

**A STUDY ON EMPLOYEES SATISFACTION AT KUSUM
DHIRAJLAL (KD) HOSPITAL**

Dissertation Submitted to



The IIHMR University, Jaipur

for the partial fulfillment for the award of

the degree of Master of Business

Administration (MBA)

in

Hospital and Health Management/Pharmaceutical

Management/Development Management

by

Dr. Meshwa Bharat Patel

Under the Supervision and Guidance of

Mr. Ashish Bandhu

2023

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D: 20.05.2023

This is to certify that **Dr Meshwa Patel** in partial fulfillment of the requirements for the award of the degree of **MBA in Hospital and Healthcare Management** from the **IIHMR University, Jaipur** has successfully completed her internship at **Kusum Dhirajlal(KD) Hospital, Ahmedabad** during **21st February, 2023 to 20th May, 2023.**

Place: Ahmedabad

Date: 20.05.2023



Dr Anuja Desai
Executive Director,
KD Hospital, Ahmedabad

DECLARATION BY STUDENT

I hereby declare that this dissertation titled A Study on Employees Satisfaction in KD Hospital is the bonafide record of my original research work. I declare that it has not been submitted to any other university or institution for the award of my degree or diploma. Information derived from the published or unpublished work of others has been duly acknowledged in the text.

(Signature)

Meshwa Bharat Patel

Date:

CERTIFICATE

This is to certify that Dr. Meshwa Patel in partial fulfillment of the requirements for the award of the degree of MBA Hospital and Health Management from the IIHMR University, Jaipur has successfully completed her internship at KD Hospital during February 21- May 20, 2023.

Place:

Date:

CERTIFICATE

This is to certify that dissertation titled A Study on Employees Satisfaction in KD Hospital is a record of the research work undertaken by Dr. Meshwa Bharat Patel in partial fulfillment of the requirements for the award of the degree of MBA Hospital and Health Management from the IIHMR University, Jaipur under my guidance and supervision and her approach to the research has been sincere, scientific, and analytical.

Faculty Guide

School Dean

IIHMR University, Jaipur

IIHMR University, Jaipur

Date

Date

ABSTRACT

Title: A Study on Employees Satisfaction in K.D. Hospital

Author: Meshwa Bharat Patel

Guided By- Ashish Bandhu

Background- Employee satisfaction is vital for firms. In a competitive environment, maintaining content and happy employees is crucial. Satisfied workers are more productive, committed, and considerate, benefiting both the company and its success. A company's workforce is a valuable asset and has the potential to drive its achievements.

Objectives- The objective of the study is to find out the factors affecting the satisfaction level among the employees of KD Hospital. The study also tries to identify the department that is experiencing the most unhappiness so that it can be given more attention and solutions in order to raise satisfaction levels.

Methodology- The study was carried out at Ahmedabad's KD Hospital. Responses to an online questionnaire created by the intern were gathered using a descriptive cross-sectional approach. A sample of 201 willing participants in the workforce was gathered. The organizational culture, management, job profile, employee engagement, and performance management system are the five criteria of employee satisfaction that the questionnaire is built around.

Conclusion- As it is directly related to the expansion and performance of the hospital, the hospital needs to be more aware of and focused on employee happiness. It has been discovered that many elements affect satisfaction to varying degrees. As a result, the hospital needs to put more effort into raising organizational culture, management, job profiles, and performance management system.

Key Words- Employee satisfaction, KD hospital, Organizational Culture, Performance management system, satisfaction levels, Job satisfaction, employee engagement.

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1- Acknowledgements

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I also want to thank **KD Hospital** and my sincere gratitude to **Dr Anuja Desai, Director, KD Academics** for giving me the chance to do my internship there and for providing me with the support and guidance I needed.

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My deepest gratitude goes out to **Mr. Ashish Bandhu** for his unwavering support and direction, which assisted me and provided me with a clear path to perform my study and efficiently prepare my dissertation.

2. List of Abbreviation

CHRO	Chief Human Resources Officer
KD	Kusum Dhirajlal
SHKGDT	Shri Harihar Maharaj Kamdhenu Gausevaa Shram Dharmik Trust
NABH	National Accreditation Board for Hospitals
AACI	American Accreditation Commission International
PL	Paid Leave
CL	Casual Leave
SL	Sick Leave
MNC	Multinational Company
HOD	Head of Department
CAGR	Compound Annual Growth Rate
KRA	Key Result Area
PMS	Performance Management System
CSSD	Central Sterile Services Department
MRD	Medical Record Department

3. List of Tables

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4. About K.D. Hospital

Kusum Dhirajlal Hospital (K.D. Hospital) is a multi/super specialty hospital located in Ahmedabad, Gujarat with a high-class facilities and treatment that is affordable to the people along with diagnostics facilities. (1)

The hospital was founded on 7th May 2018. It is a 300+ bedded hospital covering a massive 6-acre campus that caters to nearly 40+ super-specialties all under one roof. The hospital has all the required and talented team of doctors along with supportive staff. All the members of KD Hospital has one aim and that is the well being of the patients. KD Hospital is incorporated by Shri Harihar Maharaj Kamdhenu Gausevaa Shram Dharmik Trust (SHKGDT). (1)

In K.D. Hospital every employee's main goal is to ensure the well-being of all the patients. It is achieved by constant dedication and by providing a healthcare system that is "Available, Accessible, Affordable, Safe, Efficacious, Professional, and Ethical" through the state of the art of facilities. Hospital is one of the first hospitals in Gujarat to achieve 6 NABH accreditations and one of the only two hospitals in India to achieve the NSCI safety award. It is one of the best hospitals in Ahmedabad with affordable services and is located at a prime location. (1) K.D. Hospital also has educational services that are provided by KEDIAH- Kusum Dhirajlal Institutes of Allied Health Sciences giving students great exposure to learning and opportunities for growth. K.D. Hospital is growing every day with constant perseverance and hard work. (2)

Vision of K.D. Hospital

- Ensuring 'well-being' as a humane commitment to enliven humanity.

Mission of K.D. Hospital

- The 'well-being' ensured by extension of Available, Accessible, Affordable, Safe, Efficacious, Professional and Ethical comprehensive healthcare through state-of-art facilities.

Values at KD Hospital

- Teamwork, Integrity, Responsibility, Compassion, and Ethics.

KD Hospital has gained **9 certifications** of excellence by:

- NABH Accreditation in 2020
- NABH Nursing Excellence Certificate in 2021
- NABH Blood Bank Certification in 2021
- NABH Certification for Emergency Department in 2021
- NABH Certification for Medical Imaging Services in 2021
- NABL Certification in 2022
- Pharmacie De Qualite' (For Pharmacy Services) and Safe Operation Theatre Certification by Bureau Veritas Certification in 2022
- AACI Accreditation Certificate in 2022.

Orientation of the Hospital:

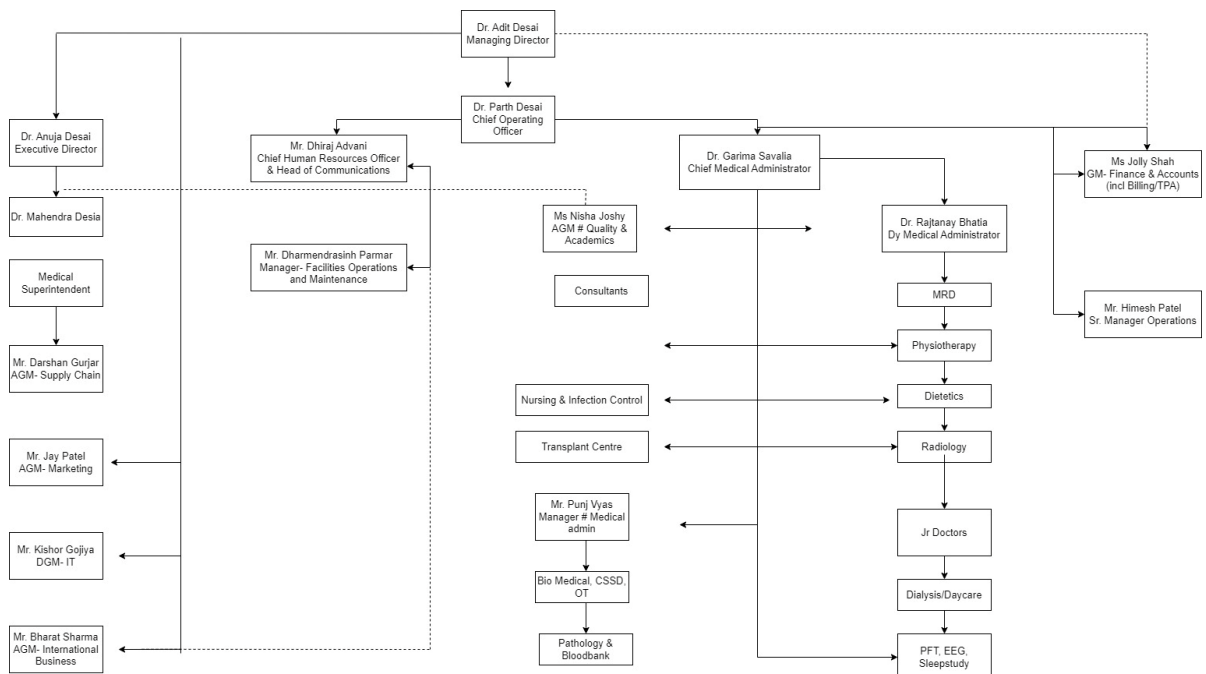
Table 4.1 Orientation of Hospital		
<u>Basement</u>	<u>1st floor</u>	<u>3rd floor</u>
Luggage storage area	OPD-B/C/D/E/F	Operation Theater 1-8
IP Pharmacy	Dentistry	I.C.U
<u>Lower ground</u>	Audiometry	<u>4th floor</u>
Administration	Children's Play Area	Pathology
IT	Immunization/Vaccination	Blood Bank
Biomedical	EEG/NCV	Microbiology
MRD	Uro Flowmetry	Histopathology
CSSD	Cafeteria	<u>5th floor</u>
<u>Ground floor</u>	Prayer Room	General Ward- 1,2 &3
Patient Registration	<u>2nd floor</u>	Pre-Post Angio
Pharmacy	IVF	Cath Lab and CCU
Billing	Physiotherapy	<u>6th floor</u>
Credit Desk	NICU/PICU	Patient room 601-643
OPD -A	Labor Room/OT	Sleep Lab
ECHO/TMT/ECG/PFT	Dialysis Unit	KD Lounge
Health Check-up Area	Ophthalmology	<u>7th floor</u>
Radiology	Lithotripsy	Patient room 701-743
Emergency	Endoscopy	<u>8th floor</u>
-	Chemotherapy	Patient room 801-835

Scope of Services at K.D. Hospital

“Anesthesiology, Audiometry, Bariatric Surgery, Blood Bank, Cardiac Surgery, Cardiology, Clinical Nutrition, Critical Care & Intensive Care, Cornea Transplant, Dermatology & Cosmetology, Emergency Medicine, E.N.T, Endocrinology & Diabetic Clinic, Gastroenterology, General Medicine, General Surgery, Gastro - Intestinal, Obstetrics & Gynecology, Immigration Health Check- up, Infectious Diseases, IVF & Birthing Centre, Joint Replacement, Laboratory Medicine, Medical Oncology & Chemotherapy, Neonatology & Pediatrics, Nephrology & Dialysis Centre, Neurology & Stroke Centre, Neurology & Stroke Centre, Neurosurgery, Ophthalmology, Orthopedics & Trauma, Pain Clinic, Physiotherapy & Rehabilitation, Plastic & Reconstructive Surgery, Preventive Health Checkup, Psychiatry, Pulmonology, Radiology, Renal Transplant, Rheumatology, Sleep Medicine, Spine Surgery, Surgical Oncology, Trauma Care, Urology, Vascular & Thoracic Surgery, etc.”

Figure 4.1

Organogram



HR policies at KD hospital

Table 4.2 Employee rights and responsibilities	
Right to be treated with respect and dignity and without any discrimination.	Arrive at work on time
Right to register a complaint or file a grievance	Dress appropriately for work
Right to safe workplace	Obey hospital rules and regulations
Right to eligible informed leaves.	Not to discriminate or harass others at the workplace
Right to seek role clarity	Avail leaves only after the approval of the HOD
Right to get salary in lieu of work done.	Wear identity cards during the duty hours
Right to know annual performance evaluation.	Immediately report work-related injuries or untoward incidents
	Use email for official purposes only and ensure office stationery and resources are not misused.
	Maintain confidentiality of work.
	To abide by any other responsibility assigned by management from time to time.
	To abide by the break timings.

Working Hour Policy

The purpose of this policy and procedure is to define the period of time that the employee works at KD Hospital, provide information on different shifts and their mode of operation and obtain attendance reports for the salary process. The general shift working hours at KD hospital are from 9:30 am to 6:00 pm with half an hour break for lunch. Three times a month employees are permitted a grace period of 10 minutes, after which every late coming will result in a deduction of $\frac{1}{2}$ a day's leave or $\frac{1}{2}$ day's pay.

Leave Policy

Table 4.3 Leaves, their eligibility, and Encashment				
Types of leave	No. of leaves per annum	Eligibility	Carry forward	Encashment
PL	21	After 6 months of joining	63	-
CL	7	After 3 months of joining	No	No
SL	7	After 3 months of joining	Yes till 21	No

Compensatory off (C/off)

Comp. Off will be generated based on employees' overtime done in a particular month. Mode of Availing: Minimum number of days for availing Comp. off to be sanctioned at a time minimum of half a day after permission from his/her HOD. Encashment: No Encashment for Comp. Off

Holiday Off (H/off) & Optional Off

Hospital Management declares the Holiday list before the beginning of each Calendar Year. (i.e., January to December). Staff can avail of 2 Optional Holidays on the same day as per the list. Optional holidays cannot be carried forward. Unused Mandatory Holiday is to be utilized within 30 days after that it will lapse.

Employee Welfare Benefits

Wedding gift- Employees who get married during their tenure service are eligible for a gift cheque or material gift worth Rs 2001/-

Newborn- Baby kit gift to new-born baby of employees.

Employee marriage policy

To maintain professional decorum, the Hospital discourages any marriage amongst its active employees. In case of any breach of the above, it will attract strong disciplinary action and it will lead to the separation of the less-tenured employee from the organization. The code of conduct is one of the foundations for HR policies containing the company's rules that employees need to adhere to. The policy includes a dress code,

electronic usage policy, conflict of interest, Employee marriage policy, proper work environment, etc. It also contains the rules and penalties if an employee breaches or violates the code of conduct.

Education Assistance Policy

K.D. Hospital firmly supports the cause of investing in the future of the employee's children and aims to provide financial assistance for the same. Eligible employees can get benefits for up to 2 children in his/her family. Eligible employees can get benefits for their children up to the 10th standard.

Employee achievements are recognized and celebrated (R&R) under employee engagement activities and performed every month.

A Study on Employees Satisfaction in K.D. Hospital

5. Introduction

The most crucial factor and one of the main considerations for any firm is employee satisfaction. In today's environment of perpetual rivalry, it is crucial for any company to maintain employee satisfaction and contentment. A happy workforce will work more productively and for a longer period than one that is dissatisfied.

Employee satisfaction refers to the state of mind of an employee in which they are mentally satisfied with their job description, working environment, working culture, and management in addition to their wage structure which also involves a long-term plan to work with the same organization.

Employee Satisfaction not only makes people work more effectively, but it also makes them more considerate and committed to their jobs. One of a company's greatest assets is its workforce. In addition to being your resources for running a company, they also have the potential to lead it to success.

At present, competition is always increasing. The view of employee satisfaction and the criteria for measuring it have radically altered, especially with emerging MNCs and startups. The benefits and bonuses that people are meant to receive are now more well-known. The working community has heard a lot about the importance of finding a work-life balance.

Particularly since the COVID pandemic, a greater proportion of employees have turned to the work-life balance policy. They were forced to reevaluate their decisions and way of life due to free time, work-from-home policies, etc. They also came to the realization that it is possible to combine leisure time and work without off-balancing either. Better results will come from a joyful mind. Employee happiness is based on more than just their pay and benefits; it's also influenced by how they feel about working for that company.

Every employee needs to be motivated to wake up in the morning in order to go to work, which requires a combination of the work environment and culture, interesting job descriptions, and plenty of opportunities for professional development.

It not only makes it easier for workers to show up for work, but it also makes it easier for them to work quickly and effectively, both of which have a direct bearing on the expansion and success of the company.

For any business, it is a very important factor to attain employee satisfaction. The more satisfied and content they feel the better they perform and loyal they are. They might even go the extra mile for the organization's success.

The workforce of the company suffers a loss when one employee leaves, as do the resources used to support them. In addition to that, he additionally represents the company in the marketplace. A disgruntled employee may not give a favorable assessment of the company, in contrast to a happy employee who provides positive feedback. As a result, a happy employee is very important to an organization's efforts to establish a strong brand in the marketplace.

When employees are provided a good amount of compensation and benefits, a clean and motivated workplace, good opportunities for career growth, and are acknowledged well for their efforts, the satisfaction rate automatically raises higher. In addition to it, a work culture promoting a positive environment, teamwork, and good communication is another way to increase and maintain satisfaction levels.

The relationship between employee and consumer happiness is quite significant. The more satisfied a person is with his job, the more effectively he will work for the company, increasing customer happiness. Yet, there are a variety of factors that can contribute to an employee's job discontent.

The first and most crucial factor for an employee is his or her compensation. As a result, the salary should never be paid late. It must be delivered promptly in accordance with the employees' guarantee. He should also receive fair recompense for the extra time and effort he put in.

The relationship between the work environment and how satisfied or unsatisfied employees are also very close. The psychology of a worker may be impacted by a bad and demotivating society. One would not want to have to deal with a yelling and critical boss, insulting coworkers and goosing staff on a daily basis while also managing the duties of their job. Thus, it should be carefully taken into account in connection to employee satisfaction.

Less professional advancement and fewer opportunities would be two of the major deterrents for a worker. Considering their true potential, a person would never want to work in a low-profile profession. Employees seek out healthy challenges at work in order to perform and realize their potential. Being unable to explore their potential and experience true performance demotivates the employees.

Who among us wouldn't desire to balance their job and personal lives well? Workers put in a lot of effort to earn their money so they can live happy, fulfilling lives and satisfy their needs. In order to enjoy the satisfying life he desires, he needs a healthy work-life balance, which inspires him to work hard and with dedication. But, no matter how much money a person makes, if they have a bad work-life balance, they will never be happy in their jobs. He can't employ the resources he gained because he doesn't have time to do so.

When an employee's needs and expectations are taken into account, he or she is very happy. A few of the key elements among them are job security, positive working relationships among coworkers, fair and prompt payment of wages, reasonable working hours, and respect and recognition for the effort they put into their work.

A secure job allows workers to work without worrying about losing their jobs and provides them with psychological comfort. Their desire to work harder is stimulated by flexible work schedules and acknowledgment of their efforts. Also, it is crucial to give employees a sense of security and safety while they are working for the company. Make them feel cared for and like a family by giving them that feeling. Therefore there has to be a technique to determine the satisfaction level of the workforce now that we are aware of the reasons why it is essential for a company to flourish. Surveys of employee satisfaction can be useful in this situation. Employee satisfaction is only a useful and considerate technique to gauge employee satisfaction within the company.

Employee Satisfaction Surveys, or ESSs, are used to determine where management falls short and what might be changed for the better. It helps with staff retention and exposes the flaws in the organization's entire structure. Along with this, it also raises employee engagement, which is crucial to human resources. Employees feel heard and have a sense that their feedback and suggestions are important to the company as a result of employee satisfaction surveys.

Employee satisfaction survey is crucial because there are several employees in an organization that work in various departments and for various HODs. It's not necessary

for everyone to be dealing with the same problems. Various individuals and different divisions face various challenges in their daily work. Consequently, a survey of employee satisfaction aids in the differentiation of departmental satisfaction rates and the scrutiny of the data.

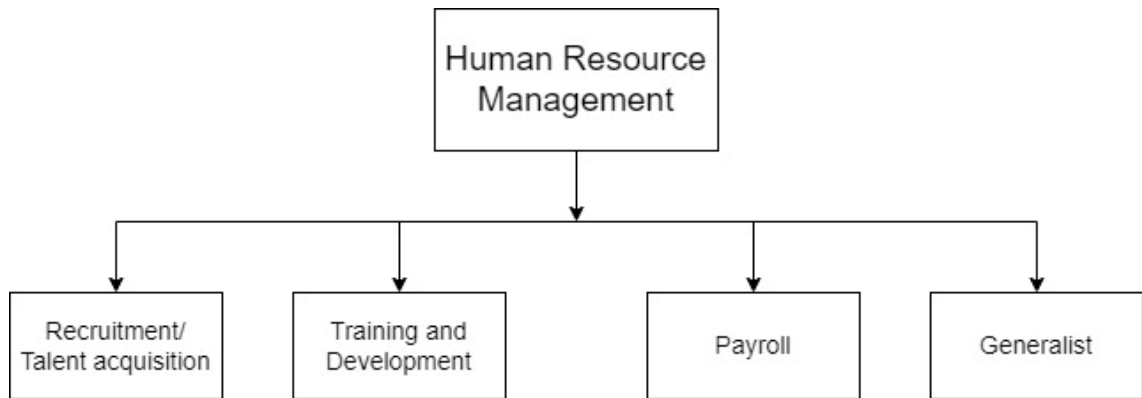


Figure 5.1: A brief idea about Human Resources

The organization's human resources department aids in preventing staff attrition and retention. Additionally, it develops personnel policies and aids in maintaining an orderly workflow inside the company. It aids in both the planning and upkeep of the human workforce. Also, it facilitates communication between employees and the system and gives the workforce a safe and secure working environment.

Recruitment/Talent acquisition

Identification and planning of the organization's staff is the primary responsibility of the recruitment and talent acquisition team. Following that, it is their responsibility to determine the requirements and needs of the needed staff. This prompts them to conduct research and identify the ideal applicant for the position profile. The process then continues with the candidate being interviewed, placed on a shortlist, and ultimately chosen. The chosen candidate and HR then discuss salaries before the employee joins the company.

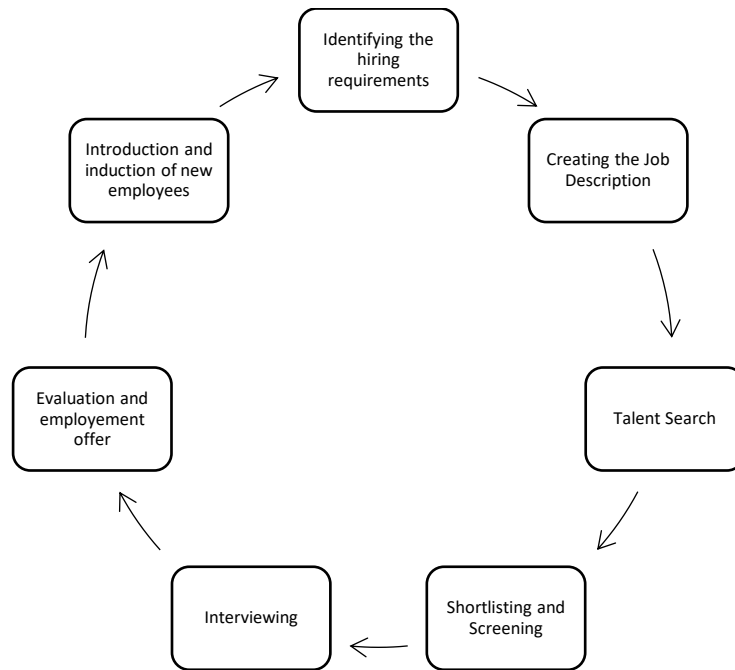


Figure 5.2 Talent Acquisition Cycle (3)

Payroll

After researching industry norms, the payroll team's responsibility is to develop the compensation breakdowns for the various positions. In order to maintain employee satisfaction, it is also their duty to ensure that the employees' salaries are paid on time. Also, they are taken care of with regard to all compensation, overtime pay, penalties, etc. Along with offering the fines and benefits according to the candidate, they are directly tied to the payroll cycle. They also play a significant part in the management of employee compensation increases and the performance appraisal system.

Training and Development

The purpose of training and development is to build a strategy for the hospital's on-boarding training programs. After the hiring procedure, this phase of induction and training begins. They are responsible for the organization's induction of the on boarding members to acquaint them to the benefits and policies of the organization as well as its laws and regulations. They develop training programs, and then they assess the candidate's performance throughout the training course as how they have improved. Employee engagement activities are also carried out by the training and development

department. Training and development also conduct surveys and manage employee satisfaction.

Generalist

A generalist's job is to oversee and preserve all of the vital records for each and every profile. They also handle the paperwork and membership process. Ultimately, the key responsibility is to support all the processes and to keep track of all the crucial paperwork and records.

Thus, these are the various roles and responsibilities of the HR Department along with handling grievances and general communications.

6. Literature Review

Humans are the most sensitive and loud creatures when it comes to their sentiments. It is common knowledge that an organization performs better when its personnel are happier. In essence, employee satisfaction aids in our ability to maintain satisfaction levels, find out the areas for improvement, and maintain the effectiveness of our projects. Therefore, maintaining a happy and pleased workforce is crucial for an organization to prosper.

Employee surveys are an essential tool for gauging job satisfaction because of the insights they reveal about workers' perspectives, priorities, and issues. This information will help employers make informed decisions about the workplace, policies, and practices. An investment in worker happiness benefits both the business and its workers. The company's reputation, productivity, and retention rate all improve as a result.

Employee satisfaction covers a wide range of issues, from large ones like pay and management to minor ones like how they are recognized or valued. It incorporates all of them. Therefore, it indirectly promotes loyalty when we make an employee feel appreciated and like a member of the family.

According to Gopinath R, Kalpana R(2019), “Job satisfaction is one of the main interests in the field of organizational behavior and the practice of human resource management. Job satisfaction is the result of Job involvement and organizational commitment. When employees involve in their work, satisfaction occurred. Job involvement and organizational commitment have been acting as important factors that contribute to job satisfaction.” (4)

When workers contribute meaningfully to the organization, they gain better job satisfaction and enhanced quality of life. Organizations emphasizing employee happiness tend to have tremendous, sustained success and growth over time. Respect, admiration, and care should be mutual amongst an organization and the employees to ensure long-term talent retention, an effective work environment, and growth for the organization and the employees.

According to Dhamija P, Gupta S, Bag S(2019), “the Job satisfaction of employees is one of the important prerequisites to ensure the smooth functioning of banks. The

association of job satisfaction with the quality of work-life factors of bank employees followed by the essential influential relationship of these concepts with socio demographic characteristics, thereby, proving its own distinct contribution to the subsisting body of literature.” (4)

According to the article published in April 2021 by **U.Suji** (1Department of Hospital Administration, Dr.N.G.P. Arts, and Science College) and **N.Nandhini** (Student, Department of Hospital Administration, Dr.N.G.P. Arts and science college), Job satisfaction is defined as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences." (4)

Job satisfaction is influenced by a variety of factors, including timely salary payments, just remuneration for experience, appreciation, and recognition, a healthy work-life balance, a nice work environment, and a welcoming workplace culture.

Employee satisfaction in the healthcare sector varies greatly depending on the nature of the position. Also, in the healthcare sector, the profession is linked to high-stress levels and an unbalanced work-life balance, which makes employees unhappy and makes them consider quitting their jobs.

The performance rating system and patient/customer satisfaction are strongly correlated with work satisfaction and employee satisfaction. The hospital will be more satisfied and develop faster if the personnel is more satisfied. There are several factors involved in that as well, including effective communication, a welcoming atmosphere, employee engagement activities, appropriate advice and assistance, thrilling challenges, and a host of others.

As per Niti Aayog, “the Indian Healthcare market size has been growing in both terms of revenue and employment at a CAGR of 22% since 2016, employing 4.7 million people directly. The sector was forecasted to generate 2.7 million additional jobs in India between 2017-22 over 500,000 new jobs per year.”

As mentioned in a research paper on “Employee Satisfaction in Healthcare Industry at the Mission Hospital Durgapur, by Vaidehi Nag (assistant professor, Bhm, Paramedical college Durgapur) it is **said by Hoppock**, job satisfaction is the combination of psychological, physiological and environmental circumstances that causes a person to truthfully say –“I AM SATISFIED WITH MY JOB”. (5)

Job satisfaction or as we say Employee satisfaction is the end result for an employee after working for an organization. It provides us with a quick snapshot of the employee's level of satisfaction, from which we can infer whether or not the organization's operations are running well. Also, because it is related to psychological factors, joyful thoughts come from a happy mind. This offers greater effectiveness and superior results.

“Locke gives a comprehensive definition of Job Satisfaction as involving cognitive, affective, and evaluative reactions or attitudes and states it is, a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience”. (5)

We may therefore gain a better understanding of how and why employee satisfaction is crucial for an organization after looking at all the factors and components that contribute to it.

Table 6.1 Literature Review					
Sr. No	Article Name	Authors	Year	Sample size and Technique	Salient Features
1	“A study on job satisfaction among employees in one of the multi-speciality hospital” (4)	U.Suji N.Nandhini	2021	Simple random sampling (100)	The study focuses on displaying how important employee satisfaction is and how it varies from individual to individual. Also, it is more about an attitude then the numbers. Happy and satisfied employees leads to a successfully organization. (4)
2	“A Study of Job Satisfaction and Its Effect on the Performance of Employees Working in Private Sector Organizations” (6)	Wasaf Inayat, Muhammad Jahanzeb Khan	2021	Random sampling technique (180)	“This study found that job satisfaction is correlated with occupation, with medical doctors being more satisfied. There was no significant association between job satisfaction and gender, qualification, family system, or marital status. The study concluded that satisfied employees perform better and suggests organizations consider job satisfaction to improve performance.” (6)

3	“Correlation between Employee Performance, Well-Being, Job Satisfaction, and Life Satisfaction in Sedentary Jobs in Slovenian Enterprises” (7)	Zinka Kosec Stella Sekulic Susan Wilson-Gahan Katja Rostohar Matej Tusak Marta Bon	2022	Mixed-methods research design (120)	“The purpose of this study was to explore the relationship between employees’ work performance and their well-being, job satisfaction, and life satisfaction in sedentary jobs. The study found that job satisfaction and life satisfaction have a greater impact on work performance in sedentary jobs compared to employee well-being. It also revealed that being unwell is still perceived as a weakness, causing some employees to refuse to participate in well-being activities. The study suggests further research on the effect of organizational climate on work performance in sedentary jobs.” (7)
4	“Effect of Management Factor on Employee Job Satisfaction: An Application in Telecommunication Sector” (8)	Nagihan Yildiz Tepret	2015	“Ekvall and Arvonen Leadership scale” (202)	"Study on how management approach and leadership style impact job satisfaction in telecom sector finds strong relationship between leadership styles and job satisfaction. Production-oriented leadership had highest impact on intrinsic satisfaction, while transformational-oriented leadership had highest impact on extrinsic satisfaction. All leadership styles had positive influence on job satisfaction, with employees perceiving their supervisors as mostly production oriented." (8)
5	“Effects of office environment on employee satisfaction” (9)	Solange Leder Guy R. Newsham Jennifer A. Veitch	2016	Mixed-methods research design	“Two field studies examined the impact of office environment parameters on environmental and job satisfaction. The studies focused on open-plan and private offices in conventional and green buildings. Results showed

		Sandra Mancini Kate E. Charles			workstation size and office type were important factors for satisfaction with acoustics and privacy. Window access and glare conditions affected satisfaction with lighting, while pollutant concentration affected satisfaction with ventilation and temperature. Employees in green buildings reported higher environmental satisfaction, while job satisfaction was affected by pollutant concentration and office type." (9)
6	"Factors affecting job satisfaction" (10)	Moh. Sutoro	2020	Quantitative Methods Simple Randomized Technique (120)	"The study examines the factors that influence teacher performance through job satisfaction. The results show that motivation, work culture, and low stress levels have a significant impact on teacher performance. A positive work culture and low stress levels can positively affect a teacher's behavior and work morale, leading to better job satisfaction. Therefore, institutions should consider these non-physical factors and adopt a humanitarian approach to human resource management." (10)
7	"Impact of Working Environment on Job Satisfaction" (11)	Abdul Raziq Raheela Maulabakhsh	2015	Simple random sampling (210)	"This paper aims to investigate how the working environment affects employee job satisfaction. The results suggest that involving employees in decision making, providing flexible working hours, reducing workloads, promoting teamwork, and having supportive top

					management have a positive impact on employee performance and lead to higher job satisfaction. This, in turn, increases employee commitment, motivation, and productivity, benefiting the business in the long run.” (11)
8	“Job Satisfaction and Associated Factors among Health Professionals Working at Public and Private Hospitals in Bahir Dar City, Northwest Ethiopia” (12)	Amare Geta Gashaw Andargie Biks Endalkachew Dellie Lake Yazachew	2021	Comparative cross-sectional study (520)	“The study examines job satisfaction among healthcare professionals in public and private hospitals in Bahir Dar city, Ethiopia. Results indicate that job satisfaction is low among healthcare professionals in both public and private hospitals, with the lowest satisfaction reported by those in public hospitals. The study recommends that healthcare policymakers and hospital managers develop evidence-based strategies to improve job satisfaction for healthcare professionals.” (12)
9	“Strategic Importance of Human Resource Practices on Job Satisfaction in Private Hospitals” (13)	Didem Paşaoğlu H. Zümrüt Tonus	2014	Factor analysis, reliability analysis (Cronbach alpha), correlation analysis, and hierarchical regression analyses related to hypothesis tests (264)	“The study found that training and development, performance assessment, remuneration, recruitment, and personnel selection have the highest positive correlation with job satisfaction of private hospital employees. It is recommended that private hospitals offer an extensive training and development program, follow detailed human resource planning, establish healthy industrial relations, and provide good working environments to improve job satisfaction. The study also emphasizes the importance of employee satisfaction for the private health sector's organizational performance and maintaining the

					existence of hospitals.” (13)
10	“The Impact of Organizational Culture on Job Satisfaction, Employees Commitment and Turn over Intention” (14)	Salman Habib Saira Aslam Amjad Hussain Sana Yasmeen Muhammad Ibrahim	2014	Random sampling design (235)	“Organizational culture can have a strong impact on employees' performance, job satisfaction, and retention. This study found a positive correlation between the impact of organizational culture on employee commitment, job satisfaction, and retention. A positive organizational culture can enhance employee commitment and job satisfaction while reducing retention rates, ultimately improving organizational performance. A strong organizational culture can also help new employees adopt the company culture and gain a competitive advantage.” (14)

7. Methodology

Study Area- K.D. Hospital, Ahmedabad

Study Design

- Descriptive cross sectional study design

Study Duration

- 3months

Method of Data Collection

- Self-created Questionnaire.

Sampling Criteria

- Convenience Sampling

Sample Size- 201 responses

Study Respondents- Employees working in the clinical, non-clinical, and administrative departments. That included,

- Human Resources
- Communications
- Academics
- Marketing
- Supply Chain and Purchase
- IT
- MRD
- Bio-medical engineering
- Accounts and Billing
- Admissions
- Operation Executives
- Nursing
- Radiology and Imaging
- Ophthalmology
- Dermatology

- Pathology / Microbiology
- Facility Department
- Maintenance Department

Inclusion Criteria

- All the active employees working currently in the organization.
- Employees working the shift of 9:30 am to 6:00 pm.
- Employees voluntarily participating in the study.

Exclusion Criteria

- Contract-based employees.
- Employees serving the notice period.
- Employees working in shift post 6:00 pm.

Research Question of the Study

What are the factors affecting employee satisfaction in the K.D. Hospital?

Objectives of the Study

1. Find the level of employee satisfaction in the K.D. Hospital.
2. To ascertain the level of employee satisfaction in various departments
3. To become aware of the various factors and components essential to employee satisfaction.

Steps for the Collection of Data

1. A self-made questionnaire was formed on Microsoft Forms.
2. The link was shared in the common staff groups.
3. To get responses, a QR code was printed and personally distributed to each study participants.

Steps Involved in the Formation of the Questionnaire.

1. The questionnaire was discussed and prepared under the guidance of the Chief Human Resources Officer.
2. A self-made questionnaire was formed for the evaluation of employee satisfaction.
3. The form was categorized into three subgroups Clinical, Non-clinical, and Administration Staff.

4. The questionnaire focused on **15 questions** (exclusion of demographic details).
5. The 15 questions further are designed based on 5 parameters.
6. Three questions related to the **organization's culture**.
7. Three questions related to **Management**.
8. Three questions related to the **Job profile**.
9. Three questions related to **Employee Engagement**.
10. Three questions related to the **Performance Management system**.
11. One question regarding personal feedback and suggestions.

Following are the questions.

Table 7.1 Questionnaire	
Sr. No.	Question
1	Gender
2	Age Group
3	Department
4	How long you have been a part of this Organization?
5	Is the Organization's working culture motivational to you?
6	Is there effective communication within the Organization?
7	Is the Organization open to transformation?
8	Is your contribution towards work valued by the management timely?
9	Are you provided proper guidance and support by your mentor?
10	Is your professional development and opportunities are provided by the management?
11	Do you feel valued and appreciated in the Organization?
12	Are you satisfied with the roles and responsibilities of your profile?
13	Are you satisfied with the resources provided to you as per your job requirements?
14	Are you aware and satisfied with Employee Welfare Benefits?
15	Are you satisfied with the employee engagement activities happening in the Organization?
16	Do you often participate in employee engagement activities?
17	Are you aware of the rating parameters of the Performance Management System?
18	During the Performance Management System, do the HOD have a one-on-one dialogue with you?

19	Are you explained the different parameters of the KRA by your HOD, during the Performance Management System?
20	Feedback and suggestion

- To gauge and grade the level of employee satisfaction and comprehend how that element affected it, five options were given for each subsequent question.
- **Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree.**

A-Private Data

The purpose of these questions was to categorize and separate the data according to the department, age range, gender, and length of employment. Since each department has a varied effect on each gender and age group. It's also crucial to know what the recently hired and long-term employees are saying so you can evaluate what kind of effect the company has had on them.

B-Organization Culture-Based

Employee satisfaction is greatly influenced by the culture of the company. When compared to a hostile and unhealthy atmosphere, it makes a significant difference when the culture is encouraging and motivating.

C-Management Based

The HOD and management are among the closest to the workforce. The staff really value and depend on their help and direction. A senior who is irate and complains is never satisfying compared to a senior who is gracious and encouraging. Employees must understand that making a mess will have consequences, but they must also understand that they have the support of their superiors in case of difficulty.

D-Job Profile Based

The duties and responsibilities of a job profile should first and foremost satisfy an employee. No other things will matter to him if he is not content with his work profile alone.

E-Employment Engagement Based

Employee engagement activities are those that foster friendly relationships among employees and help them come to feel like members of the organization's family.

F-Performance Management System Based

All employees seek salaries and performance-based evaluations. It is one of the primary prerequisites for each employee working for the company. If not completed on schedule, it has a significant effect on the employees' level of satisfaction.

20- Feedback and suggestion options were kept open for everyone to give their input into it.

Ethical Concerns

- Nobody was forced for the participation in the survey, and it was conducted as a **voluntary** based survey.
- The employee's id or name was not revealed anywhere as the survey was kept in **anonymous** based.
- The data have been kept **confidential** and have used only for dissertation purposes.
- **Consent** was taken from every individual participating in the survey.

8. Results

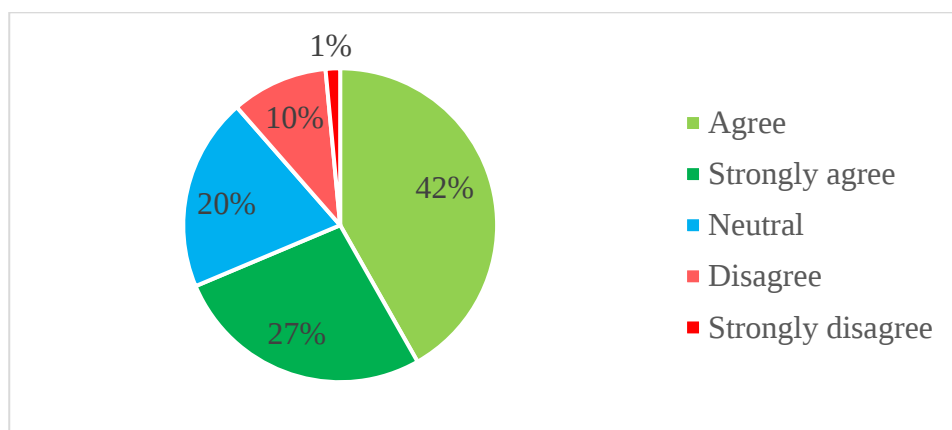
The study's objective was to determine the degree of employees satisfaction at the hospital and how various variables and characteristics affect that level. The factor of “Agree” and “Strongly Agree” having an average score of more than 75% is decided to be taken as “highly desirable” whereas a score between 75% to 70% is decided to be taken as “desirable”. Whereas a score ranging below 70% was considered “undesirable”. For factors “Disagree” and “Strongly Disagree”, having an average score of more than 10% is decided to consider “considerable” whereas a score of more than 15% is decided to consider “undesirable”.

Table 8.1 Scoring Scale	
<70% of the score for satisfaction	Undesirable
70%-75% of the score for satisfaction	Desirable
>75% of the score for satisfaction	Highly Desirable
>15% of the score for dissatisfaction	Undesirable
>10% of the score for dissatisfaction	Considerable

To improve satisfaction at KD Hospital the goal should be to achieve more than 75% of satisfaction level in all factors and to reduce dissatisfaction less than 10%. Let’s discuss the results achieved from the questionnaire.

Figure 8.1

Is the Organization's working culture motivational to you?

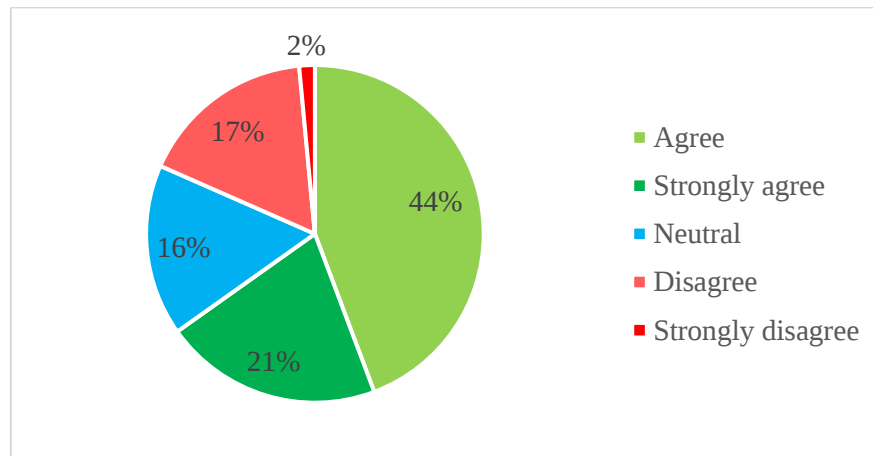


69% agree, Undesirable | 20% neutral | 11% disagree, considerable.

Given that both the level of satisfaction and the degree of dissatisfaction are unsatisfactory, it is necessary to examine and fix this situation.

Figure 8.2

Is there effective communication within the Organization?

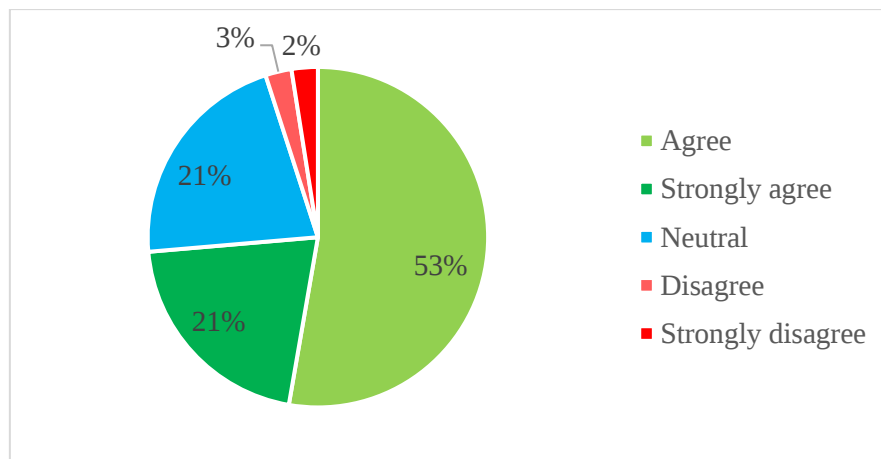


65% agree, undesirable | 16% neutral | 18% disagree, undesirable.

It is very important to look at and fix the situation because both the satisfaction and dissatisfaction levels are unacceptable.

Figure 8.3

Is the Organization open to transformation?

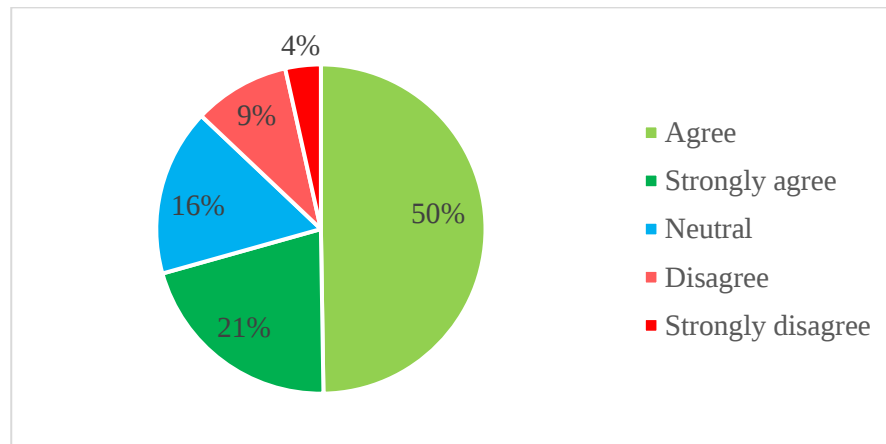


74% agree, desirable | 21% neutral | 5% disagree.

Both the amount of contentment and the level of dissatisfaction are good, indicating that everything is operating properly and smoothly.

Figure 8.4

Is your contribution towards work valued by the management timely?

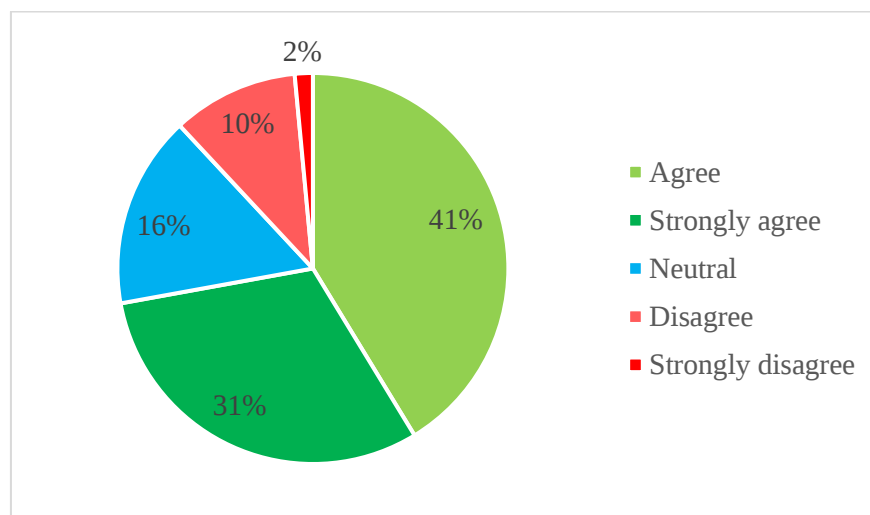


71% agree, desirable | 16% neutral | 13% disagree, considerable.

Although the amount of satisfaction appears to be satisfactory, there is still room for development as seen by the significant level of dissatisfaction.

Figure 8.5

Are you provided proper guidance and support by your mentor?

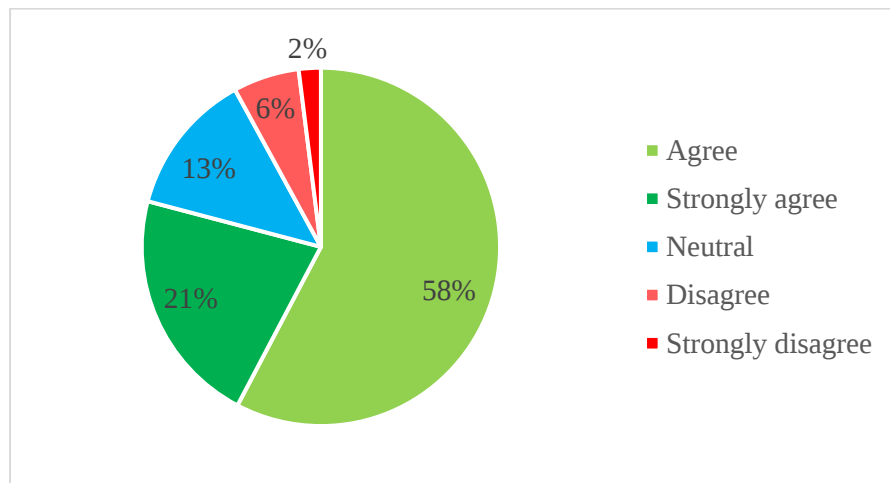


72% agree, desirable | 16% neutral | 12% disagree, considerable.

Although the amount of satisfaction appears to be satisfactory, there is still room for development as seen by the significant level of dissatisfaction.

Figure 8.6

Is your professional development and opportunities are provided by the management?

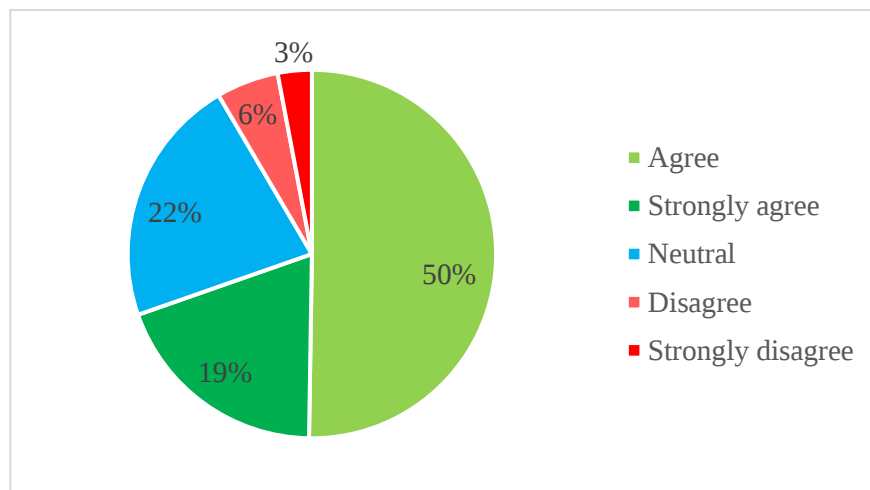


79% agree, highly desirable | 13% neutral | 8% disagree.

Both the satisfaction and the discontent levels appear to be effectively maintained.
Therefore, there is no need for improvement in this area.

Figure 8.7

Do you feel valued and appreciated in the Organization?

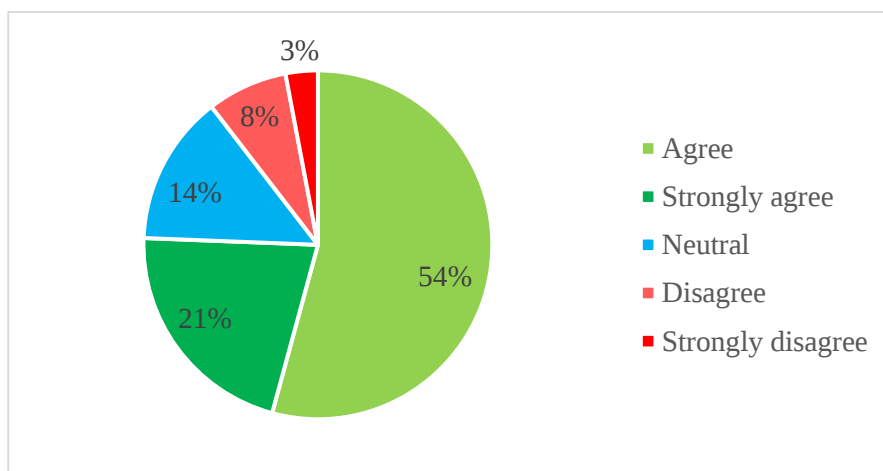


70% agree, desirable | 22% neutral | 8% disagree.

Both the satisfaction and the discontent numbers appear to be at acceptable ranges. As a result, no special attention is needed in this area, but there is still some room for development.

Figure 8.8

Are you satisfied with the roles and responsibilities of your profile?

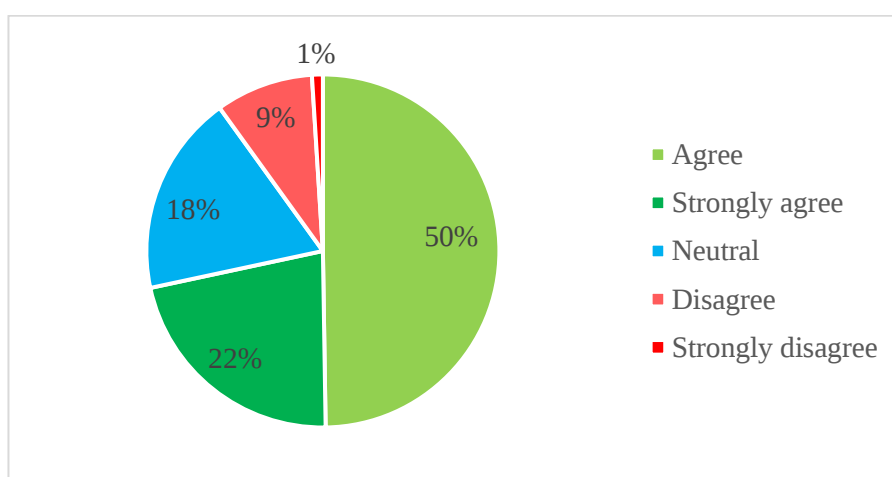


76% agree, highly desirable | 14% neutral | 10% disagree.

While the dissatisfaction levels seem to be successfully maintained, the contentment levels are highly desirable, demonstrating remarkable effort. As a result, there is no room for improvement.

Figure 8.9

Are you satisfied with the resources provided to you as per your job requirements?

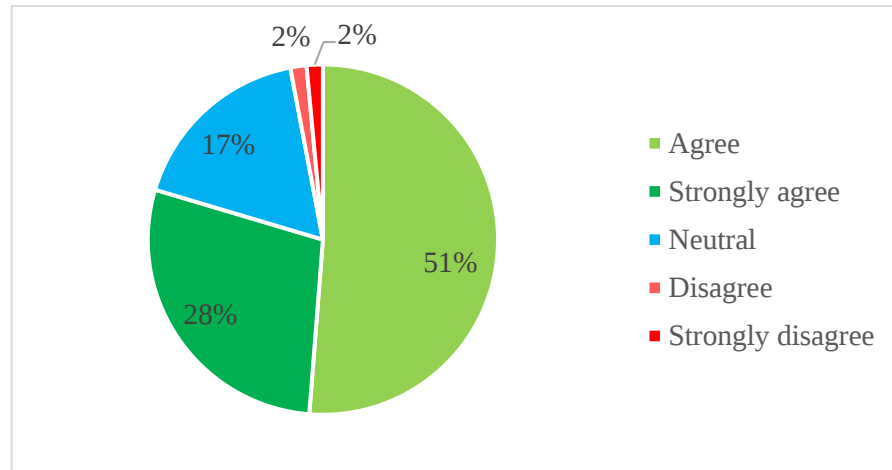


72% agree, desirable | 18% neutral | 10% disagree.

Both the levels of contentment and unhappiness seem to be efficiently kept at a constant level. In light of this, there is no room for improvement.

Figure 8.10

Are you aware and satisfied with Employee Welfare Benefits?

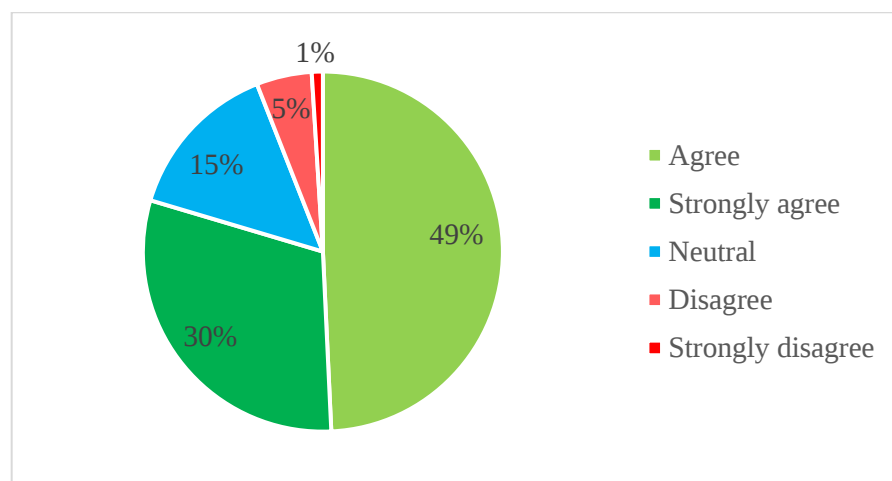


80% agree, highly desirable | 17% neutral | 3% disagree.

Both the contentment and displeasure levels appear to be effectively maintained at a steady level. There is therefore no room for improvement.

Figure 8.11

Are you satisfied with the employee engagement activities happening in the Organization?

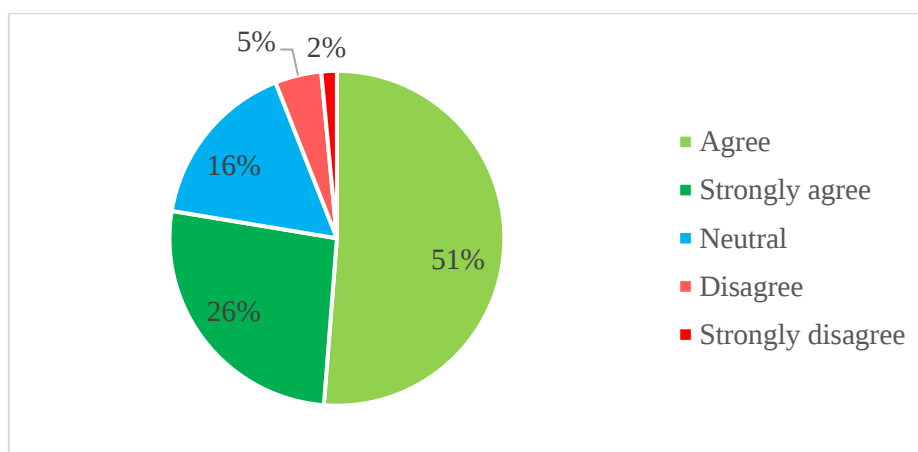


80% agree, highly desirable | 14% neutral | 6% disagree.

Both the levels of contentment and dissatisfaction seem to be successfully kept constant. Therefore, there is no room for advancement.

Figure 8.12

Do you often participate in employee engagement activities?

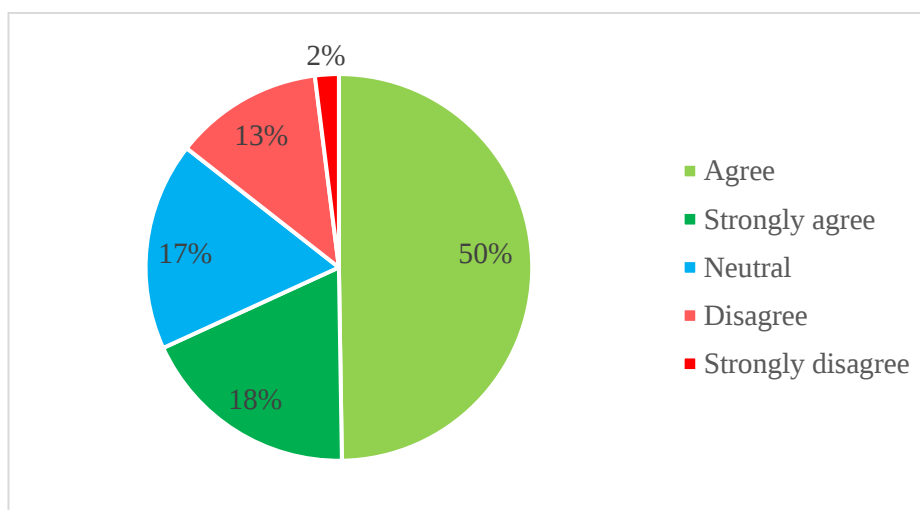


78% agree, highly desirable | 16% neutral | 6% disagree.

Both the degrees of satisfaction and discontent appear to be successfully maintained at a consistent level. There is no room for progress as a result.

Figure 8.13

Are you aware of the rating parameters of the Performance Management System?

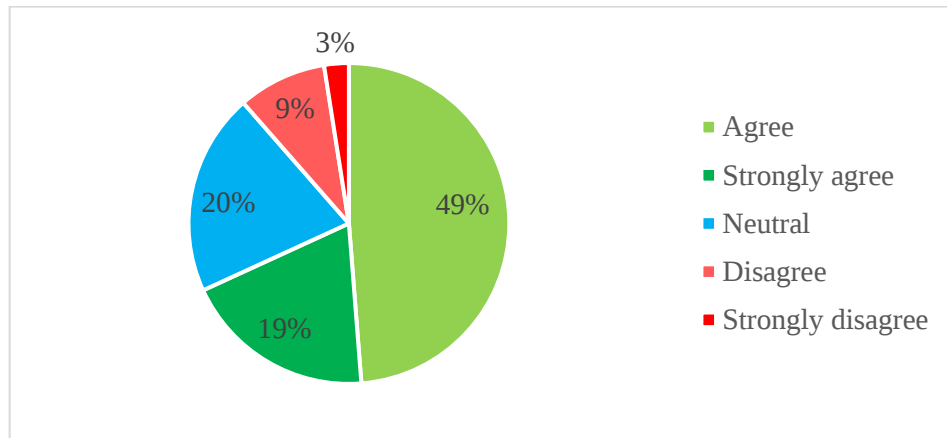


68% agree, undesirable | 17% neutral | 14% disagree, considerable.

There is a significant amount of unhappiness as well as a very low and unpleasant level of satisfaction. As a result, it needs to be swiftly addressed, and improvements should be made.

Figure 8.14

During the Performance Management System, do the HOD have a one-on-one dialogue with you?

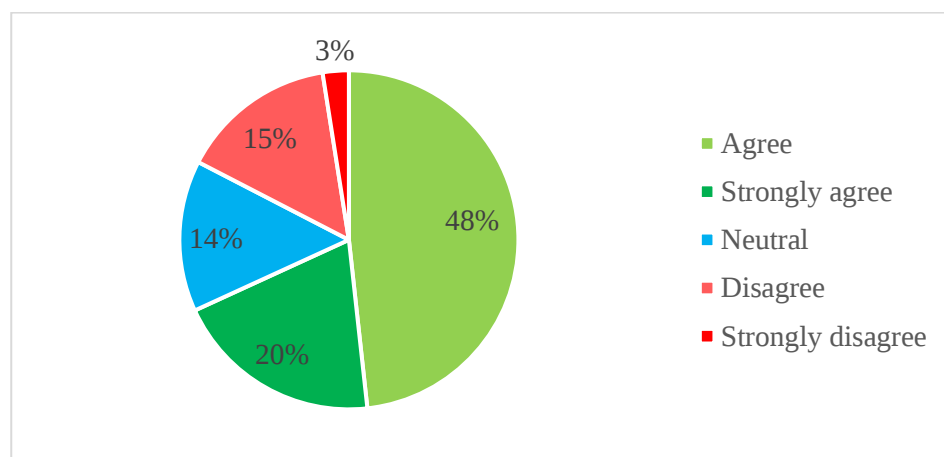


68% agree, undesirable | 20% neutral | 11% disagree, considerable.

The level of satisfaction is quite low and unsatisfactory, and at the same time, there is also a lot of unhappiness. Therefore, it needs to be addressed right away, and improvements should be made in this area.

Figure 8.15

Are you explained the different parameters of the KRA by your HOD, during the Performance Management System?

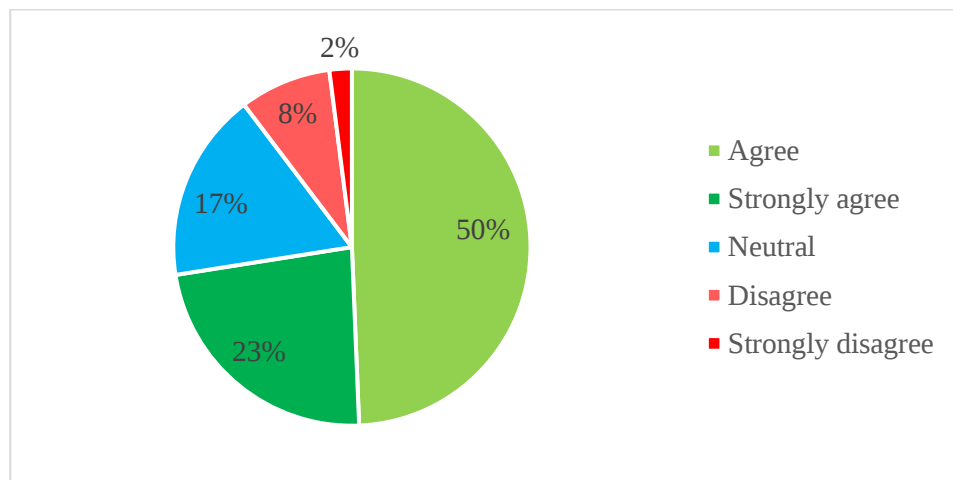


68% agree, undesirable | 14% neutral | 17% disagree, undesirable.

The amount of happiness and displeasure is equally poor and highly undesired. Therefore, it should be combated right away with careful planning and remedies.

Figure 8.16

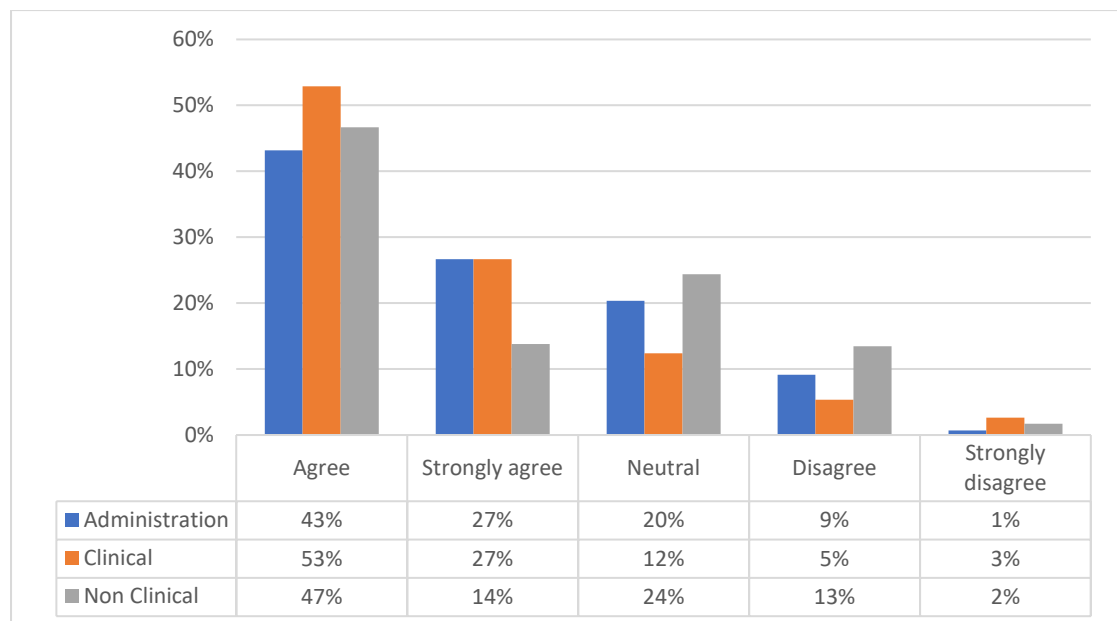
Employees Satisfaction



Although the general degree of satisfaction appears to be higher than the level of dissatisfaction, there is still much opportunity for growth.

Figure 8.17

Employee Satisfaction as per Department



The non-clinical department has higher dissatisfaction rates than the other two departments. Therefore, it should be carefully assessed, a root cause analysis should be performed to identify the source of employee unhappiness in the non-clinical area, and improvements should be made in accordance with the results.

9- Discussion

In order to gauge employee satisfaction and the various elements influencing it, a survey of K.D. Hospital workers was done. To understand the impact on satisfaction level, five criteria were considered in this study: culture, management, job, employee engagement, and performance management system. Those working under administrative, clinical, and non-clinical professionals during the morning shift to make up the study population. Several aspects should be considered by the Human Resources Department in light of the results.

Following are the findings from the results obtained from the survey conducted in the hospital.

1-The **total satisfaction level**, which takes into account all the variables, reveals that 73% of people are content. While 10% of the population is dissatisfied, 17% of the population is neutral. Even while the degree of satisfaction is desirable, the objective should be to achieve 100% satisfaction by turning dissatisfied and neutral individuals into satisfied employees.

2-When we separate the **data into departments**, we can see that the non-clinical employees have the lowest levels of satisfaction. Due to various work duties, levels of stress, pay scales, HODs, and other factors, different departments within an organization have varying levels of departmental satisfaction. Hence, the HR department should examine the non-clinical department and attempt to develop measures to raise their level of satisfaction.

3- All three of the questions under the **Performance Management System's satisfaction** level exhibit unfavorable results, as can be seen. 17% of employees aren't explained the KRA parameters by their HOD. 14% are not aware of the parameters and 11% of employees don't speak with their individual HOD personally. HR needs to investigate this situation and provide appropriate PMS counseling.

4- **Employee Engagement** appears to be functioning remarkably effectively. We can see that 78% of employees participate in these events fairly frequently, 80% of employees are satisfied with employee engagement activities, and 80% of employees are aware of welfare benefits. This demonstrates how the company maintains a lively and engaged workforce. They take pleasure in engaging in the activities and are fully aware of the advantages of being an employee.

5- Considering the influence of a **job's profile** on employee happiness 70% of workers feel valued, which is a very desired number. 72% of employees are content with the resources made available to them in relation to their job profile, and 76% of employees are satisfied with their tasks and responsibilities. This demonstrates unequivocally that the employees are content with their job descriptions. As the hospital ensures to offer sufficient resources and creates suitable JD.

6- Employee satisfaction is greatly influenced by **management**. According to the statistics collected, 71% of employees believe that the management values their job, which is positive, however, 17% believe otherwise. While 12% of employees believe that the management does not give them sufficient guidance, 72% of employees agree that they receive it. Therefore, it is important to evaluate both issues and work towards ensuring that all employees are satisfied. On the plus side, 79% of workers believe that their management gives them strong prospects for career advancement.

7- According to Solang Leder's essay Effects of office environment on employee satisfaction, an organization's culture is of the utmost importance to every employee since it has a significant impact on employee satisfaction. According to the statistics gathered, only 69% of employees believe that the company culture is motivating, with the remaining 31% either neutral or disagreeing. While 35% of employees do not share this opinion, 65% of employees believe that communication is effective. Therefore, the company needs to focus on its culture and establish appropriate and efficient internal communication. Fortunately, 74% of workers believe and are satisfied with the organization's openness to transformation, which inspires the employees.

It was discovered that there is a significant impact of management and leadership style on employee satisfaction when compared to the study of Nagihan Yildiz Tepret on the Effect of Management Factors on Employee Job Satisfaction with 202 sample size. According to the findings of our survey, 27% of employees are unsatisfied with the management's support and direction, which amply demonstrates the wide range of employee satisfaction with many aspects of management-based questions. In order to increase management-based employee satisfaction, it is crucial to pay attention to management actions. (9) Also as found in the research by U.Suji and N.Nandhini in the paper a study on job satisfaction among Employees in one of the Multi-specialty hospitals 50% of the employees are very satisfied on recognized for work accomplished and 50% of the employees are very satisfied for their overall job satisfaction. (4) The results suggest that 23% of employees are very satisfied, and 50% of employees are

satisfied overall when compared to the results at KD Hospital. As a result, it is clear how vitally certain aspects affect employee satisfaction and how the satisfaction rate is impacted.

Limitations

- The study's main drawback was that only personnel working the morning shift could complete the survey; those working the night shift couldn't.
- Additionally, a recent employee satisfaction survey was conducted, and as a result, many employees exhibited a considerable reluctance in taking part in the study.
- The study could have yielded greater results if the sample size had been slightly larger in proportion to the total number of KD Hospital personnel.

Strengths

- The study's strength came from the staff's assistance in delivering honest responses to the questions, as well as from the management's direction and the provision of the sources used to carry out the survey.

10. Conclusion

When it comes to making any organization profitable and productive, employee satisfaction is unquestionably a top priority. Aristotle is credited with the proverb "Pleasure in the job brings perfection in the work" for this. A successful organization depends on its personnel, and if they are content, they will succeed in their work. A high degree of employee satisfaction must therefore be created and maintained in any organization.

From the study done at KD Hospital, it can be inferred that 23% of employees are very satisfied, leaving 27% of employees neutral or unsatisfied. Overall, 50% of employees are satisfied. Calculating by department, we discovered that 61% of non-clinical department employees are content, while the remaining 39% of workers are neutral or dissatisfied, constituting one-fourth of the survey's overall population.

The 5 factors that were taken into account to determine their effect on employee satisfaction reveal that Job profile and Employee Engagement are performing really, really well while the factors Organization's culture (especially effective communication), management, and performance management system need quite an improvement or at least a consideration to work upon and improve.

Following the pandemic, employers had quite different expectations of their employees. Regarding mental health, people are increasingly aware of it and worried. Compared to their careers, they place a higher priority on their mental health. One-third of the 2900 employees who had recently joined the company admitted that it had a negative effect on their mental health, according to a McKinsey report from 2021 that covered these individuals. (15)

For issues like these, a report by Ritesh Kumar, et contributors, was published in The Economic Times, offering some suggestions for maintaining employee satisfaction, including flexible working, employee upskilling, engaging employees in CSR activities, and promoting a culture dedicated to diversity and inclusion. (16)

Consequently, after reading numerous articles like this and drawing conclusions from our research, a few suggestions for the organization might be made, such as :

- Enhancing interactions between management and workers, which improves effective communication, in order to foster a welcoming and inspiring culture.
- It is important for management to show their employees that they are on their side and to give them the right direction and training.
- The onboarding of a new employee into the company needs to be prepared better and with more originality. Additionally, a comprehensive session explaining the Performance Management System's operation should be included.
- The management should mentor the staff members, arrange sessions regarding the performance management system discussion, and explain the KRAs and job descriptions in addition to the system's parameters.
- To better comprehend the implementations, a survey of employee satisfaction should be conducted every three months.
- The establishment of an appropriate hierarchy, or even an issue matrix, is necessary so that staff will know whom to contact in the event of a problem.

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