse, allied health professional or community health worker) that provides preventive, curative, promotional, rehabilitative or palliative care services in a systematic way to individuals, families or communities.

The World Health Organization estimates there are 9.2 million physicians, 19.4 million nurses and midwives, 1.9 million dentists and other dentistry personnel, 2.6 million pharmacists and other pharmaceutical personnel, and over 1.3 million community health workers worldwide, making the health care industry one of the largest segments of the workforce.

The medical industry is also supported by many professions that do not directly provide health care itself, but are part of the management and support of the health care system. The incomes of managers and administrators, underwriters and medical malpractice attorneys, marketers, investors and shareholders of for-profit services, all are attributable to health care costs.

The delivery of healthcare services—from primary care to secondary and tertiary levels of care—is the most visible part of any healthcare system, both to users and the general public. There are many ways of providing healthcare in the modern world. The place of delivery may be in the home, the community, the workplace, or in health facilities. The most common way is face-to-face delivery, where care provider and patient see each other 'in the flesh'. This is what occurs in general medicine in most countries. However, with modern telecommunications technology, in absentia health care is becoming more common. This could be when practitioner and patient communicate over the phone, video conferencing, the internet, email, text messages, or any other form of non-face-to-face communication.

Improving access, coverage and quality of health services depends on the ways services are organized and managed, and on the incentives influencing providers and users. In market-based health care systems, for example such as that in the United States, such services are usually paid for by the patient or through the patient's health insurance company. Other mechanisms include government-financed systems (such as the National Health Service in the United Kingdom). In many poor countries, development aid, as well as funding through charities or volunteers, help support the delivery and financing of health care services among large segments of the population.

The structure of healthcare charges can also vary dramatically among countries. For instance, Chinese hospital charges tend toward 50% for drugs, another major percentage for equipment, and a small percentage for healthcare professional fees. China has implemented a long-term transformation of its healthcare industry, beginning in the 1980s. Over the first twenty-five years of this transformation, government contributions to healthcare expenditures have dropped from 36% to 15%, with the burden of managing this decrease falling largely on patients. Also over this period, a small proportion of state-owned hospitals have been privatized. As an incentive to privatization, foreign investment in hospitals—up to 70% ownership—has been encouraged.

Medical tourism (also called medical travel, health tourism or global health care) is the rapidly growing practice of traveling across international borders to obtain healthcare.

Such services typically include elective procedures as well as complex specialized surgeries such as joint replacement (knee/hip), cardiac surgery, dental surgery, and cosmetic surgeries. However, virtually every type of health care, including psychiatry, alternative treatments, convalescent care and even burial services are available. As a practical matter, providers and customers commonly use informal channels of communication-connection-contract, and in such cases this tends to mean less regulatory or legal oversight to assure quality and less formal recourse to reimbursement or redress, if needed.

Over 50 countries have identified medical tourism as a national industry. However, accreditation and other measures of quality vary widely across the globe, and there are risks and ethical issues that make this method of accessing medical care controversial. Also, some destinations may become hazardous or even dangerous for medical tourists to contemplate.

4. COMPANY PROFILE



Columbia Asia is a chain of hospitals in Asia, with 28 medical facilities across India, Malaysia, Vietnam and Indonesia. The company is based in Kuala Lumpur, Malaysia, and was founded in 1994.

The company offers full-service hospitals usually built in the suburbs, rather than the central city. Columbia Asia's target market is the fast-growing middle income group.

Columbia Asia believes in setting up smaller hospitals; less than 100 beds; built in residential areas for accessibility and efficiency. This helps keep costs down for consumers but maintains the quality of healthcare, modern amenities, highly trained specialists and nurses. A typical hospital has about 80 adult beds, costing about \$15 to \$20 million to build. It sees about 8,000 patients a month, and brings in about \$1 million in monthly revenue.

Most of the company's 10,000 employees are from the host countries.^[3] Columbia Asia hires its doctors and staff largely from the local areas.

The company is in the midst of expansion and upon completion of this phase the company will have 15 hospitals in India, 14 hospitals in Malaysia, three hospitals in Vietnam and five hospitals in Indonesia, together representing an investment of over \$600 million (U.S.)

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Columbia Asia Hospital – PalamVihar is today considered as one of the best hospitals in Gurgaon. The hospital has international standard infrastructure and follows globally benchmarked standards of medical, nursing and operating protocols and is rapidly becoming the preferred healthcare destination for International Patients.

Columbia Asia has a clear vision: *Provide excellent, affordable care in modern facilities centered on patients' needs.*

Columbia Asia's highly skilled doctors and nurses deliver care in modern hospitals located close to where people live and work. Columbia Asia hospitals are specifically designed for the needs of patients and built for maximum comfort and efficiency. Patients benefit from advanced medical diagnostics, treatment and the personal care that only comes in facilities where the focus is on each patient.

Columbia Asia provides excellent care at affordable prices. Our transparent rate structure for medical procedures allows patients to know in advance how much their care will cost. There are no hidden or extra charges.

In the future all hospitals will be like Columbia Asia facilities: clean, modern, with the latest technology and designed to deliver efficient care to patients near where they live and work.

➤ **VISION:**

To deliver the best clinical outcome in most effective, efficient and caring environment.

➤ **MISSION:**

We have the passion to make people better.

➤ **MOTTO:**

Customer's first

➤ **VALUES:**

- Excellence.
- Team work.
- Integrity.
- Caring.
- Community Involvement.

.

➤ **SIX GOLDEN RULES OF COLUMBIA ASIA HOSPITAL:**

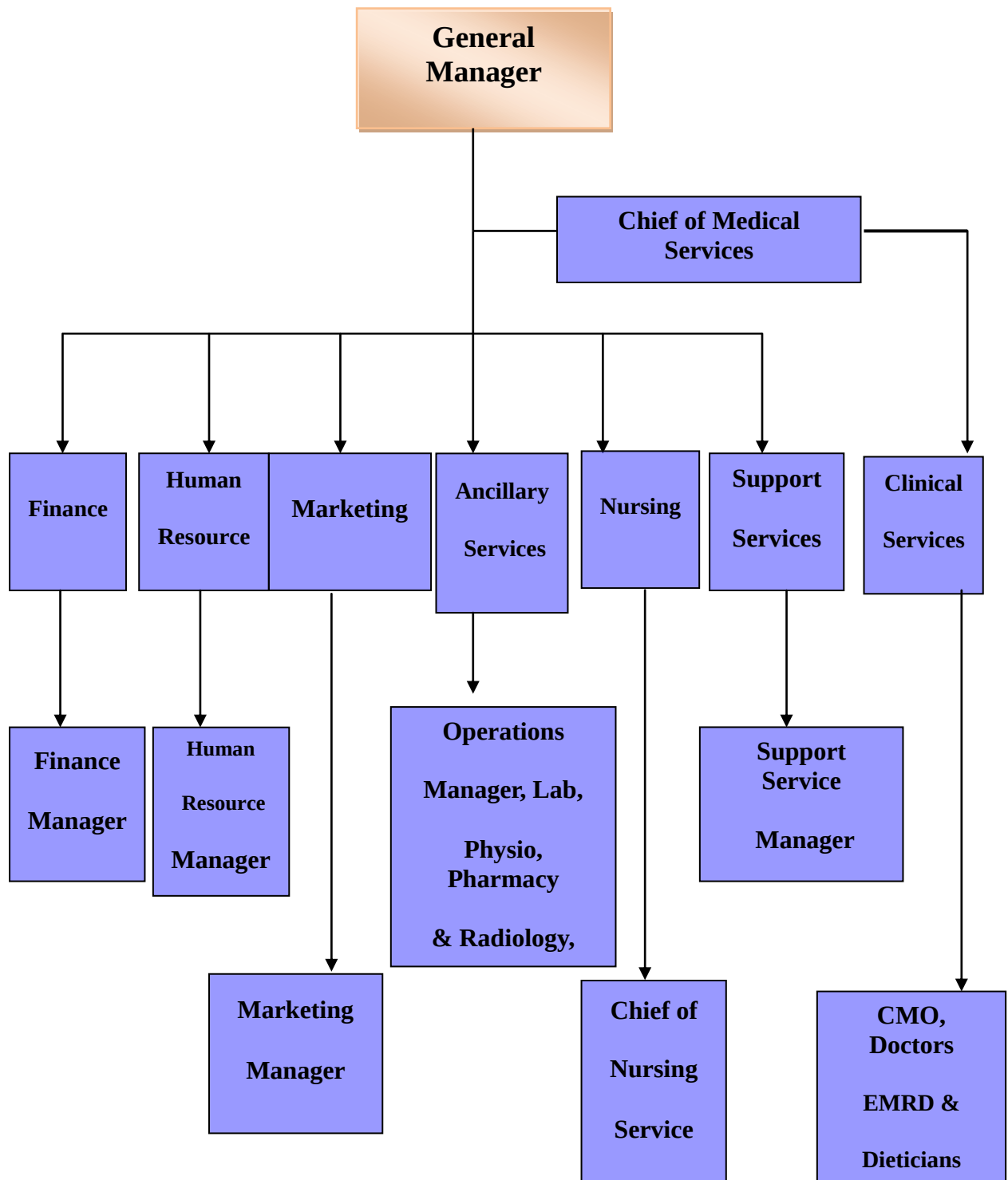
- Thou shalt not lie
- Thou shalt not be disrespectful to your colleagues
- Thou shalt not be absent
- Thou shalt not drink or smoke on duty
- Thou shalt not abuse any drugs
- Thou shalt not wilfully tarnish the image of the organisation

4.1 NABH ACCREDITATION



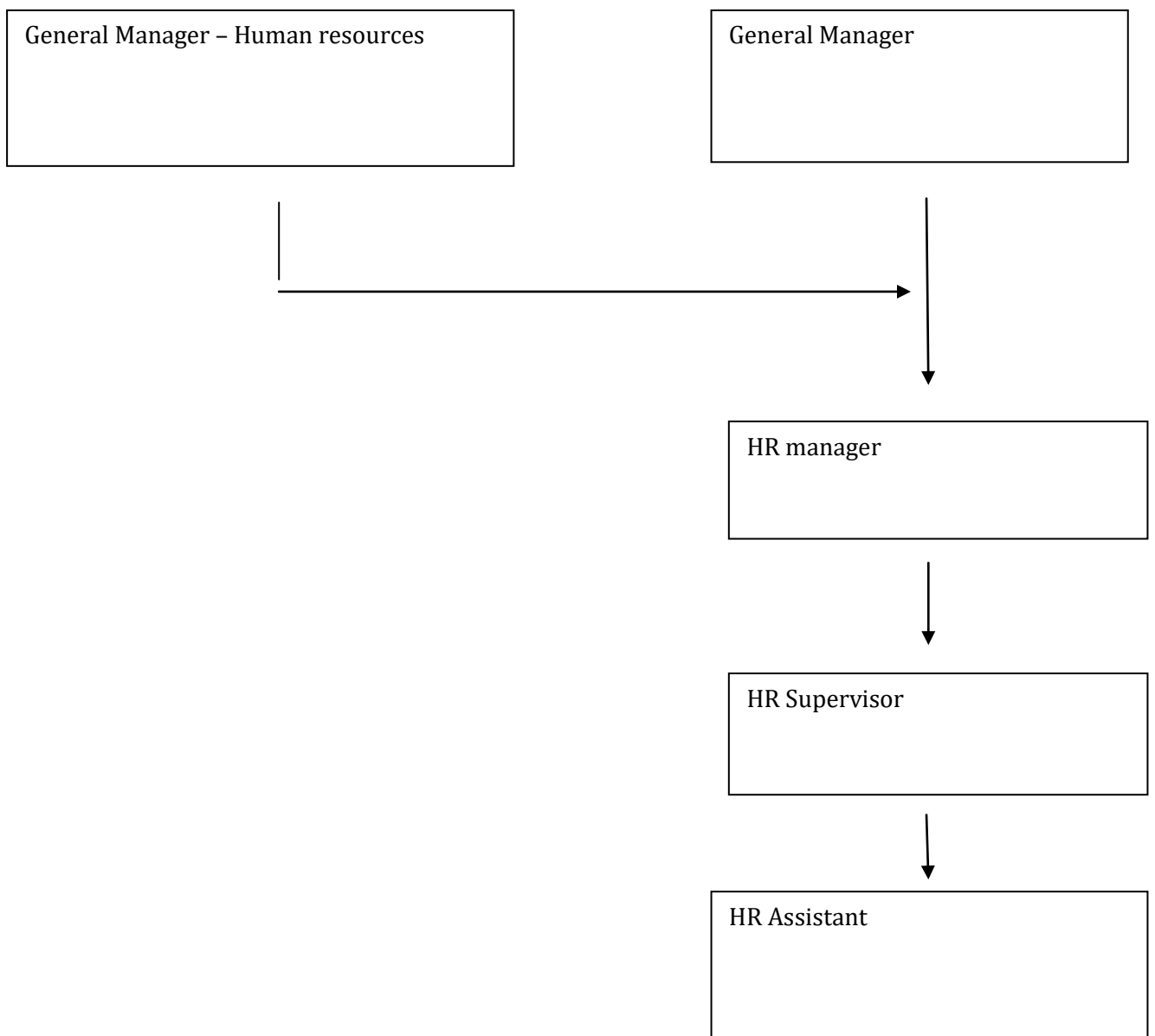
National Accreditation Board for Hospitals & Healthcare Providers (NABH) is a constituent board of Quality Council of India, set up to establish and operate accreditation program for healthcare organizations. The board is structured to cater to much desired needs of the consumers and to set benchmarks for progress of health industry. The board while being supported by all stakeholders including industry, consumers, government, have full functional autonomy in its operation.

5. ORGANIZATIONAL STRUCTURE OF COLUMBIA ASIA



6.

HIERARCHY OF HR DEPARTMENT





HR Trainee

7 HR PRACTICES OF COLUMBIA ASIA AT A GLANCE

FUNCTIONS	DETAILS
Job recruitment analysis	a) Receipt of recruitment of manpower from various department head.
	b) Scrutinize them and take approval from concerned authorities if the post is new
	c) Prepare a recruitment budget and CTC for the employee and take approval
	d) Select the appropriate recruitment process like online advertisement , print media, recruitment agencies and direct applications
Assessment of Applications	a) Short listing resumes for interview
	b) Rejection
Interview Process	a) Planning the interview
	b) scheduling the same with the candidates and interviews
	c) assessment of the interview result
	d) rejection or selection of candidates
	e) pre employment reference check

	f) Salary fitment
	g) release offer letter to selected candidates
Joining formalities	
	a) Administrating joining formalities
	b) Employee induction
	c) Pre employment health check
	d) Coordinating to get employee id card & opening bank account
	e) Handing over the new hire to the concerened HOD/ Manager
	f) Preparation of job profiles in cocordination with HOD/ Manager for new posts
Performance appraisals	a)Performance appraisals- half yearly & annually as per the schedule
	b) Confirmation appraisal
Exit formalities	a) Resignation letter received & acknowledged
	b) Administering exit paper work including all statutory requirements.
	c) Conducting exit interview
	d) Preparing exit summary
	e) Giving post employment reference for relieved employees
	f) Processing FFS document to the payroll department for the final settlement
Compensation and benefits	a) Salaries input to account dept.
	b) Benchmarking the salaries across levels
	c) Internal salary audit
	d) Salary processing
Employee engagement &	a) Formal and informal counseling with employees

relations	b) Publish event calender for monthly recreation to motivate employees
	c) Handling corporate medical insurance
	d) Compliance with sexual harassment policy
	e) Grievance handling
Employee personal file administration	a) Open personal file for new employees and make sure all files are maintained safely with care
	b) Ensuring that the personal file is as per the checklist
	c) Make sure all personal file records are available in the file
	d) Periodic personal file auditing
	e) Administration of HRIS
	f) Closing the resigned employee's file
Statutory & Ir compliance	a) Handling PF, Gratuity and ESI formalities and coordinating with other departments.
	b) Compliance of other returns to the labor department as per shops and establishment act
	c) NABH compliance
Training & development	a) Conducting induction of new hires
	b) Training need analysis based on skill gap analysis, appraisal feedback and suggestions
	c) Training plan- IMO & Unit calender
	d) Coordinating external and internal training programs
	e) Maintaing training records
	f) Analysis of training feedback.
Management information system	a) Gennerating and analysis monthly HR reports
	b) Employee attrition report
	c) Training feedback, training evaluation , training effectiveness and training actualization reports

	d) Report generation of pre appraisal, appraisal and post appraisals.
	e) Salary details reports to accounts department. Reports as per HOD's request.
	f) Recruitment cycle timeline report
	g) Monthly salary report
	h) Bright sparks points

8.PROJECT REPORT

On Job Satisfaction among employees in Columbia Asia

8.1 .1Introduction:

Definition: Job satisfaction is a positive emotional state resulting from the appraisal of one's job or job experiences, according to Locke (1976).

HISTORY:

The assessment of job satisfaction through employee anonymous survey became commonplace in 1930. Uhrbrock in 1934 was one of the first physiologists to use the newly developed attitude measurement techniques to asses factory worker's attitude. In 1935 Hoppok conducted a study that focused explicitly on job satisfaction that is affected by both the nature of job and relationship with workers and supervisors.

METHODS: 1.Affect Theory

2.Dispositional Approach

3.Equity Theory

4.Two factor theory (Motivational Hygiene Theory)

MOTIVATION HYGIENE THEORY:

Fredrick Herzberg's two-factor theory (also known as motivator-hygiene theory) attempts to explain satisfaction and motivation in the workplace.^[25] This theory states that satisfaction and

dissatisfaction are driven by different factors – motivation and hygiene factors, respectively. An employee's motivation to work is continually related to job satisfaction of a subordinate. Motivation can be seen as an inner force that drives individuals to attain personal and organizational goals (Hoskinson, Porter, & Wrench, p. 133). Motivating factors are those aspects of the job that make people want to perform, and provide people with satisfaction, for example achievement in work, recognition, promotion opportunities. These motivating factors are considered to be intrinsic to the job, or the work carried out. Hygiene factors include aspects of the working environment such as pay, company policies, supervisory practices, and other working conditions. While Herzberg's model has stimulated much research, researchers have been unable to reliably empirically prove the model, with Hackman & Oldham suggesting that Herzberg's original formulation of the model may have been a methodological artifact.

Objective: To study the level of job satisfaction among employees of Columbia Asia

Mode of data collection:

Qualitative data collection method

Sampling: Convenient Sampling

Methodology: Qualitative method (Likert Scale)

Sample Size: 100 (Employees of Columbia Asia Hospital

DATA COMPILATION, ANALYSIS AND INTERPRETATION:

A study on Job satisfaction was conducted using a 15 questions questionnaire on 100 employees on random basis.

9.1

QUESTIONNAIRE :

**Based on Likert Scale: Strongly Agree, Somewhat agree ,
Neither agree nor disagree ,Somewhat disagree , Strongly Disagree.**

QUESTIONS ASKED:

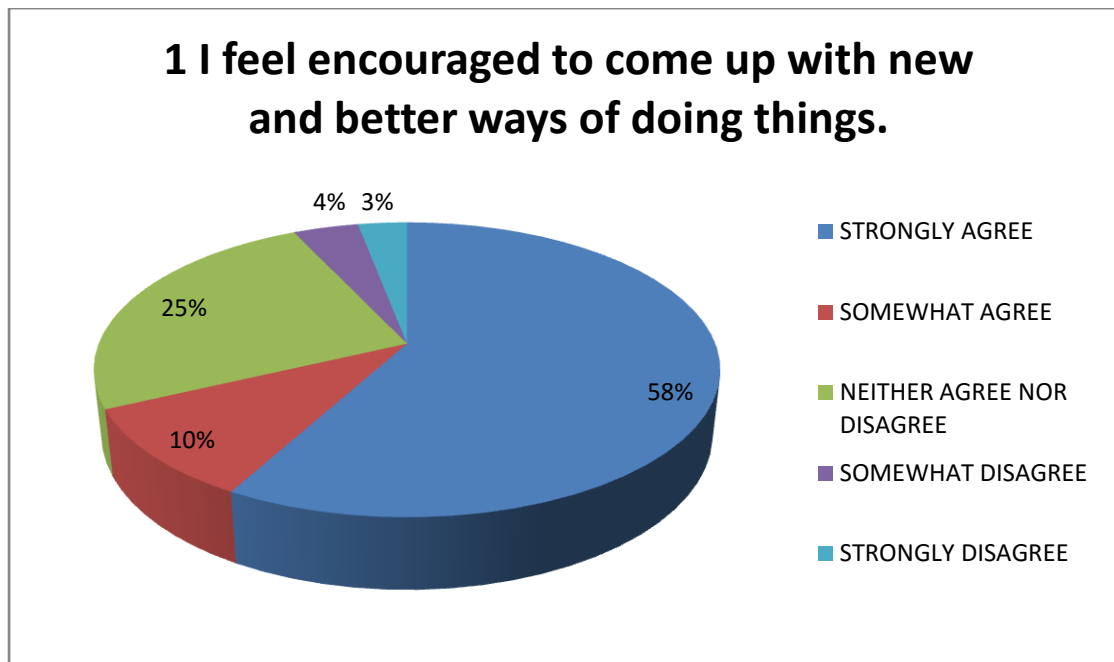
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No. FACTORS RESPONSIBLE FOR JOB SATISFACTION

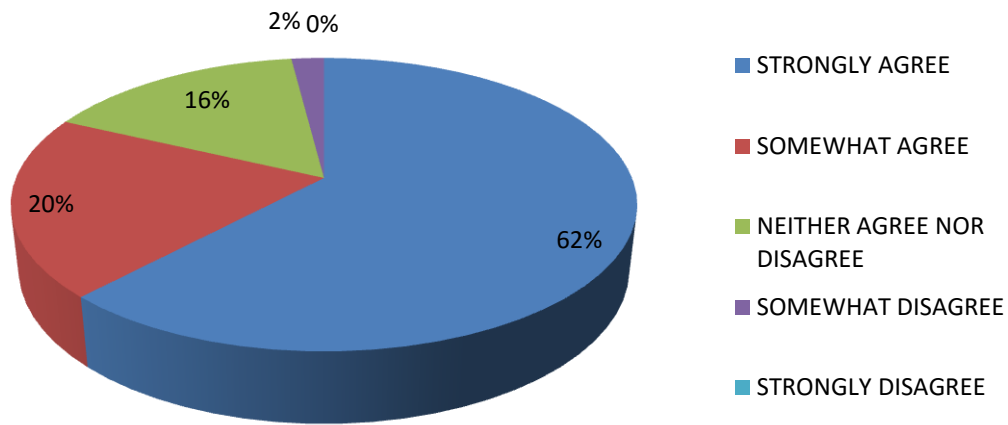
1	Do you feel encouraged to come up with new and better ways of doing things.
2	Does your work gives you a feeling of personal accomplishment
3	Do you have the tools and resources to do your job well.
4	Does Company do an excellent job of keeping employees informed about matters affecting Your work
5	When a customer is dissatisfied, can you usually correct the problem to their satisfaction
6	Do you think it is important for Coloumbia Asia to value diversity (race, gender,age etc)
7	Does your job makes good use of your skills and abilities.
8	Does your supervisor's manager visibly demonstrates a commitment to quality
9	Does your Senior managers visibly demonstrate a commitment to quality
10	How satisfied are you with the information you receive from management on what is going on in your division?
11	How satisfied are you with the involvement in decisions that affect your work
12	Considering everything, how satisfied are you with your job?
13	On your job,Do you have clearly defined goals.

14	How satisfied are you with the information you receive from management on what's going on in coloumbia asia?
15	How satisfied are you with your oppurtunities to get a better job in coloumbia asia?

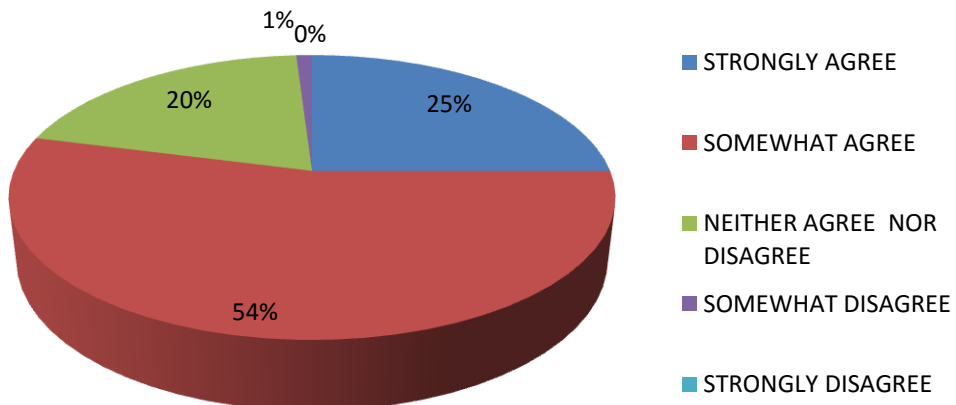
9.2 ANALYSIS AND INTERPRETATION:



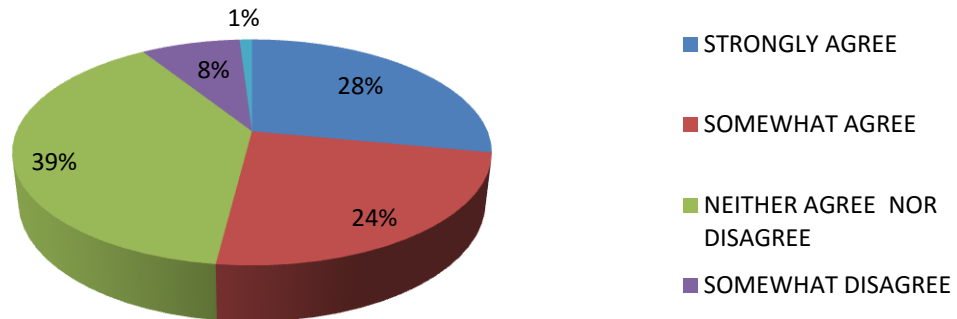
2 My work gives me a feeling of personal accomplishment.



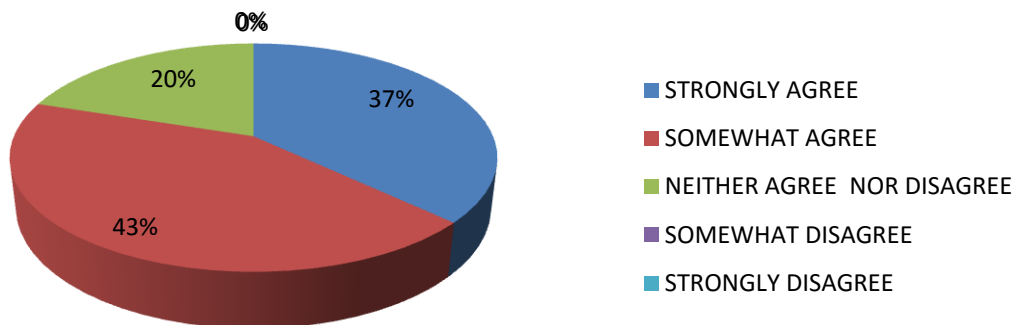
3 I have the tools and resources to do my job well.



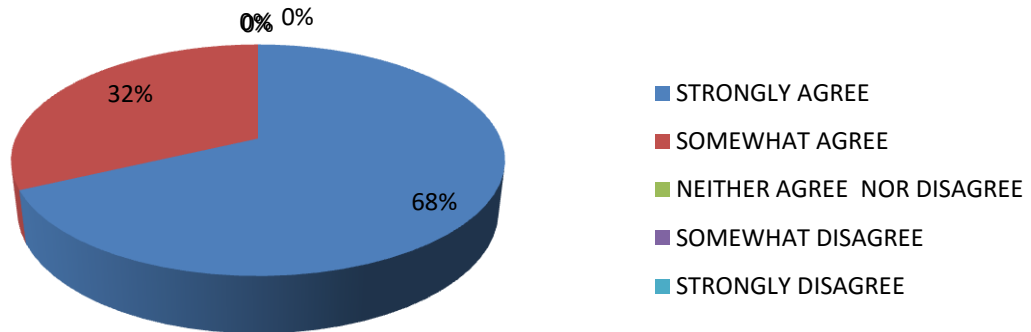
4 The Company does an excellent job of keeping employees informed about matters affecting us



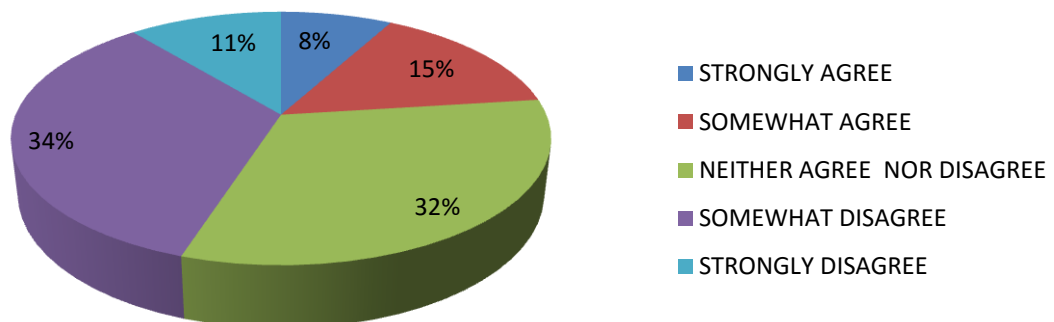
5 When a customer is dissatisfied, I can usually correct the problem to their satisfaction



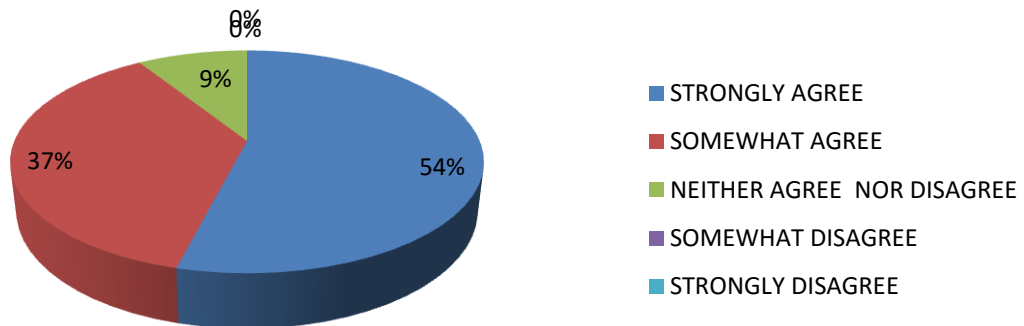
6 I understand why it is so important for Coloumbia Asia to value diversity (race, gender,age etc)



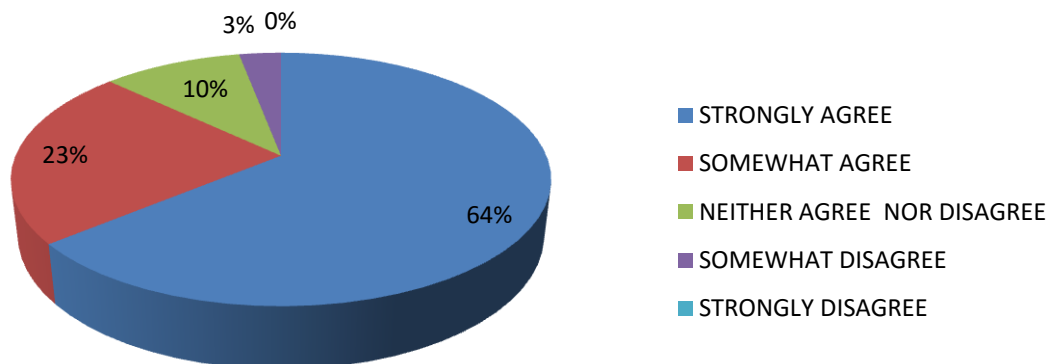
7 My job makes good use of my skills and abilities.



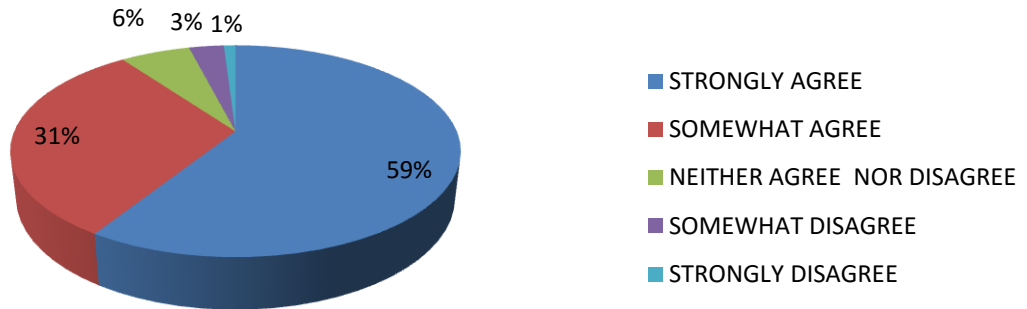
8 My supervisor's manager visibly demonstrates a commitment to quality



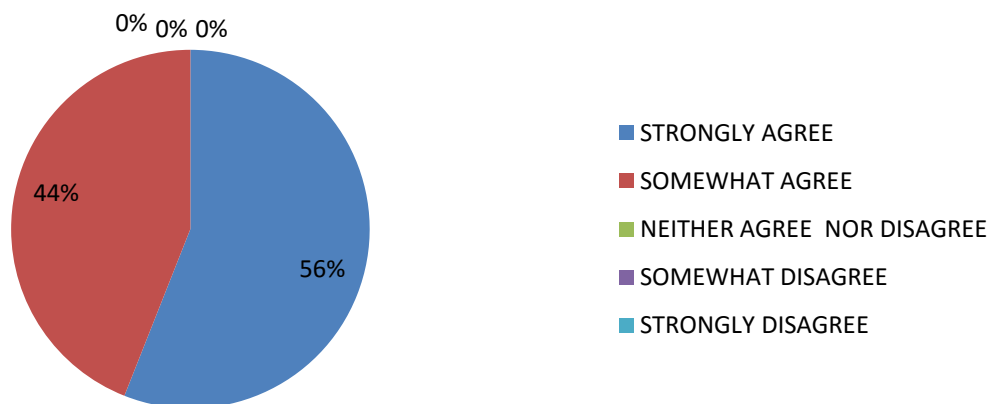
9 Senior managers visibly demonstrate a commitment to quality



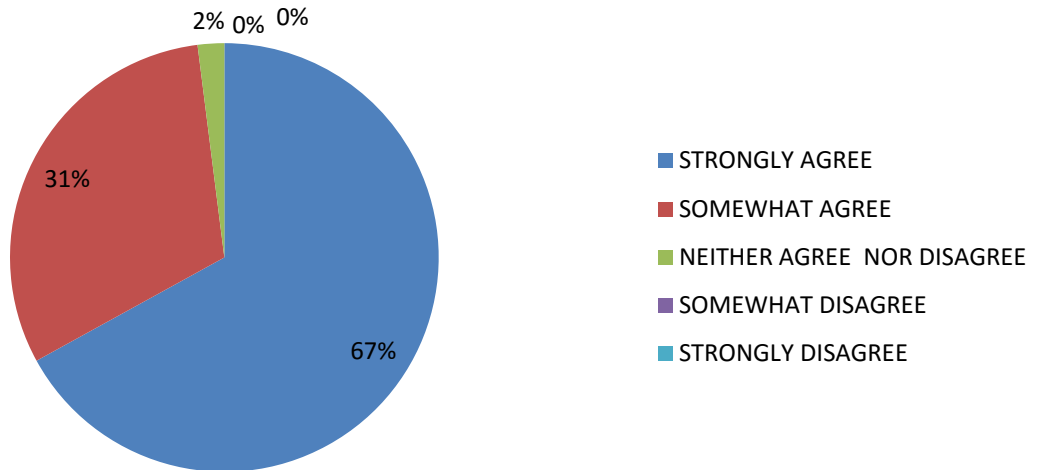
10 How satisfied are you with the information you receive from management on what is going on in your division?



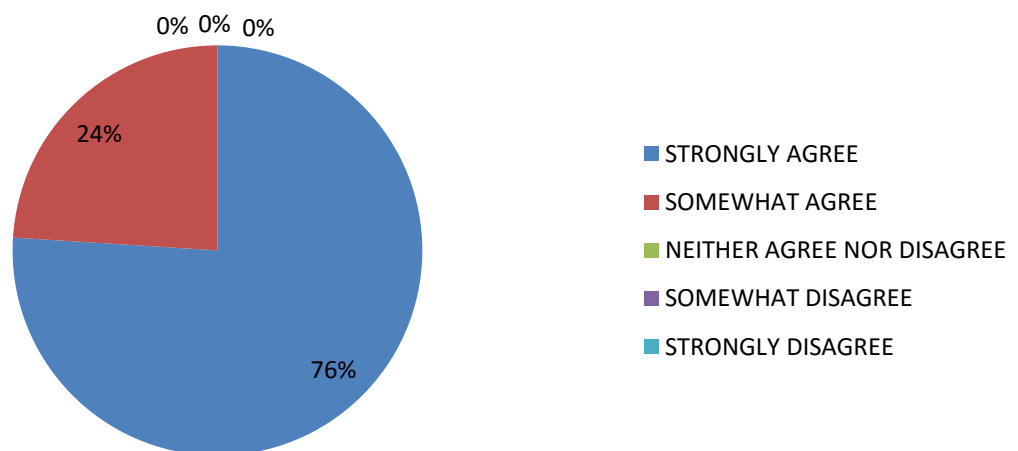
11 How satisfied are you with the involvement in decisions that affect your work



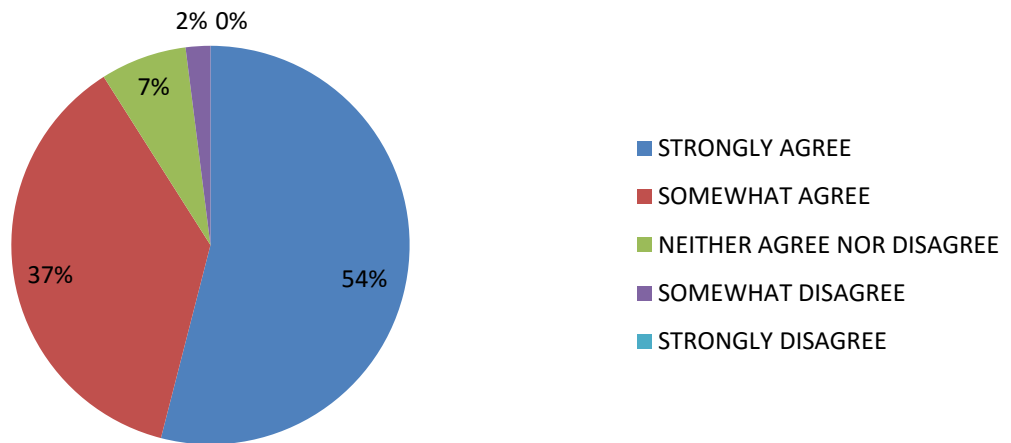
12 Considering everything, how satisfied are you with your job?



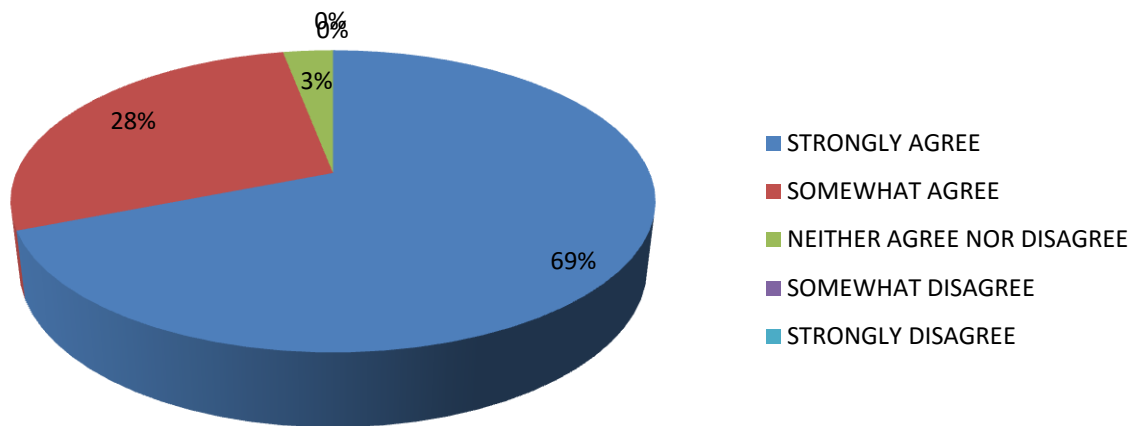
13 On my job,I have clearly defined goals.



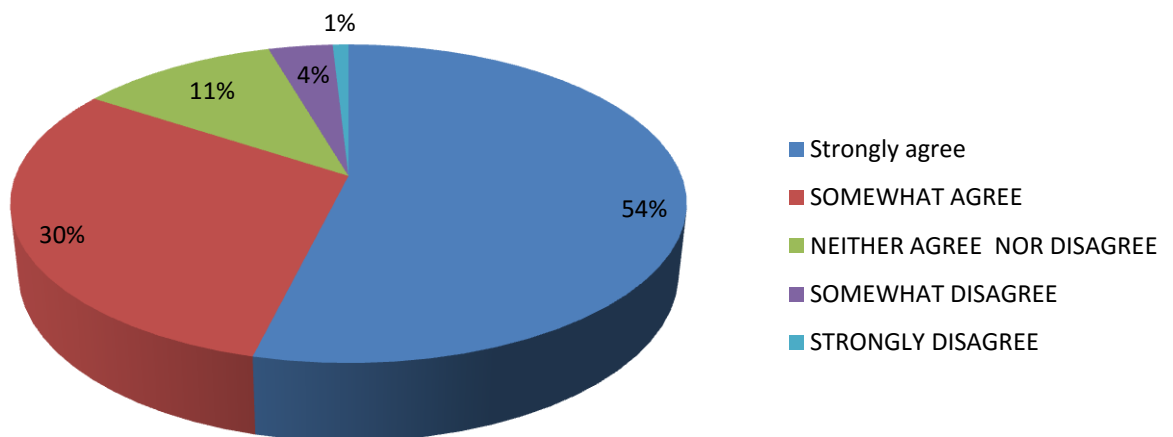
**14 How satisfied are you with the information
you receive from management on what's going
on in coloumbia asia?**



15 How satisfied are you with your oppurtunities to get a better job in coloumbia asia?



Overall Satisfaction



10. CONCLUSION:

The overall Job satisfaction of the employee shows that 54 % of them are strongly satisfied with their job, 30% are somewhat satisfied, 11% of the employees are neither satisfied nor they feel much dissatisfaction regarding their job as their response was neutral, While only 4 percent feel somewhat dissatisfied with their work, just about 1% of the employees are strongly dissatisfied with their job.

Although more than 50% of the employees are strongly satisfied with their work but the reasons behind the rest employees' dissatisfaction is the matter of major concern.

10.1

REASONS FOR DISSATISFACTION:

1. Employees feel that they aren't given enough opportunities to make use of their skills and abilities.

2. They feel that their supervisor's managers don't have a good commitment to work because around 9% of the employees were dissatisfied with their supervisor's managers.

3. The employees are not given enough information about what's going on their department as 3 percent of them somewhat disagree on the availability of information from Columbia asia regarding their department.

4. The employees feel that they are not given enough tools and resources to do their work.

10.2 RECOMMENDATIONS:

1. Give new and challenging task to the employees with stress free but time bound deadlines so that their skills and abilities can be fully utilized. This will lead to a healthy competition among employees and will motivate them to bring the best possible outcomes.

2. Conduct timely meetings of managers and guide them to make sure they are committed to their work because employees will like to follow their supervisors and managers only if they themselves do as they say.

3. Keep updating employees about the new plans and operations introduced in the hospital, especially give timely information about what's going on in their department and what is expected of them. This in return will keep them updated and motivated.

4. Make sure the employees are given all necessary tools and resources because they will be happy and satisfied if they are given what they need to complete their task on time.

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Employees manual of Columbia Asia

Emily L. Weinacker

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