

Employee Satisfaction Survey

By

Sanjana A S

*Dissertation submitted in partial fulfillment of the requirements of the degree
MBA Hospital and Health Management*

Academic year, 2018-2020



The IIHMR University, Jaipur

1, Prabhu Dayal Marg, Sanganer, Airport
Jaipur 302029, Rajasthan
Ph: 0141 3924700, Fax: 3924738
Website: www.iihmr.edu.in

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Ph: 0141 3924700, Fax: 3924738
Website: www.iihmr.edu.in

56330

Internship Completion Certificate

This certificate is awarded to

Ms. Sanjana A.S.

In recognition of having successfully completed her
Internship in the department of **Human Resources**
and has successfully completed her Project on

Employee Satisfaction Survey

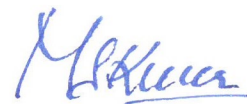
Internship Date: 10th February 2020 to 31st May 2020

We wish her all the best for future endeavors.

For Burjeel Hospital, Abu Dhabi


Mr. Manish Jain
Director - Operations




Dr. Sanjai Kumar
Head - Human Resources



TO WHOMSOEVER MAY CONCERN

This is to certify that Sanjana A.S, student of MBA Hospital and Health Management from The IIHMR University, Jaipur has undergone internship training at Burjeel Hospital, Abu Dhabi from February 10th 2020 to May 31st 2020.

The Candidate has successfully carried out the study designated to her during internship training and her approach to the study has been sincere, scientific and analytical. The Internship is in fulfillment of the course requirements.

I wish her all success in all his future endeavors.

Dean, Academics and Student Affairs

The IIHMR University, Jaipur

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CERTIFICATE BY SCHOLAR

This is to certify that the dissertation titled Employee Satisfaction Survey was submitted by Sanjana A.S, enrollment no 0817 under the supervision of Mr. Alok Mathur for award of MBA in Hospital and Health Management and hospitals of the University carried out during the period from 10 February 2020 to 31 May 2020 embodies my original work and has not formed the basis for the award of any degree, diploma associate ship, fellowship, titles in this or any other institute or other similar institution of higher learning.

Signature

Abstract

The terminology “Employee satisfaction” is used to define whether employees are contented, happy, and pleasing their desires and needs at work. Many measures propose that employee satisfaction is a factor in employee motivation, employee goal achievement, and positive employee morale in the workplace.

Be it a small or large organization, employee satisfaction is of utmost significance. There is a clear link between employee attitude and patient satisfaction. If the employees of the organization are dissatisfied or unhappy, despite all their efforts, it becomes difficult for them to conceal this factor when required to communicate with patients and the other members of staff. One of the main reasons for evaluating employee satisfaction is to recognize the problems and try to elucidate them and then solve them before they influence patient care and treatment.

There are several methods through which employee satisfaction can be measured. One of the most common ways is to conduct an Employee Satisfaction Study using a pre-designed questionnaire. An Employee Satisfaction Survey was conducted in a Multi-Specialty hospital.

Only those employees were included in the study who have joined the organization 1 year before starting the study. Using quota sampling and a simple random sampling technique this study was conducted.

The various groups included in the study were Nurses, Doctors, Administration Staff, and Technicians. Each of these groups was analyzed with the help of a pre-designed questionnaire and feedbacks were obtained on a Likert Scale against 8 parameters which were as follows:

1. Organization
2. Self-Actualization & Recognition
3. Career Development
4. Relationship with Seniors/Colleagues
5. Compensation & Job Security
6. Working Condition and Resources
7. Recreational Activities
8. Work-life balances

It was noted that the parameter Organization and Self Actualization and Recognition scored the maximum for all the groups which signify that the brand image influences the level of satisfaction and employees understood their work and their job was as per their skills and abilities. Compensations and Job Security scored the minimum for all the groups. Managers, Doctors, and

Technicians also showed a decreased level of satisfaction for Career development. Working conditions and resources also showed a low level of satisfaction, especially for Nurses. Work-life balance was low in the case of managers which indicates an increased workload for managers.

To conclude, it is indicated that there is scope for improvement, and employee satisfaction can be increased if prompt actions are taken especially for the parameters which have scored low.

Acknowledgment

I would also like to express my biggest gratitude to my guide Mr. Alok Mathur for his constant supervision and support in completing the project. I would certainly not have been able to complete my dissertation and project without his guidance and support.

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Introduction

What is Job Satisfaction?

One needs to understand what employee satisfaction mean before one tries to assess it. The way we describe job satisfaction will benefit in structuring the assessing method that gives suitable dimensions of the components that constitute the performance and attitude of the employee. To define what employee Satisfaction is “it is the fulfillment, gratification, and enjoyment that comes from work. It’s not just the money or the fringe benefits, but the feelings employees receive from the work itself”. Every employee should get a satisfying experience through their jobs. The organizations have few set anticipations for efficiency in output, reliability, and collaboration. The same way as the employees also have few set anticipations for good pay, other benefits, good direction from superior, and good environment to work.

A two basic source can be found for satisfaction of job: 1) the pride of the employers in their craft and 2) the environment of work both interpersonal and the physical one. The capability to yield the work quality, the chance to express and learn creativity, the prideful feeling in their profession, the acknowledgment of the job being done well, the capability of teamwork, the social gratification from the work relationships, the chance to experience self-growth, and reward filled physical supportive environment of work are all the aspects that impact satisfaction in job.

The degree to which each of the above mentioned factors contributes to the job satisfaction may vary according to each individual’s opinions. But the outcome that leads to increase in level for satisfaction in job leads to a successful career. Making the organization work better by caring for others are flipsides of the same coin.

The worth to an institute that conducts employee satisfaction surveys regularly is multi-dimensional. Firstly it helps in kindles philosophy and responsiveness about themselves as well as others. Secondly, a quantitative survey can empirically and factually provide feedbacks about general attitudes and behaviors. Lastly, it can be a foundation for learning as well as help in the development of self and organization.

What is the need of it?

It has been noted that there has been a definite link between patient satisfaction and employee attitudes. Improving and refining the quality of care in hospitals in Abu Dhabi is an important activity. Patients time and again have a complaint that the Doctors and Nurses often treat the technical sides of care to give the much-required attention to patients’ wants and needs.

Providing quality care to patients is not the only important factor but evaluating employee satisfaction is a serious factor in retaining of a skilled healthcare providing professional. Many times the health caregivers feel exasperated and frustrated in jobs they are expected to do. Being over burned from work along with many other reasons they are expected to cut corners and have a very little time to provide quality care for their patients. They feel unacknowledged and feel their skills are not being used to its full potential. These results in low morale, employee turnover, and a total dis-attached with current jobs.

It seems impending, if not predicted already, the supply of professionals of health care will soon surpass the demands. Holding on to qualified and skilled professionals of health care will become indispensable if the former occurs. If one knows what their employees need about their work environment, one will be able to strategically provide a design that will help in the retention of the employees.

Better empowerment of professionals of health care catnip to greater care given to the patient, better satisfaction in job, and lesser budget of health care. Empowerment elevates the individuals who are nearby to the patients. Continuous advancements of technologies ensure ways to deliver high-quality care to patients thus improving the processes. The collection of ideas both small scale as well as the large scale from the people can result in better patient care and efficiencies in operational functioning.

Managers can collect good and useful information about their organizations' health through an employee satisfaction survey. Furthermore, to enriched and developed patient satisfaction, there are additional profits of evaluating and refining employees' satisfaction that includes:

- Turnover reduced
- Related reduction in cost for training
- Helps in recognizing cost-efficient opportunities
- Reduction in absenteeism
- Reinforcement of supervision
- Assessing patients service-related problems
- Evaluating need from training
- Streamlining communication
- Evaluating employee's comprehension level, and agreement with, the mission and the vision of the organisation.
- Standardizing the organization's development in the industry.

Above all, an improved and enhanced reputation of one's facility as a place of work helps in attracting qualified employees.

Improving Employee Satisfaction

If the organization fails to see satisfaction amongst its employees then there is nothing to worry about. By following a few steps, the organization can enhance the satisfaction of the employees. There are many anonymous and open ways an organization can use to understand their employees.

- **Suggestion Box** – The easiest way to get the opinions of the employee is through putting up a suggestion box but it's very hard to get any real insight from. Through this you may get an open and vague suggestion that may be open for interpretation reading the wants of the employee. For eg. They require a better coffee machine. It is hard to find which is the real issue.
- **Online Comments** – The online form of suggestion box is a great way for discussion. The employees can develop ideas and the management team can respond to suggestions for all to see. If you choose this, you should establish a long term commitment to respond to queries.
- **Survey through Questionnaires** – This can be conducted at a regular interval and can use a similar format for a long time to get an idea of how your employees' satisfaction fluctuates over time. The format should include both quantitative as well as qualitative questions that help to see both general opinion (like the quality of food in the canteen) and the individual's views (like a suggestion of ways to improve the working experience).
- **Question and Answer** – The most natural form of getting opinions but may not be the most effective is through this method. Putting your managers up in front of employees and getting the answers to questions gives them very little time to research answers, even if some of the questions have been planned.
- **Individual discussions** – It is essential to get feedback from the group discussion of the employees but it is also vital to focus on the precise need of the individual.

Literature Review

Benefits of Employee Satisfaction Survey

Employee satisfaction and employee engagement are often used interchangeably, but it doesn't always mean the same thing. When it comes to engagement, it is always associated with output which is influenced by how satisfied the employees are with their job and the organization. A happy company is founded on happy employees. When an employee identifies themselves with company and learns that the company cares about them, it gets easier for them to support company's mission and achieve more goals. There are many benefits of getting higher employment satisfaction which includes:

- Reduced Turnover

The employee doesn't feel valued and content in their job. Finding the real reasons that matters to an employee and removing roadblocks and making a favorable environment can help in retaining the employee. Through survey, one can find out what matters to an employee

- Increased Productivity

A happy employee will always be productive at work and unhappy employee will never be able to stay productive. Calculating the numbers of employees satisfied can give you enough data to initiate a training or applying various techniques to boost up their morale and to increase productivity.

- Getting Employee Feedback

A feedback received from an employee can help find the areas that need improvements. Employees do often have a lot to share and taking their feedback will always be beneficial.

Theories of Job satisfactions

Hierarchy of needs' by Maslow's

Abraham Maslow was a psychologist from America who believed that there are few basic needs, five to be exact that motivate individual to life and their work which is as follows:

1. The first need is psychological need: for an employee in their workplace has salary and wages as their basic need that has to be satisfied.
2. The second need is safety or security need: for an employee in their workplace they look for job security or even tenure.
3. The third need is love and belongingness: for an employee in their workplace they look for comfort in their colleagues and the managers. Teamwork plays a vital role to fulfill this need.
4. The fourth need is esteem needs: for an employee in their workplace they look for the need to have good manager care and recognitions, promotions, authority, company care etc.

5. The fourth need is Self-actualization: This is something that is hard to achieve for an employee. Just for understanding purpose I can be said that it's the level in which the managers or the CEO's are.

According to this theory every employee needs to satisfy the first need in order to reach the second need. For eg, if an employee is not satisfied with their salary they will not worry about the job security provided to them. Only when one is satisfied in a level can they move to the next level.

Two factor theory

The two factor theory which is also known with another name which is "The Herzberg's motivation theory" and "the dual factor theory" states there are assured factors in every workplace that can lead to job satisfaction, while a different set of factors leads to job dissatisfaction. This theory was developed by psychologist Frederick Herzberg, who made clear that factors that leads to job satisfaction and dissatisfaction act free of each other.

The fundamentals of two factor theory: Connection can be derived from attitudes with industrial mental health relating it to the theory of motivation by Abraham Maslow. His works have had not just theoretical but practical influence on attitudes towards administration. As per Herzberg, contentment cannot be achieved by an individual with the satisfaction of lower orders needs at work. For example those needs that are related to good working environment, safety or even minimum salary. Reasonably individuals tend to look for the fulfillment of higher level psychological needs. For example those needs that are related to fame, recognition, advancements, achievements or even the nature of the work. Here you can draw a parallel with theory of Need by Maslow. Adding a new dimension to Maslow's theory, Herzberg proposed a two factor model of motivation. Grounded on this view, the existence of one set of job characteristics or incentives results in job satisfaction of the worker while a different or separate set of characteristics results in dissatisfaction at work. Thus, dissatisfaction or satisfaction are not on a same scale in which one dimensions increase will lead to other dimensions decrease, but are completely standalone factors.

This theory proposes that to mend and improve attitude towards job, and their productivity, even administrators should identify and improve both sets of characteristics without making the assumption that increased job satisfaction can result in decreased unpleasant dissatisfaction.

Two-factor theory distinguishes between:

- Motivators (e.g. acknowledgement, accountability) these can give an employee satisfaction in a positive way, ascending from intrinsic or internal conditions of job itself such as personal growth, acknowledgment.
- Hygiene Factor (e.g. security of job, status, various benefits, conditions of work, salary) this will not give positive satisfaction, but absence of this can give dissatisfaction. These ascend from extrinsic or external condition of the job itself such as supervisory practices, policies of organization or wages/salary.

Alderfer's ERG Theory

This ERG Theory is based on 3 need which are existences, relatedness and growth. According to this, existence implies that in existence, you give all the basic needs which includes need for safety as well as psychological needs. Relatedness implies, you maintain good relationship with everyone. Growth needs here are inherent and ones longing for self-growth on individual basis.

The Job Characteristic Model (JCM)

According to (Robbins and Judge, 2009), (identification of task, variety of skill, significance of task, response through feedback and autonomy) are five dimension in every job that can lead towards increased job performance. This is justified such that the individual's motivation will be encouraged by job itself that thus increases a clearer connection between performance of the employee and their efforts put in by them.

Gallup Q-12 Survey Model

Employee Engagement is measured using the Q12 scores. Gallup Organization designed this metric design, and has carried out widespread research over the past three decades in a field of human resource, world-wide. Centered on the responses to hundreds of questions about the work place, the organization developed a set of 12 key expectations of an employee from their workplace. These expectations can be satisfied through engaging the employment. A manager of the employee can help in solving each of these 12 issues in their own level. Using the "Q12 Scorecard", the feedbacks of the 12 question can be measured.

What are the 12 question?

1. I know what is expected of me at work
2. I have the materials and equipment I need to do my work right
3. At work, I have the opportunity to do what I do best every day
4. In the last seven days I have received recognition or praise for doing good work
5. My manager, or someone at work, seem to care about me as a person
6. There is someone at work who encourages my development
7. A work, my opinions seems to count.
8. He mission/purpose of my business makes me feel my job is important
9. My associates (fellow employees) are committed to doing quality work.
10. I have a best friend at work
11. In the last six months, someone at wok talked me about my progress
12. This last year, I have had opportunities at work to learn and grow.

What are 4 camps?

It can be described as follows:

Camp 1: Basic Need

Usually it is noted that when an employee first start with their job, there have very basic needs. They are more interested to know what is expected from them at work. How much will their pay scale be? How long will their transportation time be? Will they be provided with an office, cabin, desk or even a phone? They are the stage where they ask “what do I get?” from the role.

Of the above mentioned 12 questions, these two questions fundamentally measures the basic needs

1. I know what is expected of me at work
2. I have the material and equipment I need to do in my work right

Camp 2: Management Support

As more time passes in the job, the employee asks the questions whether the job that they are doing, if they are good at it or not? If they are given importance in the workplace, or being valued or not? If anyone is investing in their personal growth or are preparing for their retention? The main focus of the employee is on their individual impact and contribution and how others would perceive it?

Of the above mentioned 12 questions, these two questions fundamentally measures the basic needs

3. At work, I have the opportunity to do what I do best every day
4. In the last seven days I have received recognition or praise for doing good work
5. My manager, or someone at work, seem to care about me as a person
6. There is someone at work who encourages my development

Camp 3: Teamwork

As the employee stay in the job a little longer, the next employee would want to know is whether they belong to the work group they are part of? If their view point matter or not? If either of their team member share at least some elements of the employee’s value system.

Of the above mentioned 12 questions, these two questions fundamentally measures the basic needs

7. A work, my opinions seems to count.
8. He mission/purpose of my business makes me feel my job is important
9. My associates (fellow employees) are committed to doing quality work.
10. I have a best friend at work

Camp 4: Growth

Evaluating the employee's performance gives a chance to converse the progress and development of an employee. The employee themselves is inquisitive about their performance at their job. The employee themselves wants a clear perspective on how their opinions or views transforms or alter the organizations decision.

Of the above mentioned 12 questions, these two questions fundamentally measures the basic needs

11. In the last six months, someone at work talked me about my progress

12. This last year, I have had opportunities at work to learn and grow.

Aim and Objective

Aim

- To evaluate the satisfaction level of employees to increase Employee Retention.

This study aims to examine the various aspects that effects the employees' level of job satisfaction and employee's retention. The study aims to address the issue the randomly distributed questionnaires and literature review. The subjects of this study is the employee of Health Care Provider Hospital, UAE. The results of the analysis will be comprehensively presented along with conclusion and recommendations.

Objective

- To evaluate the level of satisfaction of employees
- To obtain employees feedback for various parameters of satisfaction
- To identify and analyses parameters that leads to satisfaction as well as dissatisfaction for improvement and to increase employee retention

The Problem

Many are the problems of employee retention, satisfaction of the employee, and their performance that every organisations mangers face. These are the common problems that all the organization face and are not unique to this particular hospital. The growing development in UAE economy which can be seen in the UAE economy over the past few years is the reason why there is an upsurge in the number of health care facilities here.

This led to newer opportunities and wider range of options for the people to choose their work of place. This makes its more essential to study the aspects which results in employee to turnover and move to different jobs particularly amid high skill workers. The grater the experience the professionals have, higher are the chances that they would move to a better paying job.

In hospital, the managers need to realize that just focusing on treating the patients which are the primary duty isn't enough to keep the organization going. For a long term vision, they need to understand it is not just enough to provide quality care to patients, evaluating employee satisfaction is a serious element in holding skilled health care professionals. This paper will examine various reasons that leads to employee satisfactions as well as dissatisfaction, which can be taken in account to reduce these problems and thus retaining their employees.

The Study Methodology

- Study type: Cross sectional descriptive study
- Area of Study: Health Care Provider
- Data Collection Method: Pre designed questionnaire
- Sources of Data: Primary Data from employees were collected by the hospital
- Inclusion/exclusion criteria: Employees who worked the day shift were included in the study and those who have been in the organization for at least 1 year.
- Sample Size: 20% of the entire staff
- Sample Technique: Phase 1 - Simple Random Sampling and Phase 2 - Systematic Sampling

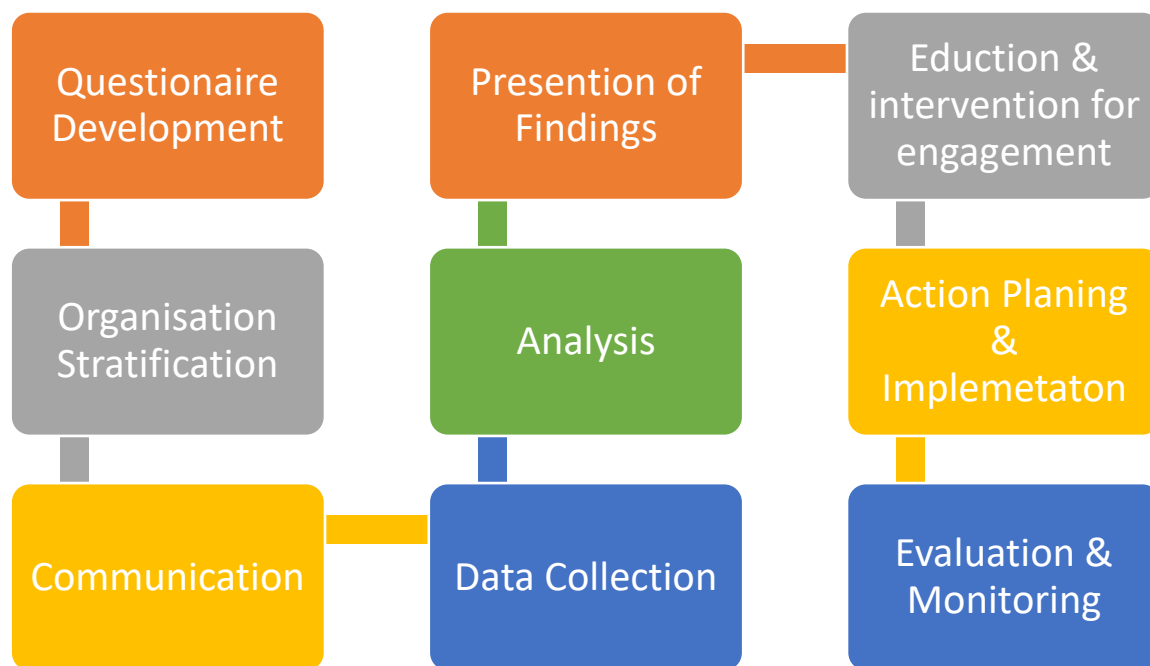


Figure 1 – The process flow followed for the study

The focus of the study is to examine the satisfaction of the employee in the hospital. The area of research was Health Care Provider Hospital Abu Dhabi. The target population for this study was the employees of Health Care Provider Hospital.

The main aim of this study is to evaluate the level of satisfaction of the employees to increase Employee Retention. This study's main focus is on understanding the factors that leads to satisfaction to an employee in their job experience, or the factors that leads to dissatisfaction in their job experience. The end result is to find the factors that leads to satisfaction and continue to provide those factors to increase satisfaction. Or to find the factors that leads to dissatisfaction and try to decrease those factors to help the employees have a better job experience thus helping employee retention.

This part will throw lights on the samples taken, variables and models that were used in the study, the hypotheses which will be studied, methods usages for the collection of data and the restrictions faced during the study. The questionnaire survey was conducted in the first quarter of 2020. The data was collected through a pre designed questionnaire which hospital uses for their employee satisfaction survey. That questionnaire was modified after understanding the hospital environment and adjusted to set in lines with the hospital values and created to understand the unknown factors that leads to job satisfactions and dissatisfaction in employees of hospital.

Study Sample

For facilitating the study, questionnaire were circulated to employee working in different departments of the hospital full time. An introduction stating the motive behind the study, requesting for respondents assistance to answer truthfully and fairly as much as possible. It also assured that the respondents will not be identified from their response. Questionnaire was designed in such a way that it didn't include and confidential information in order to get genuine and fair response.

The respondents were asked to answer the questions on the scale ranged from 'excellent', 'good', 'satisfactory', and 'unsatisfactory'. The quantity of questionnaires that were distributed for data collection was 450 as a Google form, as well as 200 hard copies, and 221 surveys were collected back and were valid for the analysis.

The total number of sample collected for this study was 150 employees that consisted of Doctors, Administrators, Nurses, Allied staff, and support staff. The male employee constituted of 68% (102 respondents), and female employees constituted 32% (48 respondents). 81% (120 respondents) which is the majority in this case were married and the number of unmarried respondents was 19% (30 respondents). The numbers of UAE respondent's percentage was 26.4% (39) respondents and 74% respondents (111).

Data Analysis

Based on the questionnaire, the employees had to rate the questions and the scores allotted were as follows:

RATINGS	SCORES
EXCELLENT	4
GOOD	3
SATISFACTORY	2
UNSATISFACTORY	1

Table 1 – Scores given for the rating of the study

Data was analyzed using Microsoft excel. Means of the scores were taken and concludes as followed

RATINGS	SCORES
UNSATISFACTORY	0-1
SATISFACTORY	>1 to 2
GOOD	>2 to 3
EXCELLENT	>3 to 4

Table 2 – mean scores given for the rating of the study

Data Interpretation

Usually it is noted that when an employee first start with their job, there have very basic needs. Of the above mentioned 12 questions, these two questions fundamentally measures the basic needs

Q1. The first question asked was “How do you rate the training and development provided in the hospital?”

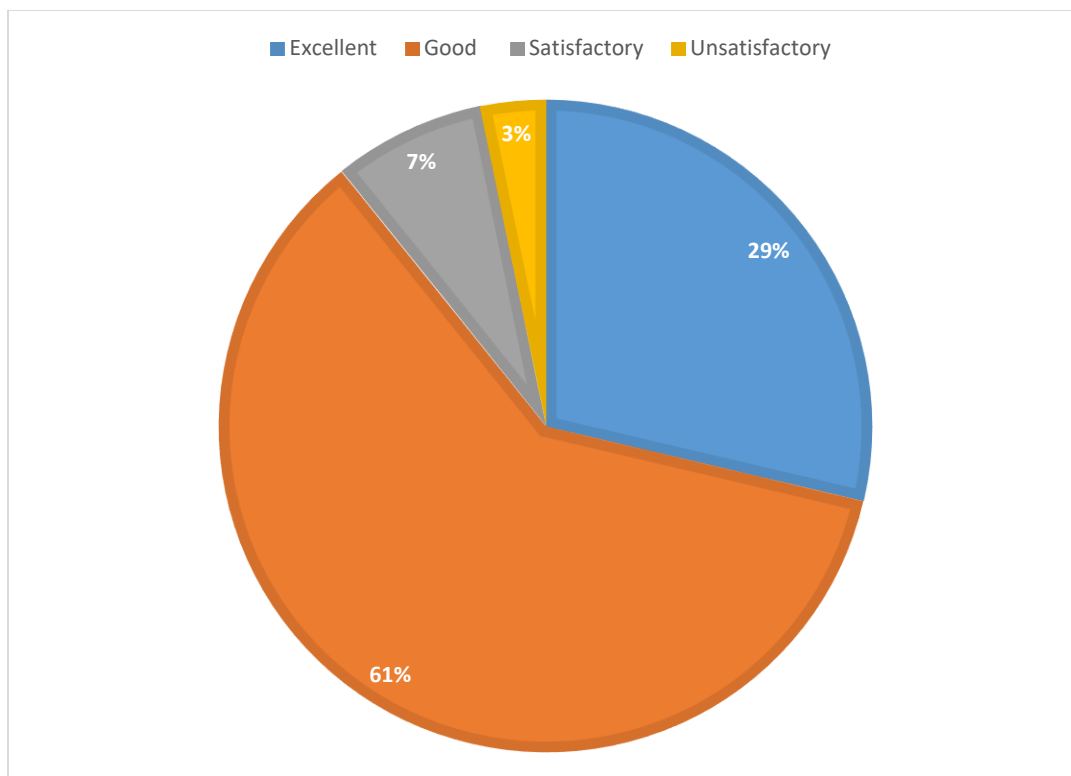


Figure 2 (a) Basic Need

Observation:

The response were that, the total satisfaction level is about 90% when it comes to the training and development provided in the hospital.

29% of the respondents were very much happy with the training and development program that they were provided were able to use it for their benefit. Whereas 61% of the people found the training and development were good and was helpful for their growth. 7% were satisfied and 3% were not satisfied with the training provided to them.

Suggestions:

If the hospital continues to provide the employees with such good training and development programme then the employees will remain satisfied.

Q2. I know what is expected of me at work

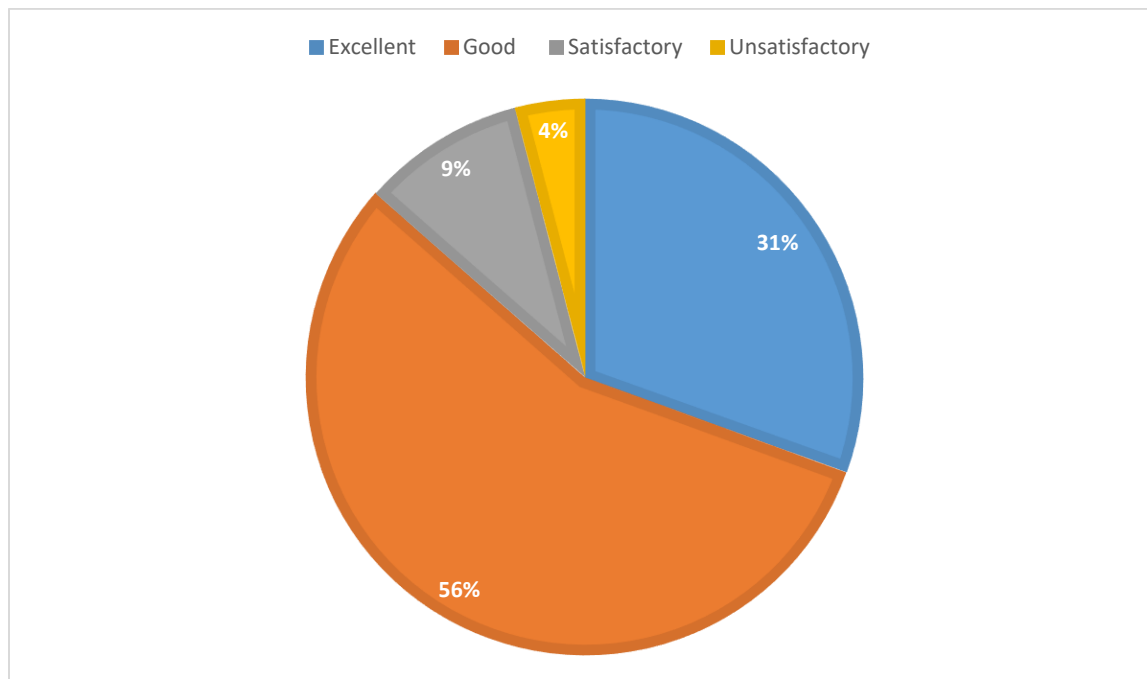


Figure 2 (b) – Basic Need

Observation:

The response were that, the total level of satisfaction is 87% when it comes to having a clear knowledge of what is expected at work. 31% of the respondents had a clear idea about what was expected of them at work and was showing those in their performance. Whereas 56% of the people knew what was expected of them at work, but was not able to perform according to what was expected of them. 9% had a partial awareness about what was expected of them but are not showing in their performance. And 4% were neither aware of what was expected of them at work, nor were they able to perform well at work.

Suggestions:

The hospital can make it clear in the job description, the kind of work that is expected of them. The can have regular meeting with their immediate head/ supervisor on a monthly basis and through sending weekly reports and evaluation of this report, it can be made clear on what work is required of them at the job then the employees will remain satisfied.

Q3. I have the materials and equipment I need to do my work right

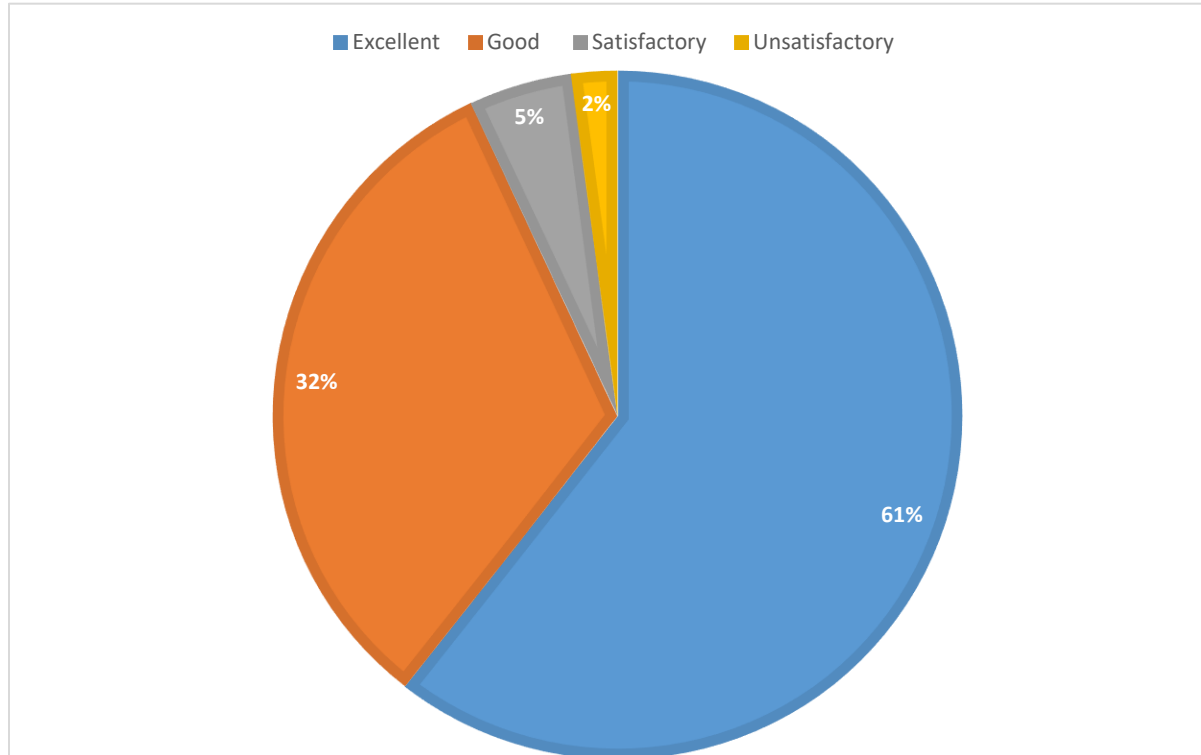


Figure 2 (c) – Basic Need

Observation:

The response were that, the total level of satisfaction is 93% when it comes to having access to materials and equipment one would need to do their work right. 61% of the respondents were made available the required equipment and materials and were able to use it daily. 32% of the people were made available the required equipment and materials and were not able to use it to its full potential daily. 5% respondent were not made available the required equipment and materials and were not able to use it daily. And 2% respondents were neither made available the required equipment and materials nor were they able to use it daily.

Suggestions:

If the hospital continues to provide the employees with materials and equipment that they need to do their work right then the employees will remain satisfied.

Q4. At work, I have the opportunity to do what I do best every day?

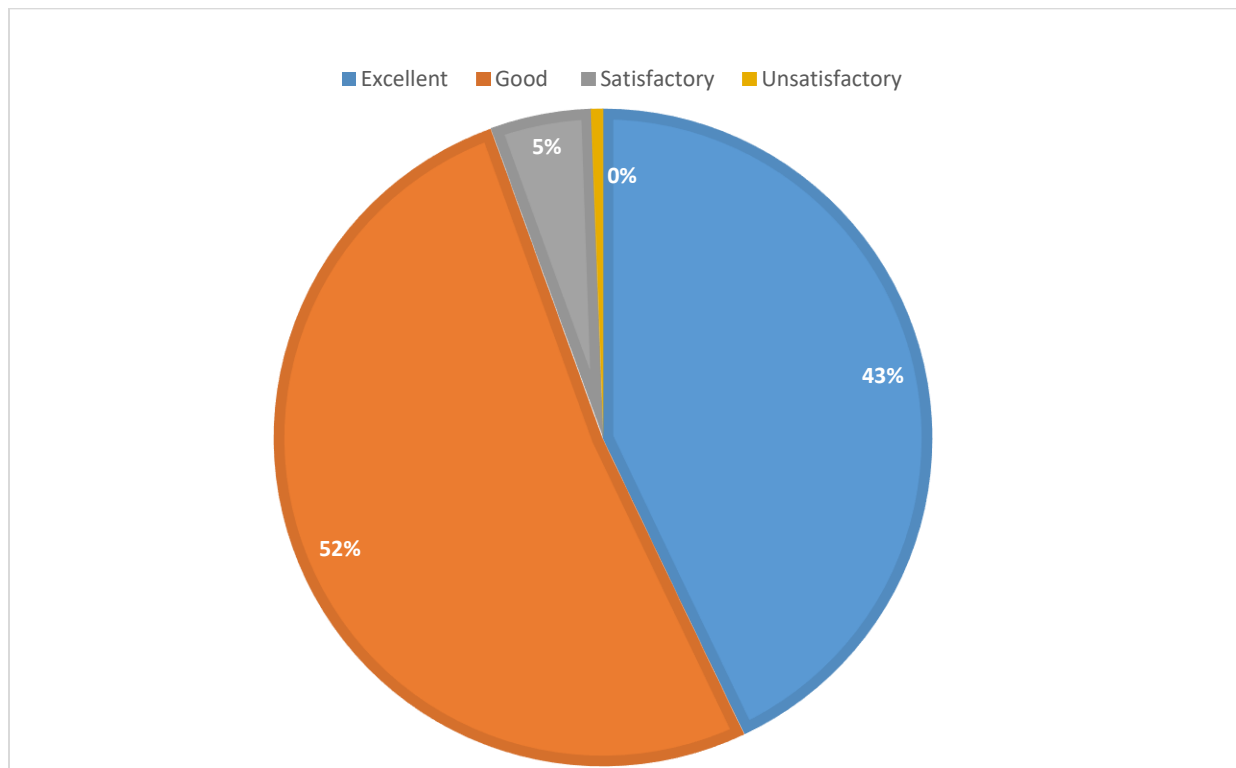


Figure 3 (a) – Management Support

Observation:

The response were that, the total level of satisfaction is 95% when it comes to have the opportunity to do best every day. 43% of the respondents felt that they are placed in a fitting area and the organization is being able to fully utilize their efforts for benefitting the organization. 52% felt that they are placed in a suitable area and the organization is being able to fairly utilize their efforts for benefitting the organization. 5% respondent felt that they are not placed in a suitable area and the organization is not being able to fully utilize their efforts for benefitting the organization. Less than 0.32% respondents felt that they are nether placed in a suitable area nor are the organization is being able to utilize their efforts for benefitting the organization.

Suggestions:

The hospital through their performance appraisal and supervision on their weekly meeting and reporting can help to identify their strength as well as their weakness. Accordingly they can allocated work. If the hospital continues to provide the employees opportunity to do what is best every day right then the employees will remain satisfied.

Q5. In the last seven days I have received recognition or praise for doing good work?

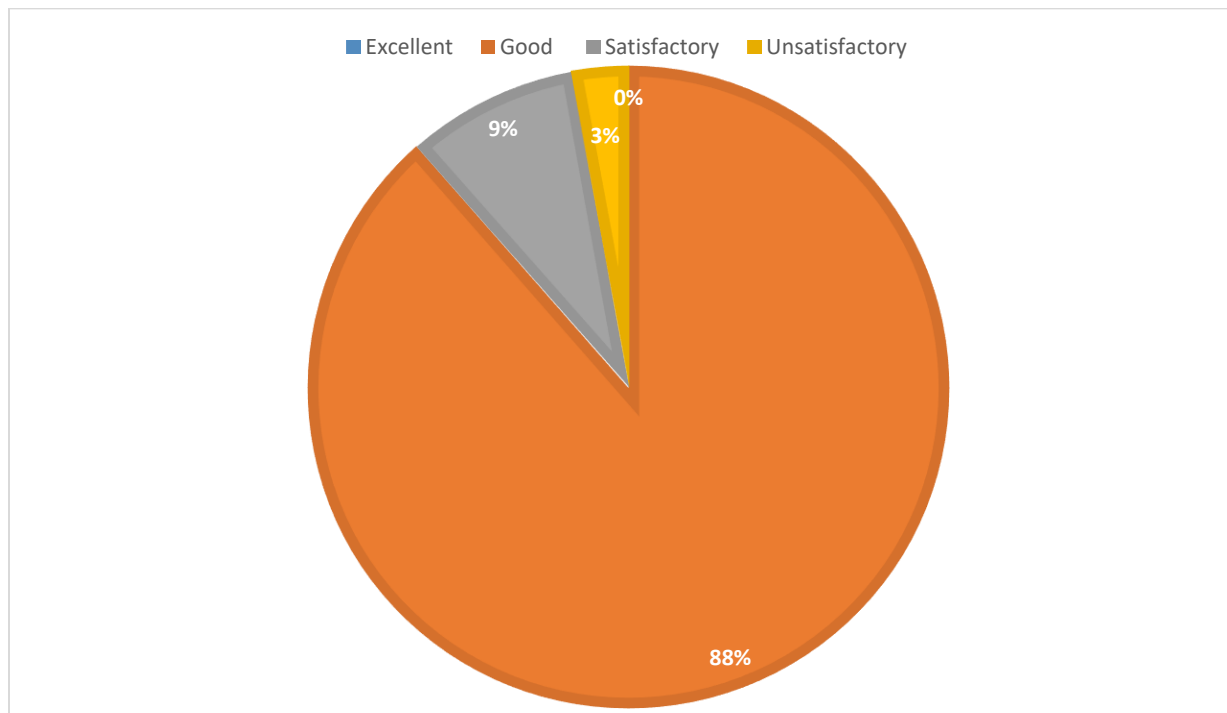


Figure 3 (b) – Management Support

Observation:

The responds were that, the total level of satisfaction is 88% when it comes to having received recognition or praise for doing good work in the last seven days. Less than 1% respondents received multiple recognition or praise for doing their work in the past 7 days. 88% respondents received recognition or praise for doing their work in the past 7 day and was feeling fairly satisfied. 9% respondents received recognition or praise for doing their work in the past 7 day but were not fully satisfied. 3% respondents neither received recognition or praise for doing their work in the past 7 day nor were dissatisfied for not receiving any praise for their work.

Suggestions:

If the hospital continues to provide the employees with recognition or praise for doing good work. Appreciation through email or small staff meeting for acknowledgement of the good work done by the employee can help keep the employee satisfied.

Q6. My manager, or someone at work, seem to care about me as a person?

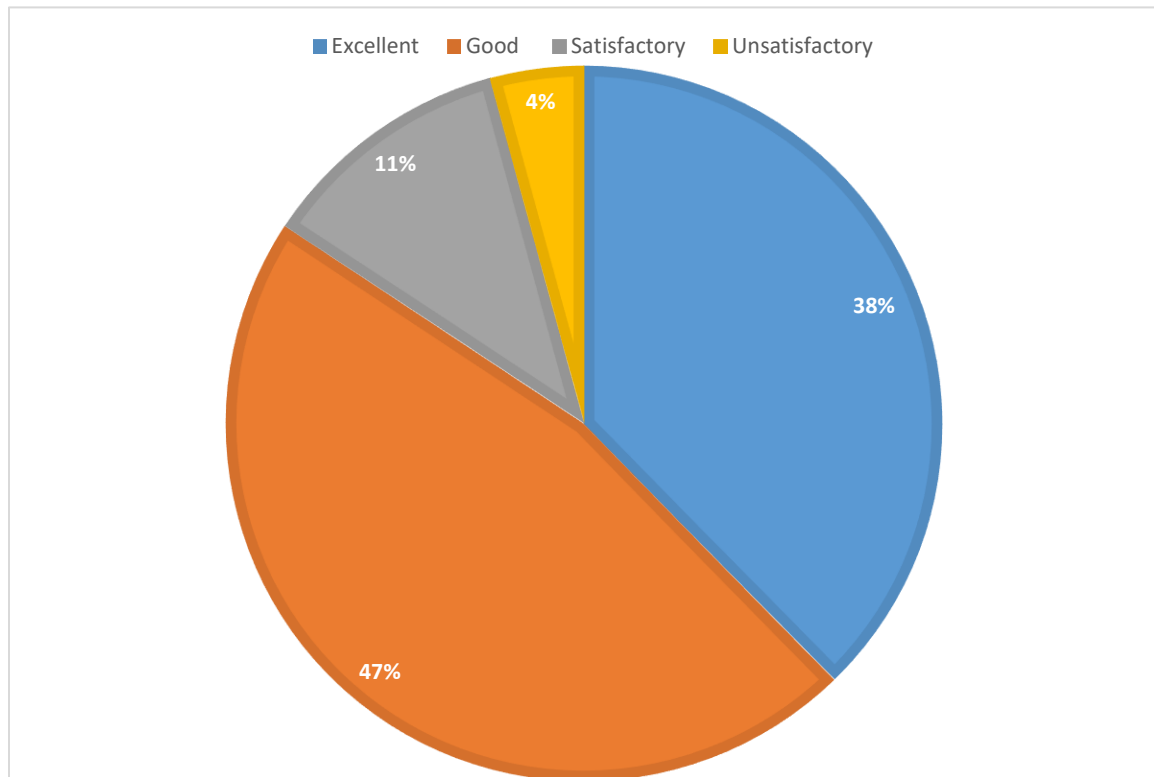


Figure 3 (c) – Management Support

Observation:

The responds were that, the total satisfaction level is 85% when it comes to having a supervisor who cares about them as a person. 38% of the respondents felt that they had a manager, or someone at work that cared about them as a person and were guiding them to grow in the organisation. 47% of the respondents felt that they had a manager, or someone at work that cared about them as a person but they were not receiving any kind of guidance to grow within the organisation or were being benefited by their care. 11% of the respondents felt that they had someone at work that cared about them as a person but were not receiving any kind of benefits for their personal growth within the organisation. 4% respondents had either a manager or supervisor to care about them as a person.

Suggestions:

If the manager or any supervisor continues to provide the employees with guidance thus helping the employee in personal growth within the organization, that will help in increasing the satisfaction level of the employee.

Q7. There is someone at work who encourages my development?

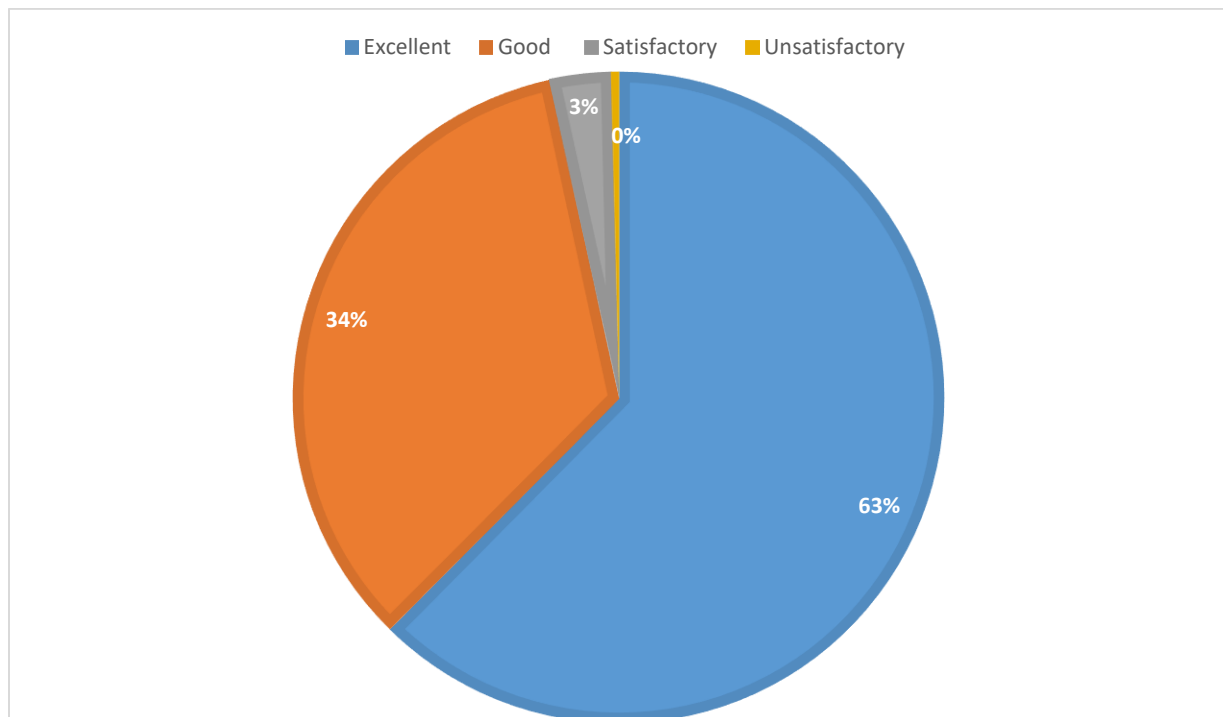


Figure 3 (d) – Management Support

Observation:

The responds were that, the total satisfaction of an employee is 97 percent when it comes to having someone at work who encourages their development. 63% of the respondents felt they receive excellent amount of encouragement from someone at work and are being able to use those encouragements for growth in the organisation. 34% of the respondents felt they receive fairly good amount of encouragement from someone at work and are being able to use almost all the encouragement for their growth within the organisation. 3% of the respondents felt they only received satisfactory encouragement from someone at work and are not being able to use those encouragements for growth in the organisation. Less than 1% of the respondents felt they neither receive any amount of encouragement from someone at work.

Suggestions:

Since it is hard for all the supervisors to meet and solve issue of each and every employee of the hospital, the management should assign responsibilities to the immediate heads to lead the person and help them stay motivated and satisfied.

Q8. A work, my opinions seems to count?

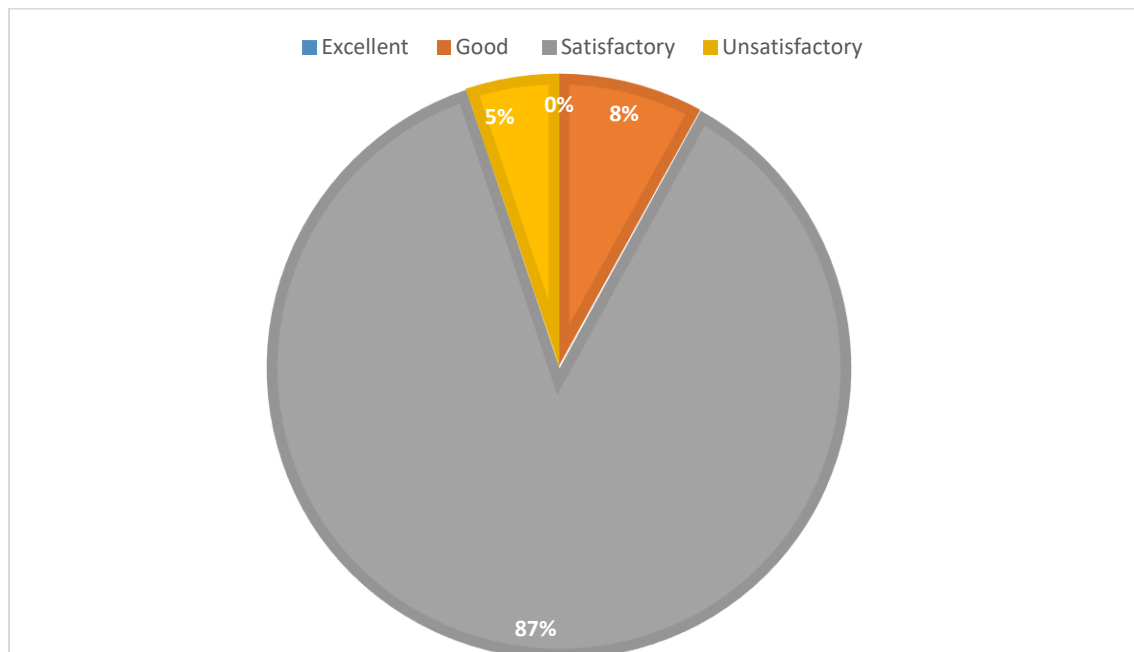


Figure 4 (a) – Team work

Observation:

The responds were that, less than 1% of the respondents felt their leader's take all their thoughts and opinions into are taken into consideration hence felt very relevant in the organisation. 8% of the respondents felt some of their thoughts and opinions are taken into consideration thus making them feel relevant in the organisation. 87% of the respondents felt very few of their thoughts and opinions are taken into consideration thus making them feel slightly relevant in the organisation. 5% of the respondents felt none of their thoughts and opinions are taken into consideration thus making them feel irrelevant in the organisation.

Suggestions:

The hospital can have an online portal or have a suggestion box where the employees can send in their suggestion which can be kept anonymous to certain extent that it is not misused by the employees. During the regularly meetings and reporting evaluation, their opinions can be taken into consideration which can benefit the hospital and that can help keep the employee engaged as well as satisfied.

Q9. The mission/purpose of my organisation makes me feel my job is important?

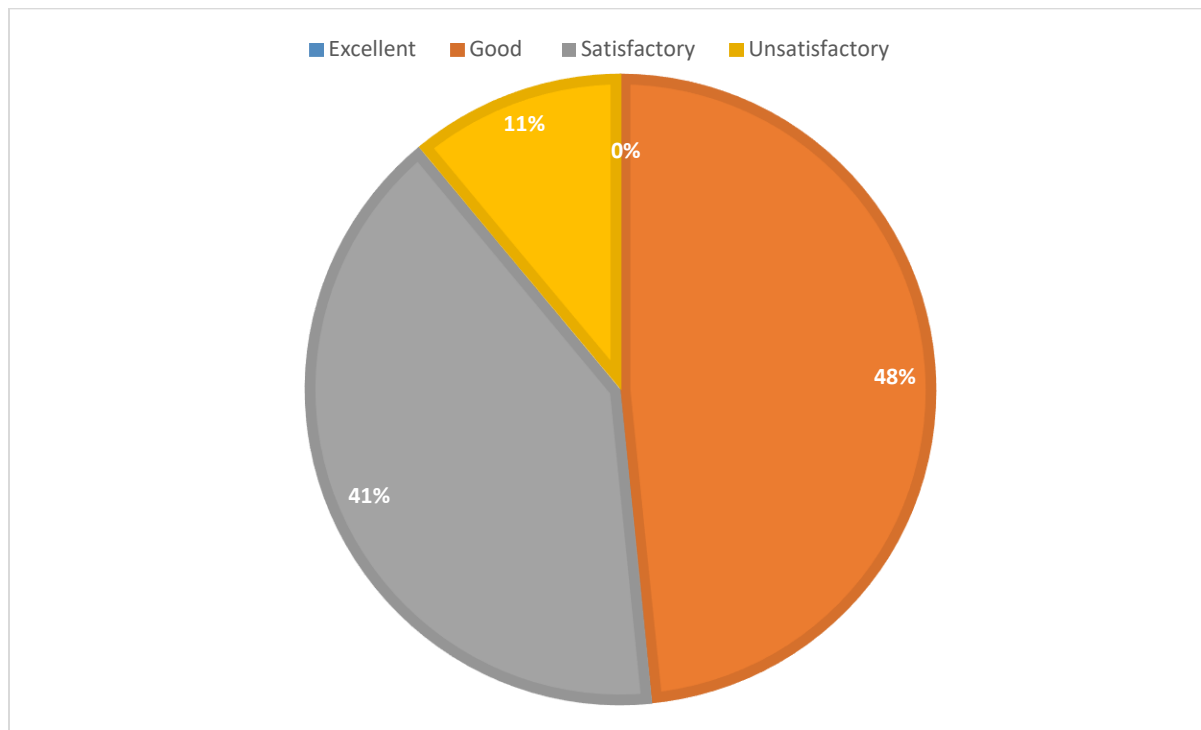


Figure 4 (b) – Team work

Observation:

The responds were that, the whole satisfaction level was 92% when it comes to having an organization making an employee feel their job is important. Less than 1% of the respondents felt in full agreement with where the company wants to go and the role they play in helping the organisation get there. 92% of the respondents felt in partial agreement with where the company wants to go and the role they play in helping the organisation get there. 6% of the respondents felt in slight agreement with where the company wants to go and the role they play in helping the organisation get there. 2% of the respondents felt in full disagreement with where the company wants to go and the role they play in helping the organisation get there.

Suggestions:

By identifying if an employee is being underutilized, then they be entrusted with more task and they can be allotted to areas / departments where their full potential can be made to use. In case the employee is overburdened then the task can be assigned to someone else. To find this, the supervisor can keep a close watch on the workings of the employee.

Q10. My associates (fellow employees) are committed to doing quality work?

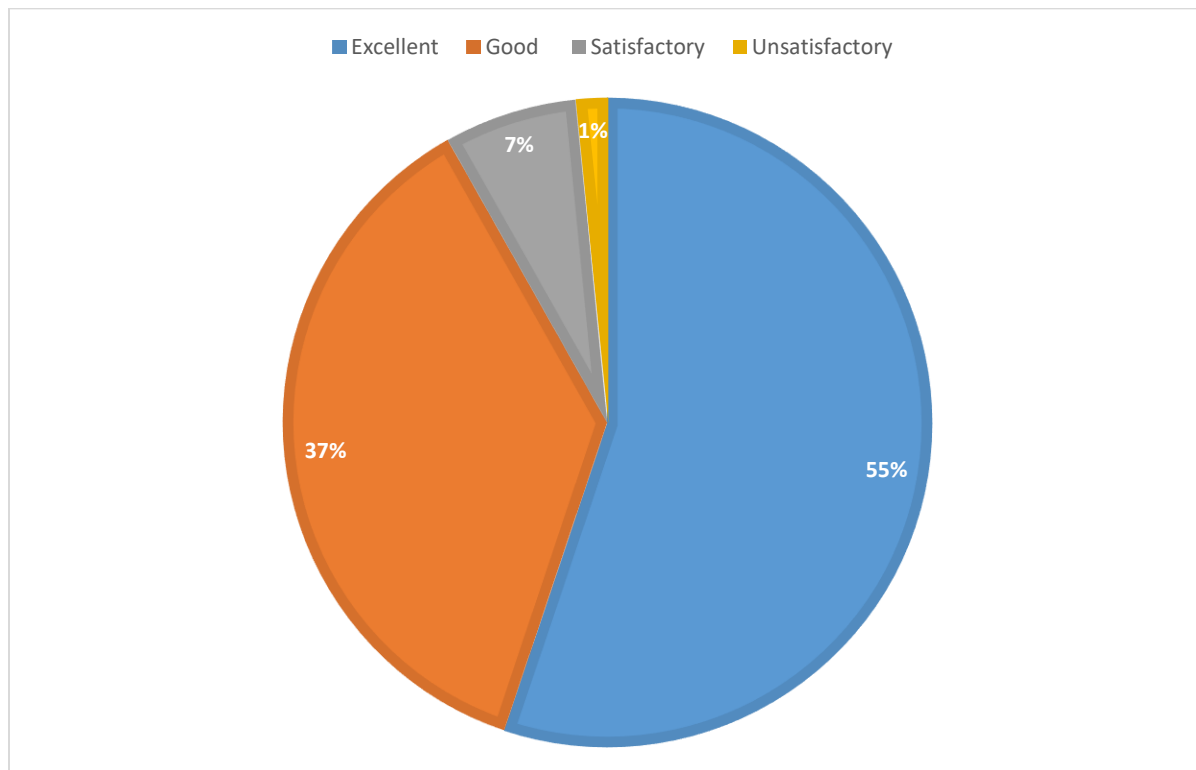


Figure 4 (c) – Team work

Observation:

The responds were that, the whole satisfaction level was about 92% when it comes to (fellow employees) who are committed to doing quality work. 55% of the respondents felt that fellow employees are committed to doing quality work and also work excellent in team. 37% felt that fellow employees are fairly committed to doing quality work and also can work in team. 7% felt that fellow employees are committed to doing quality work and but are not good team players. 1% respondents felt that fellow employees are not at all committed to doing quality work, neither are they good working in team.

Suggestions:

The employee should understand the work load and the capacity of the person finishing the work load. Accordingly capacity building training can be provide to the employee that can help the employee in their efficiency in work. In case the fellow employees are not committed workers then one should help cover up for their inefficiency and also help the others in making themselves more efficient.

Q11. I have a best friend at work?

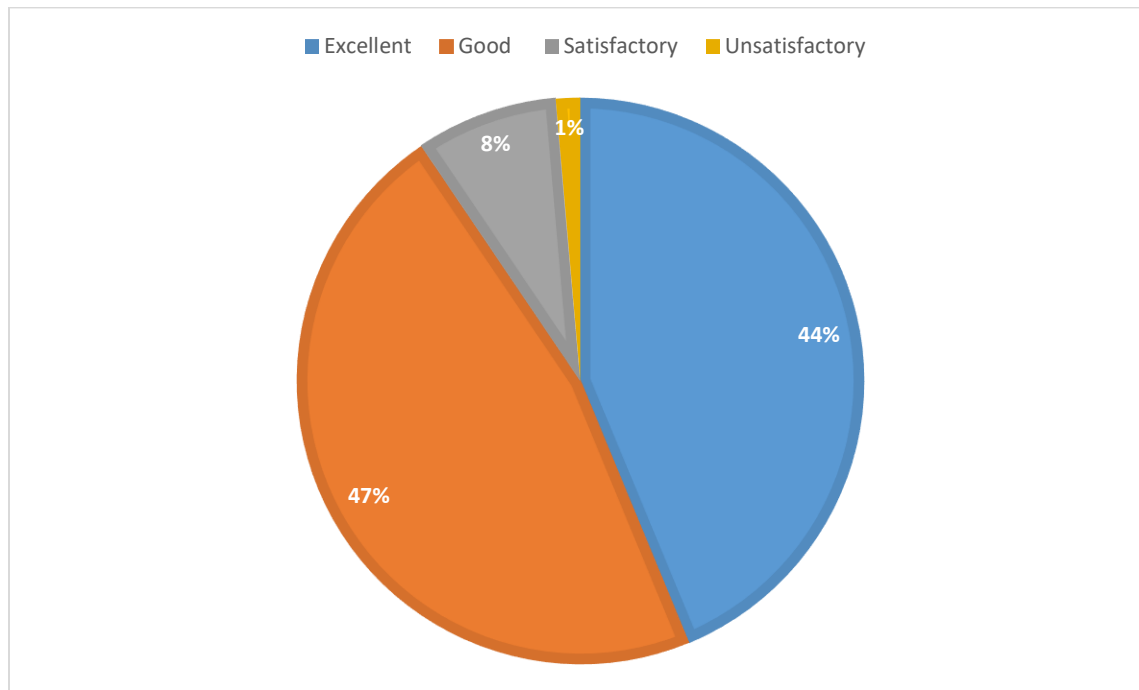


Figure 4 (d) – Team work

Observation:

The responds were that, the whole satisfaction level was about 91% when it comes to have a best friend at work. 44% of the respondents felt that they have someone in the organisation that they can completely trust and can count in times of challenges and stress. 47% of the respondents felt that they have someone in the organisation that they can fairly trust and can sometimes count in times of challenges and stress. 8% of the respondents felt that they have someone in the organisation that they can trust and but cannot count in times of challenges and stress. Less than 1% of the respondents felt that they have no one in the organisation that they can completely trust and can count in times of challenges and stress.

Suggestions:

Employee engagement programs like departmental outings, celebration of various events like anniversary, birthdays should be conducted in the hospital. This can help the colleagues develop a bond. Such relationship can help oneself during the unmotivated and discouragements times.

Q12. In the last six months, someone at work talked me about my progress?

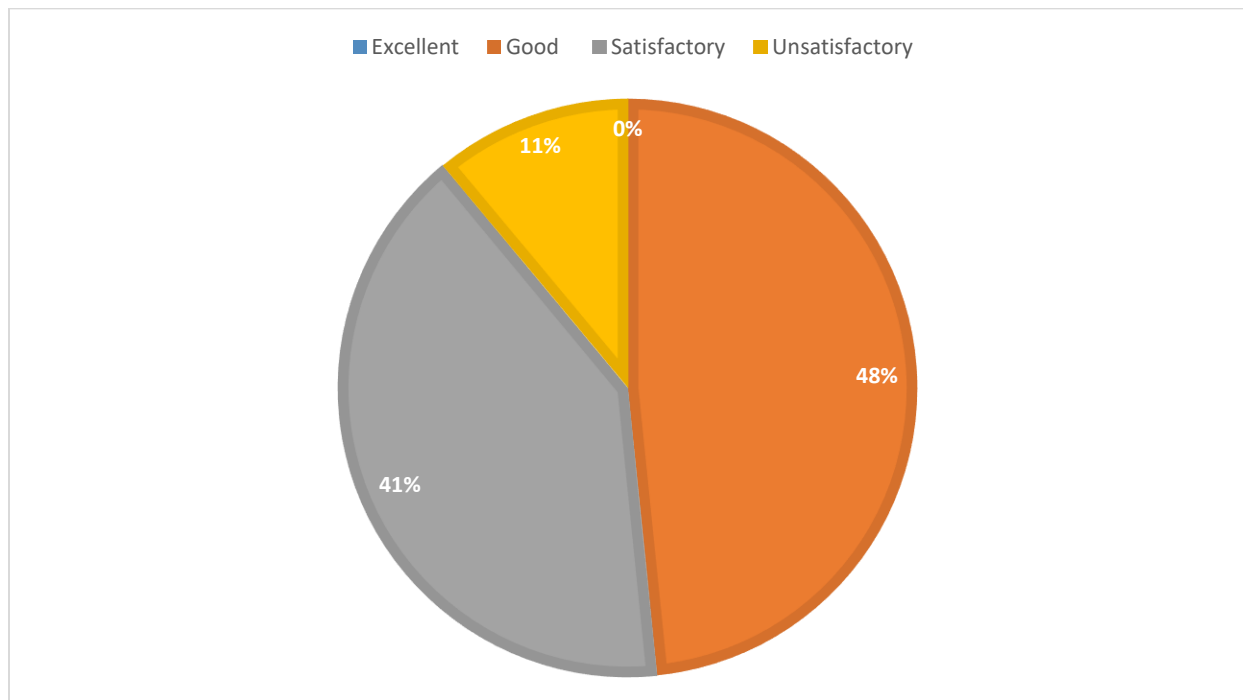


Figure 5 (a) – Growth

Observation:

The responds were that, the whole satisfaction level was about 48 % when it comes to having someone talk to them about their progress in the last six months. Less than 1% of the respondents felt that they had more than one person in the organization who talks to them about their progress. About 41% of the respondents felt that they has at least one person who talks about their progress. 11% felt that even though they had someone in the organization who talks to them about their progress, they were not being able to benefit much from them. Less than 1% felt that they has no one in the organization that talked to them about their progress.

Suggestions:

There should be evaluation of the employees in every three months. For a new employee who have probation period, can have two set of evaluation. The first one will evaluate the performance of the employee and help the employee understand their weaknesses, suggestions can be given for improvement. The second one will evaluate the improvement they showed after the evaluation. Accordingly a call can be made weather the employee should continue or which department or what kind of work should be handed over to them. Then they can have performance evaluation every six months and annually. This will help the supervisor as well as them employee understand where they stand in the organization. This can help them identify the areas the can improve and also receive guidance from superiors.

Q13. This last year, I have had opportunities at work to learn and grow?

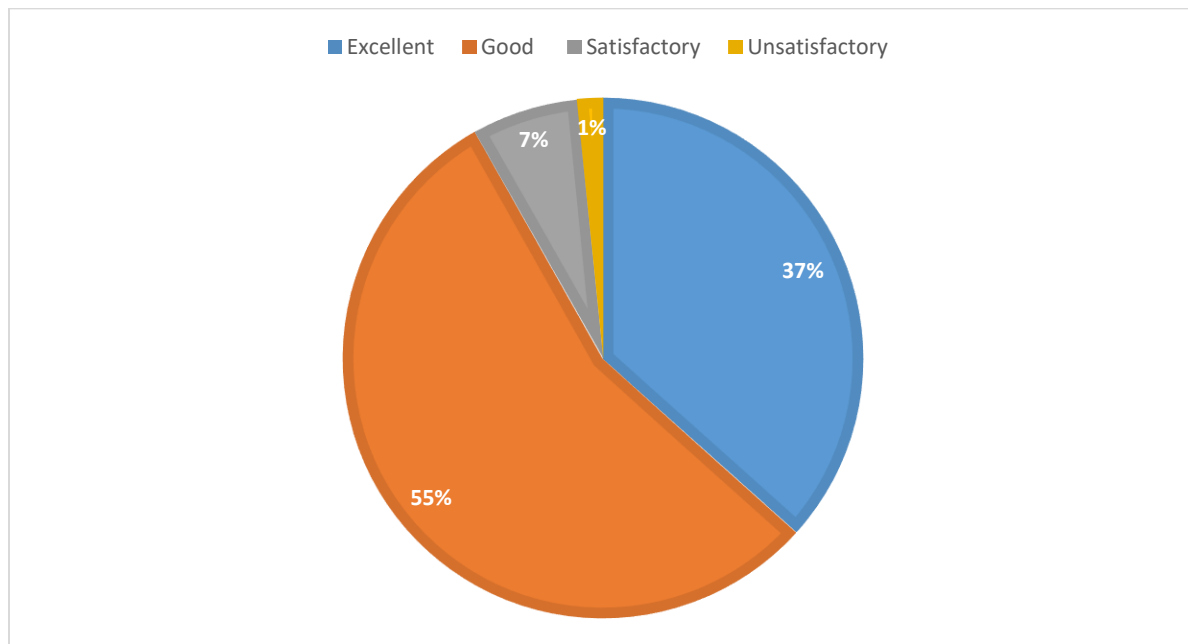


Figure 5 (b) – Growth

Observation:

The responds were that, the whole satisfaction level was about 92% when it comes to have had opportunities at work to learn and grow. 37% of the respondents felt that over the period of last year, they have had many opportunities at work to learn and grow. 55% of the respondents felt that over the period of last year, they have few opportunities at work to learn and grow. Over 7% of the respondents felt that over the period of last year, they have very less opportunities at work to learn and grow. Less than 1% respondents felt that they had no opportunities to neither grow nor learn.

Suggestions:

The employees can have rotation within the department or even be moved laterally to another department where their potential can be used to maximum level.

Discussion

Question 1

From the above data, you can interpret that the hospital provides good training and development programme for the employees.

Question 2

According to the Gallup questionnaire, it identifies that every workplace have a structured and definite set of goals and outcomes while giving employees the freedom to set their own goals to commonly achieve the organizational goal. The definite picture of what are the goals are stated and every employee are made to measure their performance against the goal they are expected to achieve.

Question 3

According to the Gallup questionnaire, a great management recognizes the needs of the people in respect of equipment needed, materials and intangible items and help in provide the employees with those items they need.

Question 4

When a person is given the opportunity to master a particular thing that they already at good at can keep any employee engaged with the job. According to the Gallup questionnaire, excellent performance are reckoned when a person performing a job role is naturally best at what they do. The question reveals if an employee is placed in a fitting area and the organization is being able to fully utilize their efforts for benefiting the organization.

Question 5

Discussion:

According to the Gallup questionnaire, this question emphasis on the organizations capability to identify excellent individual contribution. A study says, that the possibility of an employee to quit the job is three time more likely if they or their contributions are recognized enough.

Question 6

Discussion:

In many organization, the employees are viewed as labour. According to the Gallup questionnaire, it targets to reveal how the leaders of the organizations are emotionally invested in their employees. If a manager or any supervisor are guiding the employee and helping in personal growth within the organisation.

Question 7

Discussion:

All humans like to learn and grow by receiving guidance by someone more experience and knowledgeable. It was measured by Gallup that greater advancements were achieved when the management concentrates on firming an employee's strengths instead of concentrating on their weakness.

Question 8

When an employee feel insignificant or irrelevant, the satisfaction level of the employee is negatively influenced. According to the Gallup questionnaire, this question measures if the leaders or head of the organisation values an employee's thoughts and opinions.

Question 9

Every employee wants to make some kind of difference in the organisation and wants to associate themselves with something important and meaningful. Defining the role of an employee's contribution to the purpose of the organisation.

Question 10

A commitment to quality work is established if an employee trust their co-workers. This question measures if an employee is making up for the lack of efforts their fellow member from the team employs or work uniformly in a team ensuring each member can finish their job at the best level possible.

Question 11

The question is about an employee being able to be a person who can be trusted at work. Relationship can help in acting as an encouraging sign when stressed or challenged. If everyone in the organisation works on a different tangent, it will ultimately affect the team's ability to function as a team.

Question 12

Every organization leaders should be able to identify the strength of an employee and amplify it. They should also possess the ability to pin point the areas of improvement and help the employee to achieve growth. By regular checking with the employee and ample amount of encouragement can help them in personal growth and the team will be able to establish more realistic organizational goals.

Question 13

Adding to having discussion at a regular interval regarding personal development, an employee would also like to see their role and responsibilities leads to their personal and even professional development.

Conclusion

The results of employee satisfaction surveys is very desirable. The three main factors that leads to satisfaction were having materials and equipment that an employee needs to work right, having the opportunity to do what is best every day and having committed fellow employees who are giving their best for the job.

But there were three factors which were slightly less satisfying to the employees, such as not having someone talk to them about their progress at a regular interval, and the supervisor being more focused on the productivity in work than other aspects.

Compared to the other hospitals, this health care providing facility keeps their employee well satisfied because of which they have very less employee absenteeism, less employee turnover. Due to the extensive care taken to keep the employee engaged with the organizational values and also the numerous activities held throughout the year in the form of staff outings, celebrations of health care relevant events like nurse day, Doctors day etc keeps the employee motivated thus increasing the level of satisfaction level in the hospital.

As the literature supports that for retention of an employee, the organization should keep them satisfied. And satisfaction here means not only to increase the factors that would definitely provide contentment for the employee, but state that's its important to identify the factors that leads to dissatisfaction.

If the organization maintains a balance in increasing the satisfying factors and decreasing the dissatisfying factors, that would increase the level of satisfaction in the hospital.

Suggestion

Keeping the employee satisfied is important for every organization. But employees tend to lose interest easily and it becomes difficult to customize an organisations approach to keep each and every employee motivated. But by breaking the patters and applying different approaches on a regular basis can help keep the employee satisfied. Few of the techniques that can be used to keep the employees satisfaction level are as follows:

1. Continuing Education and Training Programs

Various training on capacity building, skill development, workshops on keeping the employee motivated, etc can be help in the hospital. E-learning resources can be provided by the employer, various management, technical as well as software training can be given to the employees to help them be more skill

2. Feed Back Training

Receiving feedback is essential for the organization. It help both the employer as well as the employee understand their work. And according to their feedback training and development programs can be scheduled. Proper training should be provided and how to give effective feedback, and how to utilize those feedback to benefit the organization.

3. 1 on 1 meetings and mentorship

This is the proper coaching technique where an employee is mentored by the supervisor / manager which not old builds strong relationship with each individuals while understand their grievances and providing them with suggestion and areas of improvement. One can learn about long term goals of the employees, help the employee set long term goals, set timelines for achieving those goals and help soling the difficulties that they face along the way.

4. Be a flexible manager/ supervisor

It is vital to give the employee much better control, independence and responsibility of themselves in the workplace. Help the employee maintain work life balance, and be opened to ideas that the newer generation brings.

5. Recognize and reward outside financial remuneration

Every employee should know their work and performance is recognized valued. Be it through staff meeting, the new letter, the notice board or through e-mails. These may be small steps but can help create a big effect on the level of satisfaction of the employee.

6. Provide a positive work environment

The work area should help keep the employee motivated. A motivating work environment goes beyond the call of duty and addressing the needs of the employee. For eg - provding them with pantry or water cooler or a wash room nearby etc.

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