

**Summer Training at
Alchemist Hospital, Panchkula
(April 8-June 8, 2013)**

**A Study to Assess the Job Satisfaction of Employees in a Tertiary Care
Hospital**

**By
Shweta Oberoi**

**Under the guidance of
Dr. Neetu Purohit**

**Post Graduate Diploma in Hospital and Health Management
2012-2014**



**Institute of Health Management Research,
Jaipur
2013**

**INSTITUTE OF HEALTH
MANAGEMENT RESEARCH**

1, Prabhu Dayal Marg
Sanganer Airport, JAIPUR - 302 011, INDIA
Tel. : 3924700, 2791431-32
Fax : 91-141-3924738
E-mail : ihmr@ihmr.org
URL : <http://www.ihmr.org>
Gram : HEALTHINST

CERTIFICATE

This is to certify that Dr. Shweta Oberoi, student of Post Graduate Diploma in Hospital and Health Management (PGDHHM) from Institute of Health Management and Research, Jaipur Batch 17th has undergone summer training in Alchemist Hospital, Panchkula, Haryana and has done following project:

- A study to assess job satisfaction of employees in a tertiary care hospital

The candidate has successfully carried out the mentioned studies assigned to her during summer training from 9th April 2013 to 5th June 2013 and her approach to study has been sincere, scientific and analytical.

I wish her success in all her future endeavors.



Dr. Neetu Purohit
Associate Professor and Mentor
IHMR, Jaipur



Dr. Ashok Kaushik
Dean, Academics and Student Affair
IHMR, Jaipur

Ref: AHL/HR/TRG/011

13th June, 2013

TO WHOM IT MAY CONCERN

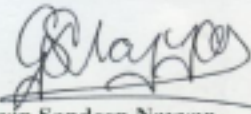
This is to certify that **Dr. Shweta Oberoi**, Management Trainee from IIHMR, Jaipur has completed her Summer Training from 09/04/13 to 05/06/13 at Alchemist Hospital, Panchkula, Haryana.

She has successfully submitted the following project to the Hospital which was assigned to her during this period:

"A study to assess the job satisfaction of employees in a tertiary care hospital".

She was found to be sincere and hardworking during her tenure. We wish her all the best for her future endeavors.

For ALCHEMIST HOSPITALS LTD.



Gladwin Sandeep Nayyar
Deputy Manager - HR & Admin

ALCHEMIST HOSPITAL LTD.
Sector-21, Panchkula (Haryana)

DECLARATION BY THE CANDIDATE

I hereby declare that this project titled “**A study to assess the job satisfaction of employees in a tertiary care hospital**” is a bonafide and a genuine research work carried out by me, in Alchemist hospital, Panchkula.

Date:

Place:

Shweta Oberoi

ACKNOWLEDGEMENT

I am delighted to express my sincere thanks and gratitude to all those who have directly or indirectly contributed to the successful completion of this endeavor.

I am grateful to Dr. Prabhjot S. Bhatia, Chief Operations Officer, Alchemist Hospital, Panchkula for his kind support and guidance.

I extend my sincere gratitude to my guide, Mrs. Harleen Kaur, Human Resource Manager, Alchemist Hospital, for her valuable suggestions and expert guidance throughout the work.

I also express my sincere thanks to Mrs. Girija, Assistant Nursing Superintendent, for her guidance and support.

I would also like to extend my special thanks to all the staff of the Alchemist hospital, for their kind support and cooperation.

I am grateful to my mentor, Dr. Neetu Purohit, Associate Professor, IIMR, Jaipur, for her constant guidance and support.

Special thanks to my parents and family members, who made this endeavor possible through their constant help and never ending concern.

TABLE OF CONTENTS

Sr. No.	Title	Page no.
1	About the hospital	7-10
2	Introduction - A study to assess the job satisfaction of employees in a tertiary care hospital	11
3	Factors influencing job satisfaction	12-13
4	Need to assess job satisfaction of employees in a tertiary care hospital	13
5	Objectives of the study	13-14
6	Literature review	14
7	Methodology	15
8	Data analysis and interpretation	15-17
9	Overall job satisfaction status	17
10	Gender based analysis	18
11	Experience based analysis	19
12	Parameters of job satisfaction	20-23
13	Conclusion and suggestions	23-24
14	References	24
15	Annexure	25-27

LIST OF TABLES

Table No.	Title	Page no.
1	Department of the respondents	15
2	Age of the respondents	16
3	Gender of the respondents	16
4	Qualification of the respondents	16
5	Experience of the respondents	17
6	Data for chi-square test between gender and overall job satisfaction	18
7	Chi-square test between gender and the overall job satisfaction	18
8	Data for the chi-square test between experience and overall job satisfaction	19
9	Chi-square test between experience and overall job satisfaction	19
10	Employee's feeling about his/her job	20
11	Condition of the department	20
12	Relation with the staff	21
13	Treatment by the supervisor	21
14	Financial incentives	22
15	Non financial incentives	22

ALCHEMIST HOSPITAL

The Alchemist group was launched in 1981 by Dr. K.D Singh. Its business interests falls under the following categories: food processing, hotels and resorts, restaurants, road technologies, healthcare, education, pharmaceuticals, steel mesh, aviation, real estate and tea.

The Alchemist group has two tertiary care hospitals, in Panchkula and Gurgaon, with its flagship hospital located in Panchkula.

Alchemist hospital, Panchkula, is a private limited organization, set up in 2008.

Mission- To provide best healthcare services by highly qualified and trained personals so that the patient gets cared and cured.

Vision- Alchemist group aspires to be the most preferred healthcare organization for customers and employees by:

- (1) Offering affordable and, transparent and world class services.
- (2) Developing synergetic relationship between management and employees.

Alchemist hospital is a 120 bedded hospital, with 21 specialties. The top 5 specialties are: cardiology, cardiac surgery, neurology, neurosurgery, and joint replacement.

The Hospital is set up in 1.25 acres area, with coverage of 80,000 square feet. The building has two blocks; one is hospital block and the others are service block and a dental block. The hospital has 5 floors, with a basement.

Basement of the hospital has the following departments: administration, HR, marketing, CSSD, laboratory, blood bank and food & beverages. Pharmacy, laundry and medical gases department is located in the basement of the service block.

Reception and registration, outpatient clinics, lifestyle clinics, help desk, billing department, Emergency department, imaging services (X-rays, USG, CT scan), cardiac (echo, TMT, holter), dietary services and cafeteria is on the ground floor.

The hospital is supported by 5 operation theatres, with 2 general OTs, 1 cardiac, 1 neuro and 1 for joint replacement, all located on the first floor. It also has SICU, cath lab, CCU, labour room, nursery and NICU.

HDU, MICU, dialysis and endoscopy are located on the second floor.

General wards are on the second floor, twin sharing, private and deluxe rooms are on the second, third and fourth floor. Suites are located on the fourth floor and the fifth floor has the medical records department.

Department wise distribution of beds

Department	Distribution of beds
First floor	
Triage	7
CTVS-ICU	6
CCU	8
NICU	7
ICU-1	9
ICU-2	6
JRSU	6
SICU	4
Second floor	
Economy room	9
Twin-sharing	3
Private room	3
Third floor	
Twin-sharing	6
Private room	6
Deluxe	3
Fourth floor	
Twin-sharing	6
Private	6
Deluxe	3
Suite	2

FACILITIES

Critical care

The hospital has facilities of Medical Intensive Care Unit (MICU), High Dependency Unit (HDU), Cardiothoracic Vascular Surgery (CTVS) ICU, Coronary Care Unit (CCU) and Neonatal Intensive Care unit (NICU).

The critical care units are equipped with advanced medical equipments and are under the care of critical care team which has highly qualified and experienced intensivists and specialists. The team has expertise in pain management.

Operation theatre

Alchemist hospital has five operation theatres, one designed for cardiac surgeries, one for neurosurgeries, one specially assigned for orthopaedic surgeries and two assigned as multispecialty OTs.

The theatres are staffed by an experienced team of anesthesiologists, technicians and nurses and follow strict protocols for infection control.

Radiology

The department is equipped with the latest state of the art equipment for routine as well as specialized radiological procedure. All routine x rays are digital and special procedures like barium studies and other contrast studies are performed on a remote controlled digital fluoroscopy machine.

CT- Angiography detects the blockages in the vessels of the heart in minimal time.

Lab services

Pathology lab is designed to handle large volumes of sample efficiently and effectively, allowing for delivery of high quality rapid services thus maintain patient satisfaction. The lab is equipped with latest technology and technique.

Blood bank

The Alchemist Blood Bank strictly adheres to the norms prescribed under Drugs and Cosmetics Act 1940 and Rules 1945 as amended from time to time.

It uses the latest GEL technology for blood grouping, cross matching and antibody screening.

The blood bank also conducts the mandatory tests for hepatitis B, hepatitis C, malaria, VDRL and HIV. The latest technology in blood bank refrigerators provides for safe storage of blood at proper temperature. Platelet apheresis is also being done with the help of Com. Tec. Blood cell separator for dengue and other patients requiring platelets.

CSSD

Central Sterile Supply Department is one of the most sophisticated, technically advanced department in North India.

It receives stores, sterilizes, and distributes supplies to all ward, outpatient department and special units like OT, Cath lab and ICU.

CSSD has demarcated separate zones i.e. dirty zone, clean zone, sterile zone, and distribution zone.

Pharmacy- Alchemist hospital has its own pharmacy i.e. Alchemist pharmacy

The OPD pharmacy is located on the ground floor and the IP and central pharmacy in the basement. The services are 24x7 available.

The OPD pharmacy is utilized to obtain prescribed and over-the-counter medications.

Central pharmacy accepts requests for medications from, emergency, OT, ICU through indents being put up by doctors.

IP pharmacy accepts requests for medications, through indents, being put up by IPD patients.

Narcotic drugs are stored separately, issued on special request from doctors.

Ambulance- Two ambulances, outfitted with advanced life saving equipment, are available round the clock. An ambulance is always accompanied by a specialized nurse. A doctor also accompanies the ambulance if the medical condition of the patient so demands.

A STUDY TO ASSESS THE JOB SATISFACTION OF EMPLOYEES IN A TERTIARY CARE HOSPITAL

1. INTRODUCTION

Hospitals are key healthcare delivery institutions and their primary aim is to provide patient care of highest quality. An efficient patient care not only requires modern equipment and drugs but also a group of well motivated and skilled personnel.

Employee/job satisfaction is not just the monetary benefits or the fringe benefits, but the feelings employee receive from work. It's the fulfillment, gratification and the enjoyment that comes from work.

For personnel, job satisfaction leads to a positive work attitude and a satisfied worker is more likely to be flexible, creative, motivated and will tend to add more value to an organization.

For the organization, job satisfaction of its workers means a work force that is motivated, productive, retained, committed to high quality performance and there is reduction in complaints, grievances, absenteeism, turnover, and termination as well as improved punctuality. Job satisfaction has also been found to be a good indicator of longevity.

There are two basic sources of job satisfaction:

- 1) The employee's pride in their profession and
- 2) The work environment i.e. both, physical condition of the department and interpersonal relationship.

The quality of work, the opportunity to learn new skills and take on new responsibilities, the recognition and rewards for a job well done, the ability to work well in a team, the social satisfaction derived from relationships at work, the opportunity to experience personal growth are all factors that impact job satisfaction. Individuals may vary to the degree in which each of these factors; contribute more or less to their job satisfaction and the end result is high job satisfaction which leads to career success.

2. FACTORS INFLUENCING JOB SATISFACTION

a) Organizational factors

- **Salary structure-** It is a symbol of achievement and indicates employee's worth to the organization. Higher pay reflects a higher degree of contribution towards organizational operation and welfare. [Michael, C.]
- **Promotion-** It involves a positive change in higher salary, less supervision, more challenging work assignments and decision making freedom.
- Higher salary also results in higher responsibilities and increased pressure which may have a negative impact on job satisfaction.
- **Benefits-** Employee benefits are used by the organization to retain talent. Offering benefit incentives to the employees after a certain period of employment encourages them and gives them reason to stick with the organization.
- In times of economic uncertainty, benefits become one of the many tools employers may use to increase loyalty, productivity and job satisfaction.

b) Work environment

- **Working conditions-** Good working conditions are highly desirable because they lead to greater physical comfort and ease of work.
- **Interpersonal relations-** The quality of interpersonal relationships at workplace play a significant role in employee satisfaction as it serves as a social, morale and emotional support system for the employee.

c) Autonomy and independence- Increased autonomy can give employees a greater sense of responsibility for the outcomes of their work.

d) Communication between employees and the management- It not only helps the employees understand organization's goals, policies and vision but also provides the workforce with direction, dispel rumors and promote trust, especially during times of uncertainty.

e) Relationship with the supervisor- Employees who have a positive relationship with their supervisor, are more likely to share job related problems or even personal problems with their supervisor, which can be barriers to employee productivity.

- f) Job specific training-** Job specific training provides employees with the relevant skills to enable them to perform their duties efficiently. The immediate application of the skills acquired through such training may enhance employee's confidence and productivity.
- g) Recognition of employee's work-** Employees emulate the behavior they see being rewarded. Acknowledging employee's performance through praise and awards is believed to be way of increasing employee's morale, productivity and competitiveness.
- h) Opportunity to develop-** when individuals find a career path which best utilizes their skills and expertise, they are more likely to be motivated and productive, thus increasing job satisfaction.

3. NEED FOR ASSESSING JOB SATISFACTION OF EMPLOYEES IN A TERTIARY CARE HOSPITAL

There is a link between employee attitudes and patient satisfaction. If employees are unhappy or dissatisfied, despite their best efforts, it is difficult for them to conceal this factor while interacting with the patients and other staff members. Therefore, one of the primary reasons for evaluating employee satisfaction is to identify the problems and try to resolve them before they impact patient care.

The health care providers are expected to attend to the technical aspects of patient care and they have less time to look after the personal needs of patients. The patients also report of less individual attention. Therefore, the health care providers feel that they are unappreciated and their skills are underused. This leads to low morale, high staff turnover and overall disenchantment with job opportunities in health care.

Not only is it important in terms of quality of patient care, assessing employee satisfaction is a critical component in retaining qualified professionals.

If the personnel employed in an organization is well looked after and understood, and their needs are studied and met, those employees can take the organization to magnanimous heights of glory and achievement.

4. OBJECTIVES OF THE STUDY

- 1) To assess the job satisfaction status in a tertiary care hospital.
- 2) To find relationship between demographic variables and overall job satisfaction.

- 3) To identify the factors affecting job satisfaction.
- 4) To offer suggestions to improve job satisfaction in a tertiary care hospital.

5. LITERATURE REVIEW

High job satisfaction may lead to improved productivity, decreased turnover, improved attendance and less job stress. [Michael, C.]

Retaining talented employees is the greatest challenge faced today by the organization. Human asset is the most important asset and retaining them is more important than finding a successor to the vacant position. The cost of employee turnover is from 40%-100% of an employee's annual salary, when productivity recruiting costs, reduced efficiency in transition, and time is considered. [Yafe, A. S.]

Job satisfaction among healthcare workers is increasingly being recognized as a measure that should be included in quality improvement programmes. Low job satisfaction can result in increased staff turnover and absenteeism which affects the efficiency of health services. [Ramasodi, J. M. B.]

By creating an environment that promotes job satisfaction, a health care manager can develop employees who are motivated productive and fulfilled. This in turn will contribute to higher quality of patient care and satisfaction. [Kaarna, M.]

Job satisfaction among healthcare professionals is increasingly being recognized as a measure that should be included in quality improvement programs. Low job satisfaction can result in increased staff turnover and absenteeism, which affects the efficiency of health services [Khadka, D. Chaulagain, N.]

Job satisfaction is a complex function of a number of variables. A person may be satisfied with one or more aspects of his/her job at the same time may be unhappy with other things related to the job.

Satisfied employees tend to be more productive, creative, committed to their employers. [Jathanna R, Melisha RD, Mary G, Latha KS.]

6. METHODOLOGY

Study design- a cross sectional study was conducted to assess the job satisfaction of employees and the factors influencing it, in a tertiary care hospital.

Study site- the study was conducted at Alchemist hospital, Panchkula, a 120 bedded, multispecialty hospital, established in 2008.

Study population- the population consisted of clinical staff (nurses), clinical-support staff and non-clinical staff.

Inclusion criteria- regular staff of the clinical department, clinical support and non-clinical department.

Exclusion criteria- outsourced departments i.e. housekeeping, helpers, laundry, security, food and beverages and the consultants.

Tools and techniques- the tool and technique used for the study was a self administered questionnaire consisting of close ended questions, which were evaluated using a four point scale. The items were scored as 1-4 from strongly agree to strongly disagree.

The questionnaire consisted of two parts:

- 1) Parameters for assessing job satisfaction among the regular employees of the hospital.
- 2) Demographic information of the employees.

6. DATA ANALYSIS AND INTERPRETATION-

Total no. of regular employees (excluding the outsourced departments and the consultants): 300

Total no. of responses: 170

Percentage of responses: 57%

Table 1: Department of the respondents

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Nonclinical	40	23.5%	23.5%	23.5%
	Clinical	92	54.1%	54.1%	77.6%
	Support	38	22.4%	22.4%	100.0%
	Total	170	100.0%	100.0%	

Table 1 indicates that larger proportion of the respondents i.e. 54.1% is from the clinical staff (nurses) while the remaining is from clinical support and non-clinical staff.

Table 2: Age of the respondents

	Years	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	124	72.9%	72.9%	72.9%
	30-40	46	27.1%	27.1%	100.0%
	Total	170	100.0%	100.0%	

Table 2 shows that majority of the respondents i.e. 72.9% are between the age group of 20-30.

Table 3: Gender of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	94	55.3%	55.3%	55.3%
	Male	76	44.7%	44.7%	100.0%
	Total	170	100.0%	100.0%	

Table 3 indicates that females constituted majority i.e. 55.3% of the respondents

Table 4: Qualification of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	20	11.8%	11.8%	11.8%
	Graduate	132	77.6%	77.6%	89.4%
	PG	18	10.6%	10.6%	100.0%
	Total	170	100.0%	100.0%	

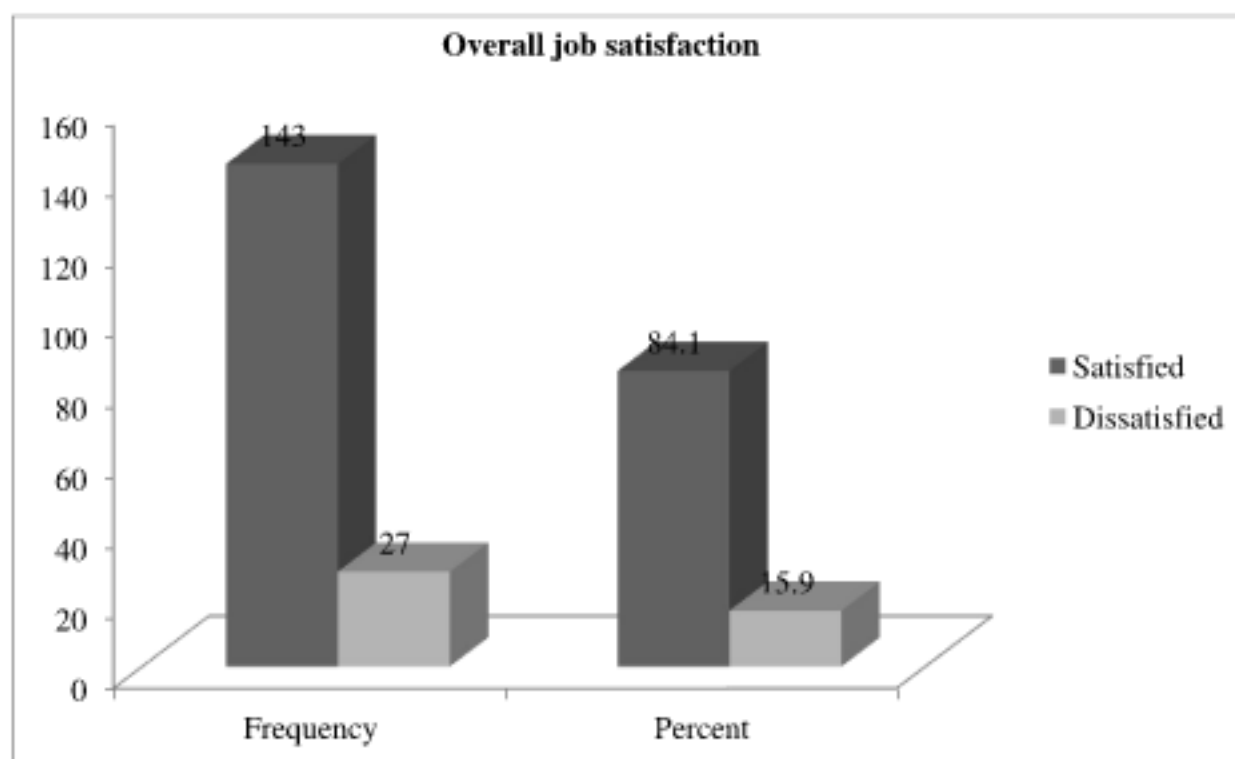
With regard to the level of education, majority of the respondents i.e. 77.6% are graduates, 11.8% are diploma holders and 10.6% are postgraduates.

Table 5: Experience of the respondents

	Years	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<1	43	25.3%	25.3%	25.3%
	1-2	35	20.6%	20.6%	45.9%
	2-3	35	20.6%	20.6%	66.5%
	>3	57	33.5%	33.5%	100.0%
	Total	170	100.0%	100.0%	

The table above shows that 25.3% of the respondents have working experience of <1 year in the same hospital whereas percentage of the respondents with experience of 1-2, 2-3 and >3 years is 20.6%, 20.6% and 33.5% respectively.

Overall job satisfaction status: the data is analyzed in terms percentage based on the objectives of the study.



**Summer Training at
Alchemist Hospital, Panchkula
(April 8-June 8, 2013)**

**A Study to Assess the Job Satisfaction of Employees in a Tertiary Care
Hospital**

**By
Shweta Oberoi**

**Under the guidance of
Dr. Neetu Purohit**

**Post Graduate Diploma in Hospital and Health Management
2012-2014**



**Institute of Health Management Research,
Jaipur
2013**

6.2. EXPERIENCE BASED ANALYSIS: the data is analyzed using simple percentage method and chi-square test to find the relation between experience and overall job satisfaction.

Table 8: Data for chi-square test between experience of the respondents and overall job satisfaction

			Satisfaction	
			Satisfied	Dissatisfied
Experience (in years)	<1	Count	37	6
		% within satisfaction	25.9%	22.2%
	1-2	Count	30	5
		% within satisfaction	21.0%	18.5%
	2-3	Count	26	9
		% within satisfaction	18.2%	33.3%
	>3	Count	50	7
		% within satisfaction	35.0%	25.9%
Total		Count	143	27
		% within satisfaction	100.0%	100.0%

6.2.1. CHI-SQUARE TEST BETWEEN EXPERIENCE OF THE RESPONDENTS AND OVERALL JOB SATISFACTION

Null hypothesis: job satisfaction is independent of experience of the respondents.

Alternate hypothesis: job satisfaction is dependent on the experience of the respondents.

Table 9: Chi-square test between experience of the respondents and overall job satisfaction

	Value	Degree of freedom
Pearson chi-square	3.272	3

Interpretation: we now have chi-square value of 3.272 with degree of freedom as 3. Entering the chi-square distribution table with degree of freedom as 3 we find that the value of chi-square 3.272 is < 7.81, therefore value of P is > 0.05 and null hypothesis is accepted which implies that the job satisfaction is independent of the experience of the respondents.

7. PARAMETERS OF JOB SATISFACTION

20 parameters of job satisfaction are taken into account.

The data regarding the parameters of job satisfaction is analyzed using simple percentage method.

Table 10: Employee's feeling about his/her job:

Variable		Satisfied	Dissatisfied	Total responses
Amount of work	Count	143	27	170
	% within total responses	84.1%	15.9%	100.0%
Working shift	Count	154	16	170
	% within total responses	90.6%	9.4%	100.0%
Opportunity to develop	Count	155	15	170
	% within total responses	91.2%	8.8%	100.0%

The table indicates that most of the respondents i.e. 84.1%, 90.6%, 91.2% are satisfied regarding the amount of work they are asked to do, their working shift and opportunity of growth at job, respectively.

Table 11: Condition of the department:

Variable		Satisfied	Dissatisfied	Total responses
Physical condition of the department	Count	152	18	170
	% within total responses	89.4%	10.6%	100.0%
Sufficient equipment	Count	142	28	170
	% within total responses	83.5%	16.5%	100.0%
Sufficient staff	Count	131	39	170
	% within total responses	77%	23%	100.0%

The table above indicates that the majority of the respondents i.e. 89.4%, 83.5%, 77% seem to be satisfied in case of the physical condition of the department, sufficient equipment available to do their work and sufficient staff available for assistance, respectively.

Table 12: Relation with the staff

Variable		Satisfied	Dissatisfied	Total responses
Cordial work environment	Count	160	10	170
	% within total responses	94.1%	5.9%	100.0%
Communication with the management	Count	114	56	170
	% within total responses	67%	33%	100.0%

The table shows that 94.1% of the respondents are satisfied with the work environment and 67% of the respondents feel that they receive information from the management when required; to do their work related tasks.

Table 13: Treatment by the supervisor

Variable		Satisfied	Dissatisfied	Total responses
Asks for inputs for making decision	Count	106	64	170
	% within total responses	62.4%	37.6%	100.0%
Evaluates work performance on regular basis	Count	138	32	170
	% within total responses	81.2%	18.8%	100.0%
Addresses queries regarding work	Count	140	30	170
	% within total responses	82.4	17.6%	100.0%
Addresses personal issues	Count	132	38	170
	% within total responses	77.6%	22.4%	100.0%

It can be seen from the table above that the respondents seem to be satisfied with the kind of treatment they get by their supervisors whether it is the evaluation of their work performance

(81.2%), asking for inputs in decision making (62.4%), addressing the work related or personal queries (82.4%, 77.6%).

Table 14: Financial incentives

Variable		Satisfied	Dissatisfied	Total responses
Salary structure	Count	70	100	170
	% within total responses	41.2%	58.8%	100.0%
Perks and benefit	Count	90	80	170
	% within total responses	53%	47%	100.0%
Criteria for salary hike	Count	77	93	170
	% within total responses	45.3%	54.7%	100.0%

The table indicates that the respondents are dissatisfied with the financial incentives i.e. salary structure (58.8%), criteria for salary hike or the performance appraisal system (54.7%) and the perks and benefits (47%).

Table 15: Non-financial incentives

Variable		Satisfied	Dissatisfied	Total responses
Recognition for job well done	Count	135	35	170
	% within total responses	79.4%	20.6%	100.0%
Leave policy	Count	124	46	170
	% within total responses	73%	27%	100.0%
Professional autonomy	Count	83	87	170
	% within total responses	48.8%	51.2%	100.0%
Adequate training	Count	127	43	170
	% within total responses	74.7%	25.3%	100.0%

It is seen from the table above that the respondents seem to be dissatisfied with the professional autonomy or empowerment (51.2%) while they are satisfied with the leave policy of the organization (73%) and the training process (74.7%).

8. CONCLUSION AND SUGGESTIONS

The aim of this study was to assess the level of overall job satisfaction of employees in a tertiary care hospital. By employing a cross sectional descriptive approach, the level of overall job satisfaction, factors influencing job satisfaction and relationship between demographic variables and overall job satisfaction were surveyed using a self-administered questionnaire.

The result of a single survey cannot be considered as a strong foundation for making decisions regarding job satisfaction but the result of the study suggest that intervention should be carried out to increase job satisfaction of employees regarding factors like financial incentives and professional autonomy.

Following are the main findings:

- The present study revealed that majority of the respondents i.e. 84.1% are overall satisfied with their job.
- No association was found between the demographic variables of the respondents and the overall job satisfaction.
- While assessing the factors affecting employee satisfaction it was found that most of the respondents i.e. 58.8% of respondents are dissatisfied with the salary structure.
- 54.7% of the respondents are dissatisfied regarding the criteria for salary hike.
- Since the bonuses are based on the performance appraisal, therefore the process of appraisal should be transparent and clear to the employees as to whether they are being evaluated on the basis of skills, knowledge or behavior.
- 51.2% of the respondents are dissatisfied regarding their liberty to make decisions concerning work.
- Weekly staff meetings can be conducted, for all the employees, where the departmental issues are put forth and employees can be asked to give inputs in solving the issue. This will give employees confidence in their capability in solving their departmental problems and will make them more committed to the organization. Employees will also feel a sense of involvement in the success of the department.

- 47% of the respondents are dissatisfied concerning the perks and benefits offered by the organization.
- Besides offering benefits like health insurance, retirement benefits, paid holidays etc, the organization can offer benefit incentives like lunch out, ticket to any music or a sport event, membership in a country club etc. This way the employees get time out from their regular schedule and give them a reason to stay with the organization.

9. REFERENCES

[Jathanna R, Melisha RD, Mary G, Latha KS. (2011). Determinants of job satisfaction among healthcare workers at a tertiary care hospital, online journal of health and allied sciences, vol10, issue3]

[Kaarna, M. (2006). Importance of job satisfaction in hospital quality process, Nordic School of Public Health]

[Khadka, D. Chaulagain, N. (2012). Factors influencing job satisfaction among healthcare professionals at Tilanga eye centre, Kathmandu, Nepal. International journal of scientific and technology research, vol1, issue1]

[Michael, C. (2007). A study to assess job satisfaction among nurses in surgical wards in surgical wards, Rajiv Gandhi University of health, Karnataka, Bangalore]

[Ramasodi, J. M. B. (2010). Factors influencing job satisfaction among healthcare professionals at South Kand Hospital, School of Public Health at University of Limpopo]

[Yafe, A. S. (2011). Assessing job satisfaction level of employees in a tertiary care hospital. International journal of multidisciplinary research, vol1, issue 8]

ANNEXURE

Questionnaire on employee/job satisfaction

(I Dr. Shweta Oberoi, summer trainee in Alchemist hospital, am doing a project on Employee Satisfaction and the data generated through this questionnaire will be used for research purpose. Confidentiality of the respondent will be maintained.)

Please tick your answers:

		Strongly agree	agree	disagree	Strongly disagree
1.	I understand my duties and responsibilities, as an employee of the hospital.	1	2	3	4
2.	I take pride in the type of work I do.	1	2	3	4
3.	I am satisfied with the amount of work I am asked to do.	1	2	3	4
4.	I am satisfied with my working shift.	1	2	3	4
5.	The physical conditions of my department are good and allow me to focus on my work.	1	2	3	4
6.	My department is well equipped for my work related tasks.	1	2	3	4
7.	There is sufficient staff in my department to assist me in my work.	1	2	3	4
8.	The environment at my work place is cordial.	1	2	3	4
9.	I have enough authority to make decisions regarding my work.	1	2	3	4
10.	The management does its job well in providing information and services, needed to perform my work related tasks with ease.	1	2	3	4
11.	My supervisor asks me for my inputs to make decisions.	1	2	3	4
12.	My supervisor evaluates my work performance on regular basis and provides me with suggestions on what can be done to improve.	1	2	3	4
13.	My supervisor addresses my queries regarding work.	1	2	3	4
14.	My supervisor addresses my personal issues in a peaceful manner.	1	2	3	4
15.	I am satisfied with the quality and the amount of training provided to me, to do my job.	1	2	3	4
16.	I get recognition for job well done.	1	2	3	4
17.	I feel my skills and expertise are being put to their best use.	1	2	3	4
18.	I believe my pay is fair for my responsibilities.	1	2	3	4
19.	I m satisfied with the perks and the benefit	1	2	3	4

	package provided by the hospital.				
20.	The criteria for salary hike are satisfactory.	1	2	3	4
21.	The leave policy of the hospital is satisfactory.	1	2	3	4
22.	I am overall satisfied with my job.	1	2	3	4

Personal information

23. Age

(a) Below 20 (b) 20-30 (c) 30-40 (d) Above 40

24. Gender

(a) Female (b) Male

25. Qualification

(a) Graduate (b) Diploma (c) Postgraduate

26. How long have you been working in this hospital

(a) <1 year (b) 1-2 years (c) 2-3 years (d) >3 years

27. I am working asstaff in the hospital

(a) Clinical (b) Non clinical (c) Clinical support

Thank you!