

Research Paper on Employee Satisfaction of Healthcare Industry At The Mission Hospital, Durgapur

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Abstract

The aim of this study is to evaluate the level of job satisfaction of the employees of the best healthcare in the Eastern India super speciality best patient care hospital, "The Mission Hospital". Data were collected for this study by the questionnaire method. The study shows that, cooperation among co workers, working environment, working facility, salary satisfaction, increment satisfaction, welfare facilities and other facilities, behaviour of boss, career development organiser, and promotion system significantly influence job satisfaction of employees. The study indicates a positive sign regarding overall job satisfaction of employees of the Hospital. In such situation, job satisfaction of working officers/ staffs becomes an important issue that has to be taken care of in order to achieve ultimate goals of the multispecialty Hospital in Durgapur.

Keywords :- Job satisfaction, multi speciality hospital, hospital employees and satisfaction level.

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I. Introduction

Human Resource is an important asset of any organisation. In this era of competitive world, success of any organisation depends on its human resource. The employees of the Hospital are valuable assets to the organisation. If they are highly satisfied with the job they work overtime and perform best to earn profit for the organisation. So in this competitive environment the essential things is to know the views of employees towards their job and to measure the level of satisfaction with various aspect of job satisfaction. Efficient human resource management and maintaining higher job satisfaction level in Hospitals determine not only the performance of the hospitals but also affects the growth and performance of the entire hospitals in a cosmopolitan area of Durgapur. So for the success of smooth running of hospital, to manage human resource effectively and to find out whether its employees are satisfied or not is very important, only if they are satisfied, they will work with commitment and project a positive image of the organisation. Job satisfaction is an integral component for the environment of organisation and an important element for the relationship between management and employees.

INDUSTRY PROFILE – [HEALTH CARE]

Introduction

Healthcare has become one of India's largest sectors - both in terms of revenue and employment. Healthcare comprises hospitals, medical devices, clinical trials, outsourcing, telemedicine, medical tourism, health insurance and medical equipment. The Indian healthcare sector is growing at a brisk pace due to its strengthening coverage, services and increasing expenditure by public as well private players.

Indian healthcare delivery system is categorised into two major components - public and private. The Government, i.e. public healthcare system comprises limited secondary and tertiary care institutions in key cities and focuses on providing basic healthcare facilities in the form of primary healthcare centres (PHCs) in rural areas. The private sector provides majority of secondary, tertiary and quaternary care institutions with a major concentration in metros, tier I and tier II cities.

India's competitive advantage lies in its large pool of well-trained medical professionals. India is also cost competitive compared to its peers in Asia and Western countries. The cost of surgery in India is about one-tenth of that in the US or Western Europe.

Market Size

The healthcare market can increase three fold to Rs 8.6 trillion (US\$ 133.44 billion) by 2022.

India is experiencing 22-25 per cent growth in medical tourism and the industry is expected to double its size from present (April 2017) US\$ 3 billion to US\$ 6 billion by 2018. Medical tourist arrivals in India increased to 1.07 million in January 2018 from 0.98 million in January 2017.

There is a significant scope for enhancing healthcare services considering that healthcare spending as a percentage of Gross Domestic Product (GDP) is rising. Rural India, which accounts for over 70 per cent of the population, is set to emerge as a potential demand source.

In 2017, the Government of India has provided grant-in-aid for setting up of AYUSH educational institutions in States and Union Territories.

Investment

The hospital and diagnostic centers attracted Foreign Direct Investment (FDI) worth US\$ 4.99 billion between April 2000 and December 2017, according to data released by the Department of Industrial Policy and Promotion (DIPP). Some of the recent investments in the Indian healthcare industry are as follows:

- India and Cuba have signed a Memorandum of Understanding (MoU) to increase cooperation in the areas of health and medicine, according to Ministry of Health and Family Welfare, Government of India.
- Fortis Healthcare has approved the de-merger of its hospital business with Manipal Hospital Enterprises. TPG and Dr. Ranjan Pal could invest Rs. 3,900 crore (US\$ 602.41 million) in Manipal Hospital Enterprise.

Government Initiatives

Some of the major initiatives taken by the Government of India to promote Indian healthcare industry are as follows:

- India's first ever 'Air Dispensary', which is based in a helicopter, will be launched in the Northeast and the Ministry of Development of Northeast Region (DONER) has already contributed Rs 25 crore (US\$ 3.82 million) for its funding.
- The Intensified Mission Indra dhanush (IMI) has been launched by the Government of India with the aim of improving coverage of immunization in the country and reaches every child under two years of age and all the pregnant women who have not been part of the routine immunization programme.
- The Union Cabinet approved setting up of National Nutrition Mission (NNM) with a three year budget of Rs 9,046.17 crore (US\$ 1.40 billion) to monitor, supervise, fix targets and guide the nutrition related interventions across the Ministries.
- The Government of India aims to increase the total health expenditure to 2.5 per cent of Gross Domestic Product (GDP) by 2025 from the current 1.15 per cent.
- Mr J P Nadda, Union Minister of Health and Family Welfare, Government of India, launched initiatives such as Laqshya, for Labour Room Quality Improvement, a mobile application for safe delivery, and operational guidelines for obstetric high dependency units (HDUs) and intensive care units (ICUs).
- In March 2018, the Union Cabinet of India approved the continuation of National Health Mission with a budget of Rs 85,217 crore (US\$ 13.16 billion) from 1st April 2017 to 31st March 2020.
- In April 2018, the Government of India approved to sign Memorandum of Understanding (MoU) with the medical agencies of BRICS countries for cooperation in the field of medical products.
- In April 2018, the Government of India apprised the signing of Memorandum of Agreement (MoA) between India and World Health Organisation to facilitate in improving public health in India
- In May 2018, the Government of India approved financial outlay of Rs 14,832 crores (US\$ 2.30 billion) for FY2017-18 to FY2019-20.
- In May 2018, the Government of India approved Rs 1,103 crore (US\$ 170.14 million) for setting up All India Institute of Medical Sciences (AIIMS) in Deoghar, Jharkhand.
- In June 2018, the Ministry of Health and Family Welfare signed an Memorandum of Understanding (MoU) with the Norwegian Ministry of Foreign Affairs through the Norway India Partnership Initiative (NIPI) from 2018-2020, the cooperation is aligned with National Health Policy 2017.

Road Ahead

India is a land full of opportunities for players in the medical devices industry. India's healthcare industry is one of the fastest growing sectors and in the coming 10 years it is expected to reach \$275 billion. The country has also become one of the leading destinations for high-end diagnostic services with tremendous capital investment for advanced diagnostic facilities, thus catering to a greater proportion of population. Besides, Indian medical service consumers have become more conscious towards their healthcare upkeep.

Indian healthcare sector is much diversified and is full of opportunities in every segment which includes providers, payers and medical technology. With the increase in the competition, businesses are looking to explore for the latest dynamics and trends which will have positive impact on their business.

India's competitive advantage also lies in the increased success rate of Indian companies in getting Abbreviated New Drug Application (ANDA) approvals. India also offers vast opportunities in R&D as well as

medical tourism. To sum up, there are vast opportunities for investment in healthcare infrastructure in both urban and rural India.

COMPANY PROFILE

THE MISSION HOSPITAL DURGAPUR

THE MISSION HOSPITAL,(a unit of Durgapur Medical Centre Pvt. Ltd.) is a 350 bed hospital located in Durgapur, West Bengal, India. Built in an area spanning three acres it offers an array of facilities- digital flat panel cath lab, seven major operation theatres,100 bed critical unit, dedicated mother and child care unit, 24 hrs accident and emergency department, blood bank and for the first time a fully computerised pneumatic tube system(Sumetzberger, Germany)

| | |
|---------------------|---|
| Type | Public |
| Industry | Healthcare |
| Founded | April 2, 2008 |
| Headquarters | Durgapur , West Bengal, India |
| Key people | Dr. Satyajit Bose Founder and Chairman |

The Mission Hospital started its operation on April 2, 2008. This is the first speciality corporate hospital in Eastern India outside Kolkata.

The Mission Hospital has the following departments of excellence:

- Accidents and Emergency Medicines.
- Anaesthesiology
- Cardiology
- Paediatric Cardiology
- Cardio Thoracic And Vascular Surgery
- Critical Care
- Dentistry
- Dermatology
- Endocrinology
- ENT
- Gastroenterology and Gastrointestinal Surgery
- General and Laparoscopic Surgery
- General Medicine
- Institute of Laboratory Medicine and Research
- Nephrology
- Neurology and Neuro Surgery
- Obstetrics and Gynaecology
- Ophthalmology
- Orthopaedics and Spine Surgery
- Paediatrics and Neonatology
- Plastic and Reconstructive Surgery
- Psychiatry
- Pulmonology / Respiratory Medicine
- Radio-diagnosis and Imaging Sciences
- Transfusion Medicine
- Urology and the department of physical therapy and rehabilitation

II. Literature Review

JOB SATISFACTION

According to 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””.

Job Satisfaction is the end feeling of a person after performing a task to the extent that a person’s job will be satisfying. The feeling would be positive or negative depending upon whether need is satisfying or not. Job Satisfaction is different from motivation and morale. Motivation refers to the willingness to work. Satisfaction, on the other hand, implies a positive emotional state. Morale implies a general attitude towards

work and work environment .It is a group phenomenon whereas job satisfaction is an individual feeling. Job Satisfaction can be considered as a dimension of morale and morale could be a source of satisfaction. Attitudes are pre-disposition that make the individual behave in particular way. Job Satisfaction on the contrary is the end feeling which may influence subsequent behaviour. Thus job satisfaction is the employee's general attitude towards his job.

Job satisfaction is an integral component of organisational health and an important element in industrial relations. The levels of job satisfaction seem to have some relation with various aspects of work behaviour such as accidents, absenteeism, turnover and productivity. Several studies have revealed varying degrees of relationship between job satisfaction and these factors of work behaviour. But whether work behaviour is the cause or effect of job satisfaction is not clear.

Research on the relationship between job satisfaction and accidents generally shows that satisfied employees cause fewer accidents. Studies on relationship between job satisfaction and absenteeism have yielded inconclusive results. Most of these studies have showed that low absentee employee were more satisfied with their jobs. Research also reveals that unionised workers tend to be more satisfied whereas employees of disturbed organisation(poor industrial relations) were generally less satisfied. Less satisfied employees are more likely to quit their job than more satisfied employees are whereas satisfied employees are more productive.

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”. Job Satisfaction is a result of employee's perception of how well their job provides those things that are viewed important. It is generally recognised in the organisational behaviour field that job satisfaction is the most important and frequently studied attitude.

Although recent theoretical analysis have criticized job satisfaction as being too narrow conceptually, there are three generally accepted dimension to job satisfaction. First job satisfaction is an emotional response to a job satisfaction. As such it cannot be seen, it can only be inferred. Second, job satisfaction is often determined by how well outcomes meet or exceed expectation. For example if organisational participants feel that they are working much harder than others in the department but are receiving fewer rewards, they will probably have a negative attitude towards the work ,the boss, and/or co-workers. They will be dissatisfied. On the other hand, if they feel they are being treated very well and being paid equitably , they are likely to have positive towards the job . They will be job satisfied. Third, job satisfaction represents several related attitudes. Through the years five job dimensions represents the most important characteristics of a job about which employees have affective responses. These are :-

✚ **The work itself** - the extent to which the job provides the individual with interesting tasks, opportunities for learning and the chance to accept responsibility.

✚ **Pay** – the amount of financial remuneration that is received and the degree to which this is viewed equitable vis-a-vis that of others in the organisation.

✚ **Promotion opportunities** – the chances for advancement in the organisation.

✚ **Supervision** – the ability of the supervisor to provide technical assistance and behavioural support.

✚ **Co workers** – the degree to which fellow workers are technically proficient and socially supportive.

MEASURING JOB SATISFACTION-

We've previously defined job satisfaction as an individual's general attitude towards his or her job. This is clearly a very broad one. Yet this is inherent in the concept. Remember, a person's job is more than just the obvious activities of shuffling papers ,writing programming code , waiting on customers , or driving a truck. Job require interaction with co-workers and bosses, following organisational rules and policies, meeting performance standards, living with the working conditions that are often less than ideal, and the like. This means than an employee's assessment of how satisfied or dissatisfied he or she is with his or her job is a complex summation of a number of discrete job elements. **How, then, do we measure the concept?**

The two most widely used approaches are a single global rating and a summation score made up of a number of job facets. The single global rating method is nothing more than asking individuals to respond to one question, such as “All things considered, how satisfied are you with your job?” Respondents then reply by circling a number between one and five that corresponds to answers from “highly satisfied” to “highly dissatisfied”. The other approach – a summation of job facets- is more sophisticated. It identifies key elements in a job and asks for the employee's feeling about each. Typical factors that would be included are the nature of the work, supervision , present pay, promotion opportunities, and relations with co-workers. These factors are rated on a standardized scale and then added up to create an overall job satisfaction score.

Is one of the foregoing approaches superior to the other? Intuitively , it would seem that summing up responses to a number of job factors would achieve a more accurate evaluation of job satisfaction. This research, however, doesn't support this intuition. This is one of those rare instances in which simplicity seems to work as well as complexity. Comparisons of one –question global rating with a more lengthy summation-of-job-factors

method indicate that the former is essentially valid as the latter. The best explanation for this outcome is that the concept of job satisfaction is inherently so broad that the single question captures its essence.

How satisfied are employees in their jobs?

Are most people satisfied with their jobs? The answer seemed to be qualified “yes” in most developing countries. Independent studies, conducted among US workers over the past 30 years, generally indicate that the majority of workers are satisfied with their jobs. While the percentage range is pretty wide- from the low 50s to the high 70s – more people report that they are satisfied than not. Moreover, these results are generally applicable to other developed countries. For instances, comparable studies among workers in Canada, Mexico and Europe indicate more positive than negative results.

In spite of the generally positive results, recent trends are not encouraging. The evidence indicates a marked decline in job satisfaction since the early 1990s. A conference board study found that 58.6 percent of Americans were satisfied with their jobs in 1995. By the year 2000, that percentage was down to 50.7. This intuitively seems surprising since those five years were ones of economic expansion, increased incomes, and a strong labour market. Apparently, economic prosperity doesn’t necessarily translate into higher job satisfaction. And even though all income groups in the Conference Board study indicated lower job satisfaction in 2000 than in 1995, money did seem to buy some happiness. Job satisfaction increased directly with pay for every income category in both 1995 and 2000.

What factors might explain this recent drop in job satisfaction? Experts suggest it might be due to employer’s efforts at trying to increase productivity through heavier employee workloads and tighter deadlines. Another contributing factors may be a feeling, increasingly reported by workers, that they have less control over their work. But does the fact that job satisfaction increases with pay mean that money can buy happiness? Not necessarily. While it’s possible that higher pay alone translates into higher pay is reflecting different types of jobs. Higher – paying jobs generally require higher skill, give incumbents greater responsibilities , are more stimulating and provide more challenges, and allow workers more control. So it may be that the reports of higher satisfaction among better –paid wokers reflects the greater challenge and freedom they have in their job rather than the pay itself.

DETERMINANTS OF JOB SATISFACTION

The various factors influencing job satisfaction may be classified into two categories:-

- **Environmental factors**
 - **Personal factors**
- **Environmental factors-** these factors relate to the work environment , main among them are as follows:-
 - ❖ **Job content-** Herzberg suggested that job context in terms of achievement, recognition, advancement, responsibility and the work itself tends to provide satisfaction but their absence doesnot cause dissatisfaction. Where the job is less repetitive and there is variation in job content ,job satisfaction tends to be higher. Specialisation increases repitiveness leading to boredom and monotony. But greater variety of task may not increase satisfaction unless the tasks form a unified integrated and meaningful whole.
 - ❖ **Occupation level-** the higher the level of job in the organisational hierarchy the greater the satisfaction of the employees. That is because positions at higher levels are generally better paid, more challenging and provide greater freedom of operations. Such jobs carry greater prestige, self-control and need satisfaction. One study revealed that professional people were the most satisfied, followed by salaried workers and factory workers were the least satisfied with their jobs.
 - ❖ **Pay and promotion-** All other things being equal,higher pay and better opportunities for promotion lead to higher job satisfaction.
 - ❖ **Work Group-** man is a social animal and likes to be associated with other interactions in the work group helps to satisfy social and psychological needs and therefore, isolated workers tend to be dissatisfied. Job Satisfaction is generally high when an individual is accepted by his peers and has high need for affiliation.
 - ❖ **Supervision-** Consideration supervision tends to improve job satisfaction workers. A considerate supervisor takes personal interest in his subordinates and allows them to participate in the decision-making process. However authoritarian people maybe more satisfied under the supervision of high status and strongly directive leaders. Employee satisfaction from the supervisory behaviour depends upon the influence which the supervisor exercises on his own surprise.
 - **Personal characteristics** – personal life exercises a significant influence on job satisfaction. The main elements of personal life are given below:-
 - ❖ **Age-** Some research studies reveals a positive correlations between age and job satisfaction. Workers in the advanced age group tends to be more satisfied probably because they have adjusted with their job

conditions. However, there is a sharp decline after a point perhaps because an individual aspires for better and more prestigious jobs in the later years of life.

❖ **Sex-** one study revealed that women are less satisfied than men due to fewer job opportunities for female. But female workers may be more satisfied due to their lower occupational aspirations.

❖ **Education level-** generally more educated employees tends to be less satisfied with their jobs probably due to their higher job aspirations. However, research doesnot yield conclusive relationship between these two variables.

❖ **Marital status-** the general impression is that married employees and employees having more dependant tends to be more dissatisfied due to their greater responsibilities. But such employees may be more satisfied because they value their jobs more than unmarried employees.

❖ **Experiences-** job satisfaction tends to increase with the increasing years of experiences. But it may decrease after twenty years of experiences particularly among people who have not realised their job expectation.

THEORIES OF JOB SATISFACTION-

✍ **AFFECT THEORY:-**Edwin A. Lockes range of Affect theory (1976) is arguably the most famous job satisfaction model. The main premises of this theory are that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job.

✍ **DISPOSITIONAL THEORY:-** Another well known job satisfaction theory is the Dispositional Theory. It is a very general theory that suggests that people have innate disposition that cause them to have tendencies towards a certain level of satisfaction, regardless of one's job.

✍ **TWO-FACTOR THEORY:-**Fredrick Herzberg's two factor theory (also known as Motivator-Hygiene theory) attempts to explain satisfaction and motivation in the workplaces. The theory states that satisfaction and dissatisfaction are driven by differential factors motivation and hygiene factors, respectively. Motivating factors are those aspects of the job that make people want perform, and provide people with satisfaction.

THE EFFECT OF JOB SATISFACTION ON EMPLOYEE PERFORMANCE-

Manager's interest in job satisfaction tends to center on its effect on employee performance. Researchers have recognised this interest, so we find a large number of studies that have been designed to assess the impact of job satisfaction on employee productivity, absenteeism, and turnover .Let's look at the current state of our knowledge. To society as a whole as well as from an individual employee's standpoint, job satisfaction in and of itself is a desirable outcomes. However, from a pragmatic managerial and organisational effectiveness perspective, it is important to know how, if at all, satisfaction relates to outcome variable. For instances, if job satisfaction is high, will the employees perform better and the organisation be more effective? If job satisfaction is low, will there be performance problems and ineffectiveness? This question has been asked by both researchers and practitioners through the years. There are no simple answers, and the results range from weak to strong. In examining the outcomes of job satisfaction, it is important to break down the analysis into series of specific outcomes. The following sections examine the most important of these.

➤ **Satisfaction and performance-** Do satisfied employees perform better than their less satisfied counterparts? This "satisfaction-performance controversy" has raged over the years. Although most people assume a positive relationship,the research to date indicates that there is no strong linkage between satisfaction and performance. For example, the most-cited meta-analysis of the research literature a number of years ago found only the best-estimate correlation between job satisfaction and performance.

Conceptual, methodological, and empirical analyses have questioned and argued against these weak result. Yet, to date an unpublished follow-up meta-analysis correcting for the potential problems and limitations of the first one does find a stronger relationship, but still not higher than the "BIG FIVE" personality trait of conscientiousness discussed earlier in this chapter nor as high as the meta-analytic findings of other psychological constructs such as relationship between self-efficacy and performance.

Perhaps the best conclusion about satisfaction and performance is that there is definitely a relationship, probably higher than the well known,but also not as high as conventional wisdom assumed concerning happy workers are productive workers. Moreover, the relationship may even be more complex than others in organisational behaviour. For example, there seem to be many possible moderating variables, the most important of which are rewards. If people receive rewards their feel are equitable ,they will be satisfied, and this is likely to result in greater performance effort. Also research evidence indicates that satisfaction may not necessarily lead to individual performance improvement but does lead to departmental and organisational-level improvement. Finally, there is still considerable debate whether satisfaction leads to performance or performance leads to satisfaction.

➤ **Satisfaction and absenteeism-** We find a consistent negative relationship between satisfaction and absenteeism, but the correlation is moderate- usually less than +4 . While it certainly makes sense that

dissatisfied employees are more likely to miss work, other factors have an impact on the relationship and reduce the correlation coefficient. Organisations that provide liberal sick leave benefits are encouraging all their employees- including those who are highly satisfied-to take days off . Assuming that you have a reasonable number of varied interest, you can find work satisfying and yet still take off work to enjoy a three-day weekend or tan yourself on a warm summer day if those day come free with no penalties. An excellent illustration of how satisfaction directly leads to attendance, when there is a minimum impact from other factors, is a study done at Sears Roebuck. Satisfaction data were available on employees at Sear's two head-quarters in Chicago and New York. In addition, it is important to note that Sear's policy was not to permit employees to be absent from work for avoidable reasons without penalty. The occurrence of a freak April 2 snowstorm in Chicago created the opportunity to compare employee attendance at the Chicago office with attendance in New York, where the weather was quite nice. The interesting dimension in this study is that the snowstorm gave the Chicago employees a built-in excuse not to come to work. The storm crippled the city's transportation, and individuals knew they could miss work this day with no penalty. This natural experiment permitted the comparisons of attendance record for satisfied and dissatisfied employees at two locations- one where you were expected to be at work(with normal pressures for attendance) and the other where you were free to choose with no penalty involved. If satisfaction leads to attendance, when there is an absence of outside factors, the more satisfied employees should have come to work in Chicago, while dissatisfied employees should have stayed home . The study found that on this particular April 2, absenteeism rates in New York were just as high for satisfied groups of workers as for dissatisfied groups. But in Chicago, the workers with high satisfaction scores had much higher attendance than did those with lower satisfaction levels. These findings are exactly what we would have expected if satisfaction is negatively correlated with absenteeism.

➤ **Satisfaction and turnover-** Satisfaction is also negatively related to turnover, but the correlation is stronger than what we found for absenteeism. Yet, again, other factors such as labor-market conditions, expectations about alternative job opportunities, and length of tenure with the organisation are important constraints on the actual decision to leave one's current job.

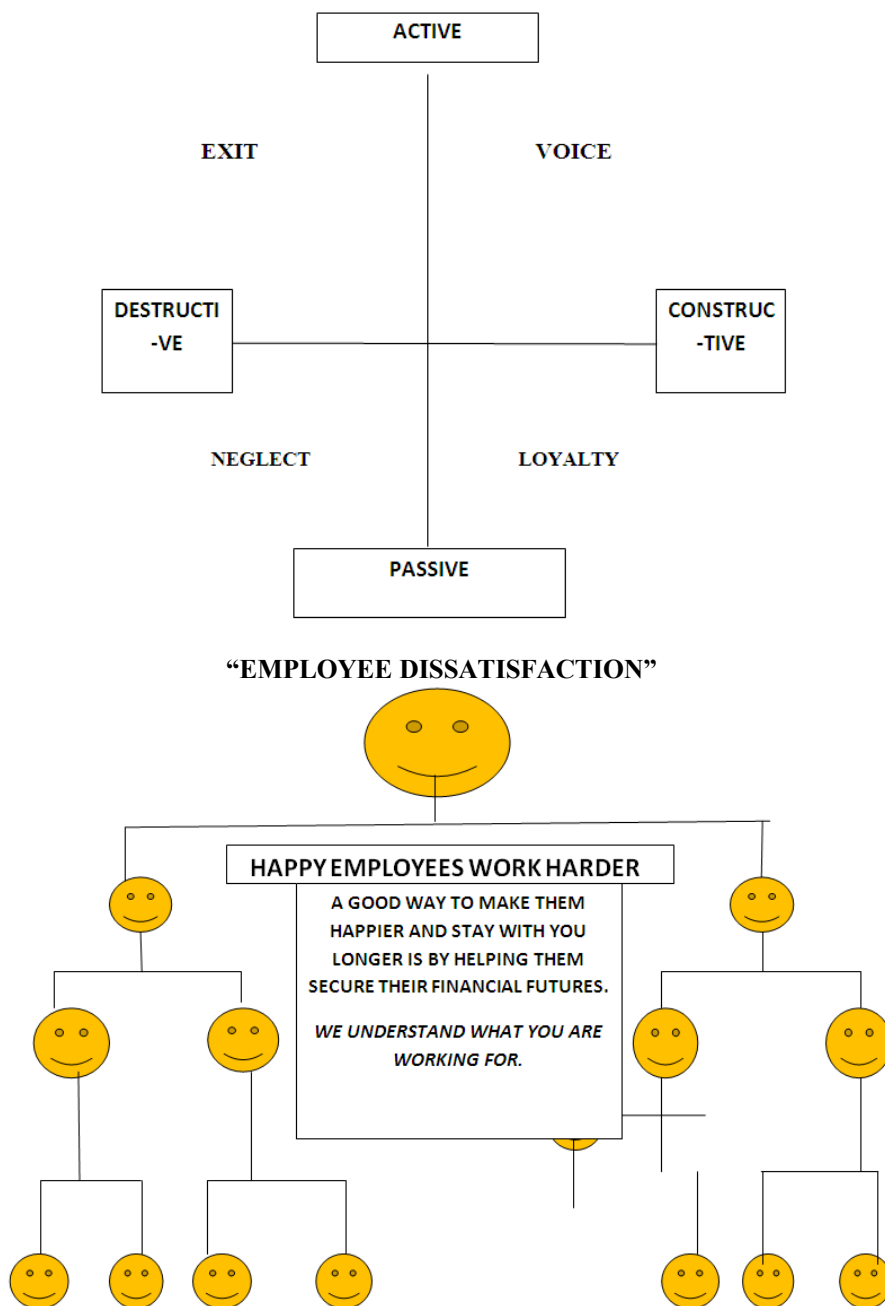
Evidence indicates that an important moderator of the satisfaction-turnover relationship is the employee's level of performance. Specifically, level of satisfaction is less important in predicting turnover for superior performer. Why? The organisation typically makes considerable efforts to keep these people. They get pay raises, praises, recognition, increased promotional opportunities, and so forth. Just the opposite tends to apply to poor performers. Few attempts made by the organisation to retain them. There may even be subtle pressures to encourage them to quit. We would expect, therefore, that job satisfaction is more important in influencing poor performances to stay than superior performers. Regardless of level of satisfaction, the latter are more likely to remain with the organisation because the receipt of recognition, praise, and other rewards gives them more reasons for staying.

HOW EMPLOYEES CAN EXPRESS DISSATISFACTION.

Employee Dissatisfaction can be expressed in number of ways. For example, rather than quit employees can complain, be insubordinate, steal organisational property, or shirk a part of their work responsibilities. Exhibit 3-6 offers four responses that differ from one another along two dimensions: constructive/destructive and active/passive. They are defined as follows:-

- **Exit-** behaviour directed towards leaving the organisation, including looking for a new position as well as resigning.
- **Voice** – Actively and connectivity attempting to improve conditions, including suggesting improvements, discussing problems with superiors, and some forms of union activity.
- **Loyalty-** passively but optimistically waiting for conditions , improvements, discussing problems with superiors, and some forms of union activity.
- **Neglect-** passively allowing conditions to worsen, including chronic absenteeism or lateness, reduced efforts, and increased error rate.

Exit and neglect behaviour encompasses our performance variable- productivity, absenteeism, turn-over. This model expands employee response to include voice and loyalty- constructive behaviours that allow individual to tolerate unpleasant situations or to revive satisfactory working conditions. It helps us to understand situations, such as those sometimes found among unionised workers, for whom low job satisfaction is coupled with low turnover. Union members often express dissatisfaction through the grievance procedure or through formal contract negotiations. These voice mechanisms allow union members to continue in their jobs while convincing themselves that they are acting to improve the situation.



OBJECTIVES

- To find out the level of overall job satisfaction of the employees working in THE MISSION HOSPITAL.
- To find out whether they are likely to continue their work with the hospital.
- To find out whether they are satisfied with the benefits provided to them and whether they want to put any suggestions for the improvement of the benefits available to them.

III. Research Methodology

RESEARCH METHODOLOGY

The data needed for the study is collected from the employees through questionnaires. Analysis and interpretation has been done by using the statistical tools and data presented through tables and charts.

RESEARCH DESIGN

The study was based on survey methods. The aim of the study is to find out satisfaction levels of the employees.

SAMPLE DESIGN

A sample design is a definite plan for obtaining a sample from a given population. Convenience sampling methods used in selected samples.

PERIOD OF STUDY

The study on employee satisfaction was conducted during the period of 4weeks.

SAMPLE SIZE

The sample size of this study is 100 respondents.

DATA COLLECTION

In this study data were collected through personnel interview using questionnaire. The questionnaire was administered to 100 employees of THE MISSION HOSPITAL, DURGAPUR.

QUESTIONNAIRE

In this study we have used 31 questions with mcqs regarding 5 point rating scale.

GRAPHICAL REPRESENTATION OF DATA

Graphical representation tools such as bar graphs and pie charts have been used for the data analysis.

DATA COLLECTION

1. UNDERSTANDING THE LONG TERM PLANNING OF THE MISSION HOSPITAL-

| DEPARTMENT | VERY SATISFIED(5) | SATISFIED(4) | AVERAGE(3) | DISSATISFIED(2) | VERY DISSATISFIED(1) |
|----------------------------|-------------------|--------------|------------|-----------------|----------------------|
| FRONT OFFICE(28) | 15 | 11 | 2 | | |
| STOREMATERIALS(8) | 2 | 4 | 2 | | |
| NURSING(15) | 4 | 10 | 1 | | |
| (BIOMEDICAL ENGINEERING(4) | 1 | | 3 | | |
| TYPING POOL(13) | 3 | 6 | 4 | | |
| LAUNDRY(4) | 2 | 2 | | | |
| PHARMACY(18) | 13 | 5 | | | |
| INSURANCE(4) | 2 | 2 | | | |
| IT(1) | | 1 | | | |
| DIETETICS(5) | 1 | 2 | 2 | | |
| TOTAL(100) | 43 | 43 | 14 | | |

2. CONFIDENCE IN IMPLEMENTING PLAN IN HOSPITAL LEADERSIP

| DEPARTMENT | VERY SATISFIED(5) | SATISFIED(4) | AVERAGE(3) | DISSATISFIED(2) | VERY DISSATISFIED(1) |
|----------------------------|-------------------|--------------|------------|-----------------|----------------------|
| FRONT OFFICE(28) | 15 | 11 | 2 | | |
| STOREMATERIALS(8) | 6 | 2 | | | |
| NURSING(15) | 3 | 11 | 1 | | |
| (BIOMEDICAL ENGINEERING(4) | 1 | | 3 | | |
| TYPING POOL(13) | 2 | 7 | 4 | | |
| LAUNDRY(4) | 2 | 2 | | | |
| PHARMACY(18) | 12 | 6 | | | |
| INSURANCE(4) | 3 | | 1 | | |
| IT(1) | 1 | | | | |
| DIETETICS(5) | | 4 | 1 | | |
| TOTAL(100) | 45 | 43 | 12 | | |

3. ADEQUACY IN PLANNING OF HOSPITAL OBJECTIVE

| DEPARTMENT | VERY SATISFIED(5) | SATISFIED(4) | AVERAGE(3) | DISSATISFIED(2) | VERY DISSATISFIED(1) |
|----------------------------|-------------------|--------------|------------|-----------------|----------------------|
| FRONT OFFICE(28) | 16 | 10 | 2 | | |
| STOREMATERIALS(8) | 3 | 5 | | | |
| NURSING(15) | 3 | 11 | 1 | | |
| (BIOMEDICAL ENGINEERING(4) | 1 | | 3 | | |
| TYPING POOL(13) | 2 | 7 | 4 | | |
| LAUNDRY(4) | 2 | 2 | | | |
| PHARMACY(18) | 12 | 6 | | | |
| INSURANCE(4) | 3 | 1 | | | |
| IT(1) | | 1 | | | |
| DIETETICS(5) | | 4 | 1 | | |
| TOTAL(100) | 42 | 47 | 11 | | |

4. CONTRIBUTION TO THE PLANNING PROCESS AT THE MISSION HOSPITAL

| DEPARTMENT | VERY SATISFIED(5) | SATISFIED(4) | AVERAGE(3) | DISSATISFIED(2) | VERY DISSATISFIED(1) |
|----------------------------|-------------------|--------------|------------|-----------------|----------------------|
| FRONT OFFICE(28) | 16 | 9 | 3 | | |
| STOREMATERIALS(8) | 3 | 5 | | | |
| NURSING(15) | 3 | 10 | 1 | 1 | |
| (BIOMEDICAL ENGINEERING(4) | 1 | | 3 | | |
| TYPING POOL(13) | 1 | 6 | 5 | 1 | |
| LAUNDRY(4) | 2 | 2 | | | |
| PHARMACY(18) | 8 | 10 | | | |
| INSURANCE(4) | 2 | 1 | 1 | | |
| IT(1) | | 1 | | | |
| DIETETICS(5) | 1 | 3 | 1 | | |
| TOTAL(100) | 37 | 47 | 14 | 2 | |

5. PROUD TO WORK

| DEPARTMENT | VERY SATISFIED(5) | SATISFIED(4) | AVERAGE(3) | DISSATISFIED(2) | VERY DISSATISFIED(1) |
|----------------------------|-------------------|--------------|------------|-----------------|----------------------|
| FRONT OFFICE(28) | 18 | 9 | 1 | | |
| STOREMATERIALS(8) | 4 | 4 | | | |
| NURSING(15) | 5 | 10 | | | |
| (BIOMEDICAL ENGINEERING(4) | 3 | 1 | | | |
| TYPING POOL(13) | 10 | 2 | 1 | | |
| LAUNDRY(4) | 3 | 1 | | | |
| PHARMACY(18) | 16 | 2 | | | |
| INSURANCE(4) | 4 | | | | |
| IT(1) | 1 | | | | |
| DIETETICS(5) | 3 | 2 | | | |
| TOTAL(100) | 67 | 31 | 2 | | |

6. ENOUGH AUTHORITY TO MAKE DECISIONS NEEDED .

| DEPARTMENT | VERY SATISFIED(5) | SATISFIED(4) | AVERAGE(3) | DISSATISFIED(2) | VERY DISSATISFIED(1) |
|----------------------------|-------------------|--------------|------------|-----------------|----------------------|
| FRONT OFFICE(28) | 9 | 13 | 6 | | |
| STOREMATERIALS(8) | 4 | 4 | | | |
| NURSING(15) | 2 | 11 | 1 | 1 | |
| (BIOMEDICAL ENGINEERING(4) | 2 | 2 | | | |
| TYPING POOL(13) | 1 | 6 | 5 | 1 | |
| LAUNDRY(4) | | 4 | | | |
| PHARMACY(18) | 9 | 7 | 2 | | |
| INSURANCE(4) | 2 | 2 | | | |
| IT(1) | | | 1 | | |
| DIETETICS(5) | | 2 | 2 | 1 | |
| TOTAL(100) | 29 | 51 | 17 | 3 | |

7. CONTRIBUTION TO FACILITY'S PLAN AND MISSION

| DEPARTMENT | VERY SATISFIED(5) | SATISFIED(4) | AVERAGE(3) | DISSATISFIED(2) | VERY DISSATISFIED(1) |
|----------------------------|-------------------|--------------|------------|-----------------|----------------------|
| FRONT OFFICE(28) | 14 | 14 | | | |
| STOREMATERIALS(8) | 2 | 6 | | | |
| NURSING(15) | 2 | 11 | 1 | 1 | |
| (BIOMEDICAL ENGINEERING(4) | 2 | 2 | | | |
| TYPING POOL(13) | 3 | 6 | 4 | | |
| LAUNDRY(4) | 1 | 3 | | | |
| PHARMACY(18) | 10 | 8 | | | |
| INSURANCE(4) | 2 | 1 | 1 | | |
| IT(1) | 1 | | | | |
| DIETETICS(5) | 1 | 3 | 1 | | |
| TOTAL(100) | 38 | 54 | 7 | 1 | |

8. PHYSICAL WORKING CONDITIONS

| DEPARTMENT | VERY SATISFIED(5) | SATISFIED(4) | AVERAGE(3) | DISSATISFIED(2) | VERY DISSATISFIED(1) |
|----------------------------|-------------------|--------------|------------|-----------------|----------------------|
| FRONT OFFICE(28) | 21 | 5 | 2 | | |
| STOREMATERIALS(8) | 7 | 1 | | | |
| NURSING(15) | 1 | 11 | 2 | 1 | |
| (BIOMEDICAL ENGINEERING(4) | 4 | | | | |
| TYPING POOL(13) | 5 | 8 | | | |
| LAUNDRY(4) | 4 | | | | |
| PHARMACY(18) | 12 | 6 | | | |
| INSURANCE(4) | 3 | 1 | | | |
| IT(1) | 1 | | | | |
| DIETETICS(5) | 3 | 1 | 1 | | |
| TOTAL(100) | 61 | 33 | 5 | 1 | |

9. SECURITY OF THE JOB

| DEPARTMENT | VERY SATISFIED(5) | SATISFIED(4) | AVERAGE(3) | DISSATISFIED(2) | VERY DISSATISFIED(1) |
|----------------------------|-------------------|--------------|------------|-----------------|----------------------|
| FRONT OFFICE(28) | 18 | 7 | 3 | | |
| STOREMATERIALS(8) | 8 | | | | |
| NURSING(15) | 2 | 8 | 5 | | |
| (BIOMEDICAL ENGINEERING(4) | 3 | | 1 | | |
| TYPING POOL(13) | 7 | 4 | 2 | | |
| LAUNDRY(4) | 2 | 2 | | | |
| PHARMACY(18) | 12 | 5 | | 1 | |
| INSURANCE(4) | 2 | 1 | 1 | | |
| IT(1) | | 1 | | | |
| DIETETICS(5) | 1 | 4 | | | |
| TOTAL(100) | 55 | 32 | 12 | 1 | |

10. TEAM WORK TOWARDS SHARED GOALS

| DEPARTMENT | VERY SATISFIED(5) | SATISFIED(4) | AVERAGE(3) | DISSATISFIED(2) | VERY DISSATISFIED(1) |
|----------------------------|-------------------|--------------|------------|-----------------|----------------------|
| FRONT OFFICE(28) | 14 | 11 | 3 | | |
| STOREMATERIALS(8) | 7 | 1 | | | |
| NURSING(15) | 5 | 5 | 5 | | |
| (BIOMEDICAL ENGINEERING(4) | 4 | | | | |
| TYPING POOL(13) | 5 | 5 | 3 | | |
| LAUNDRY(4) | 1 | 3 | | | |
| PHARMACY(18) | 13 | 5 | | | |
| INSURANCE(4) | 1 | 3 | | | |
| IT(1) | 1 | | | | |
| DIETETICS(5) | 1 | 4 | | | |
| TOTAL(100) | 52 | 37 | 11 | | |

11. LIKING TOWARDS WORK

| DEPARTMENT | VERY SATISFIED(5) | SATISFIED(4) | AVERAGE(3) | DISSATISFIED(2) | VERY DISSATISFIED(1) |
|----------------------------|-------------------|--------------|------------|-----------------|----------------------|
| FRONT OFFICE(28) | 15 | 10 | 3 | | |
| STOREMATERIALS(8) | 7 | 1 | | | |
| NURSING(15) | 7 | 8 | | | |
| (BIOMEDICAL ENGINEERING(4) | 3 | 1 | | | |
| TYPING POOL(13) | 5 | 6 | 2 | | |
| LAUNDRY(4) | 2 | 2 | | | |
| PHARMACY(18) | 16 | 1 | 1 | | |
| INSURANCE(4) | 2 | 2 | | | |
| IT(1) | 1 | | | | |
| DIETETICS(5) | 3 | | 2 | | |
| TOTAL(100) | 61 | 31 | 8 | | |

12.SENSE OF BEING VALUED AT THE HOSPITAL.

| DEPARTMENT | VERY SATISFIED(5) | SATISFIED(4) | AVERAGE(3) | DISSATISFIED(2) | VERY DISSATISFIED(1) |
|----------------------------|-------------------|--------------|------------|-----------------|----------------------|
| FRONT OFFICE(28) | 17 | 7 | 4 | | |
| STOREMATERIALS(8) | 7 | 1 | | | |
| NURSING(15) | 8 | 7 | | | |
| (BIOMEDICAL ENGINEERING(4) | 2 | 2 | | | |
| TYPING POOL(13) | 7 | 2 | 3 | 1 | |
| LAUNDRY(4) | 3 | 1 | | | |
| PHARMACY(18) | 10 | 7 | 1 | | |
| INSURANCE(4) | 1 | 3 | | | |
| IT(1) | 1 | | | | |
| DIETETICS(5) | 2 | 2 | 1 | | |
| TOTAL(100) | 58 | 32 | 9 | 1 | |

13.LIKING TOWARDS FELLOW EMPLOYEES

| DEPARTMENT | VERY SATISFIED(5) | SATISFIED(4) | AVERAGE(3) | DISSATISFIED(2) | VERY DISSATISFIED(1) |
|----------------------------|-------------------|--------------|------------|-----------------|----------------------|
| FRONT OFFICE(28) | 19 | 6 | 3 | | |
| STOREMATERIALS(8) | 8 | | | | |
| NURSING(15) | 7 | 7 | 1 | | |
| (BIOMEDICAL ENGINEERING(4) | 4 | | | | |
| TYPING POOL(13) | 4 | 7 | 1 | 1 | |
| LAUNDRY(4) | 2 | 2 | | | |
| PHARMACY(18) | 14 | 3 | 1 | | |
| INSURANCE(4) | 2 | | 2 | | |
| IT(1) | 1 | | | | |
| DIETETICS(5) | 1 | 4 | | | |
| TOTAL(100) | 62 | 29 | 8 | 1 | |

14.EXPERIENCING COOPERATION IN HOSPITAL.

| DEPARTMENT | VERY SATISFIED(5) | SATISFIED(4) | AVERAGE(3) | DISSATISFIED(2) | VERY DISSATISFIED(1) |
|----------------------------|-------------------|--------------|------------|-----------------|----------------------|
| FRONT OFFICE(28) | 18 | 7 | 2 | 1 | |
| STOREMATERIALS(8) | 6 | 2 | | | |
| NURSING(15) | 3 | 9 | 3 | | |
| (BIOMEDICAL ENGINEERING(4) | 1 | 3 | | | |
| TYPING POOL(13) | 5 | 5 | 3 | | |
| LAUNDRY(4) | 2 | 2 | | | |
| PHARMACY(18) | 11 | 7 | | | |
| INSURANCE(4) | 2 | 1 | | 1 | |
| IT(1) | 1 | | | | |
| DIETETICS(5) | 1 | 4 | | | |
| TOTAL(100) | 50 | 40 | 8 | 2 | |

15.TREATED AS A PERSON AND NOT A NUMBER.

| DEPARTMENT | VERY SATISFIED(5) | SATISFIED(4) | AVERAGE(3) | DISSATISFIED(2) | VERY DISSATISFIED(1) |
|----------------------------|-------------------|--------------|------------|-----------------|----------------------|
| FRONT OFFICE(28) | 13 | 13 | 2 | | |
| STOREMATERIALS(8) | 6 | 2 | | | |
| NURSING(15) | 9 | 6 | | | |
| (BIOMEDICAL ENGINEERING(4) | 2 | 2 | | | |
| TYPING POOL(13) | 2 | 9 | 1 | 1 | |
| LAUNDRY(4) | 3 | 1 | | | |
| PHARMACY(18) | 8 | 7 | 3 | | |
| INSURANCE(4) | 3 | 1 | | | |
| IT(1) | | | 1 | | |
| DIETETICS(5) | | 4 | | 1 | |
| TOTAL(100) | 46 | 45 | 7 | 2 | |

16. RECOGNITIONS GIVEN BY THE MANAGEMENT FOR WORK THAT'S WELL DONE.

| DEPARTMENT | VERY SATISFIED(5) | SATISFIED(4) | AVERAGE(3) | DISSATISFIED(2) | VERY DISSATISFIED(1) |
|----------------------------|-------------------|--------------|------------|-----------------|----------------------|
| FRONT OFFICE(28) | 11 | 13 | 4 | | |
| STOREMATERIALS(8) | 7 | 1 | | | |
| NURSING(15) | 1 | 9 | 5 | | |
| (BIOMEDICAL ENGINEERING(4) | 1 | 1 | 2 | 1 | |
| TYPING POOL(13) | 1 | 8 | 4 | | |
| LAUNDRY(4) | | 4 | | | |
| PHARMACY(18) | 6 | 8 | 4 | | |
| INSURANCE(4) | 1 | 3 | | | |
| IT(1) | 1 | | | | |
| DIETETICS(5) | | 2 | 3 | | |
| TOTAL(100) | 29 | 48 | 22 | 1 | |

17. SENSE OF TRUST AMONG THE MANAGEMENT STAFFS.

| DEPARTMENT | VERY SATISFIED(5) | SATISFIED(4) | AVERAGE(3) | DISSATISFIED(2) | VERY DISSATISFIED(1) |
|----------------------------|-------------------|--------------|------------|-----------------|----------------------|
| FRONT OFFICE(28) | 18 | 10 | | | |
| STOREMATERIALS(8) | 8 | | | | |
| NURSING(15) | 3 | 11 | | 1 | |
| (BIOMEDICAL ENGINEERING(4) | 1 | 3 | | | |
| TYPING POOL(13) | 2 | 7 | 4 | | |
| LAUNDRY(4) | 4 | | | | |
| PHARMACY(18) | 8 | 9 | 1 | | |
| INSURANCE(4) | 2 | 2 | | | |
| IT(1) | 1 | | | | |
| DIETETICS(5) | 2 | 3 | | | |
| TOTAL(100) | 49 | 45 | 5 | 1 | |

18. PRIORITY OF QUALITY.

| DEPARTMENT | VERY SATISFIED(5) | SATISFIED(4) | AVERAGE(3) | DISSATISFIED(2) | VERY DISSATISFIED(1) |
|----------------------------|-------------------|--------------|------------|-----------------|----------------------|
| FRONT OFFICE(28) | 16 | 10 | 2 | | |
| STOREMATERIALS(8) | 7 | 1 | | | |
| NURSING(15) | 4 | 9 | 2 | | |
| (BIOMEDICAL ENGINEERING(4) | 2 | 1 | 1 | | |
| TYPING POOL(13) | 7 | 4 | 2 | | |
| LAUNDRY(4) | 4 | | | | |
| PHARMACY(18) | 16 | 1 | 1 | | |
| INSURANCE(4) | 2 | 1 | | 1 | |
| IT(1) | 1 | | | | |
| DIETETICS(5) | 4 | 1 | | | |
| TOTAL(100) | 63 | 28 | 8 | 1 | |

19. SUPERVISORS ENCOURAGEMENT TO HELP MAKE DECISIONS.

| DEPARTMENT | VERY SATISFIED(5) | SATISFIED(4) | AVERAGE(3) | DISSATISFIED(2) | VERY DISSATISFIED(1) |
|----------------------------|-------------------|--------------|------------|-----------------|----------------------|
| FRONT OFFICE(28) | 14 | 8 | 5 | 1 | |
| STOREMATERIALS(8) | 4 | 4 | | | |
| NURSING(15) | 3 | 12 | | | |
| (BIOMEDICAL ENGINEERING(4) | 3 | 1 | | | |
| TYPING POOL(13) | 2 | 5 | 6 | | |
| LAUNDRY(4) | 1 | 3 | | | |
| PHARMACY(18) | 9 | 7 | 2 | | |
| INSURANCE(4) | 2 | 1 | 1 | | |
| IT(1) | 1 | | | | |
| DIETETICS(5) | 4 | 1 | | | |
| TOTAL(100) | 43 | 42 | 14 | 1 | |

20. ADEQUATE SUPPORT OF THE SUPERVISOR .

| DEPARTMENT | VERY SATISFIED(5) | SATISFIED(4) | AVERAGE(3) | DISSATISFIED(2) | VERY DISSATISFIED(1) |
|-------------------|-------------------|--------------|------------|-----------------|----------------------|
| FRONT OFFICE(28) | 14 | 10 | 4 | | |
| STOREMATERIALS(8) | 7 | 1 | | | |

| | | | | | |
|----------------------------|----|----|----|--|--|
| NURSING(15) | 3 | 11 | 1 | | |
| (BIOMEDICAL ENGINEERING(4) | 3 | 1 | | | |
| TYPING POOL(13) | 3 | 7 | 3 | | |
| LAUNDRY(4) | 3 | 1 | | | |
| PHARMACY(18) | 10 | 8 | | | |
| INSURANCE(4) | 2 | 1 | 1 | | |
| IT(1) | | | 1 | | |
| DIETETICS(5) | 1 | 4 | | | |
| TOTAL(100) | 46 | 44 | 10 | | |

21. SUPERVISOR’S SUGGESTION IN IMPROVING THE WORK.

| DEPARTMENT | VERY SATISFIED(5) | SATISFIED(4) | AVERAGE(3) | DISSATISFIED(2) | VERY DISSATISFIED(1) |
|----------------------------|-------------------|--------------|------------|-----------------|----------------------|
| FRONT OFFICE(28) | 15 | 9 | 3 | 1 | |
| STOREMATERIALS(8) | 6 | 2 | | | |
| NURSING(15) | 8 | 7 | | | |
| (BIOMEDICAL ENGINEERING(4) | 2 | 2 | | | |
| TYPING POOL(13) | 2 | 8 | 3 | | |
| LAUNDRY(4) | 4 | | | | |
| PHARMACY(18) | 13 | 4 | 1 | | |
| INSURANCE(4) | 3 | 1 | | | |
| IT(1) | | | 1 | | |
| DIETETICS(5) | 1 | 4 | | | |
| TOTAL(100) | 54 | 37 | 8 | 1 | |

22. SUPERVISOR’S SUGGESTION FOR WORK.

| DEPARTMENT | VERY SATISFIED(5) | SATISFIED(4) | AVERAGE(3) | DISSATISFIED(2) | VERY DISSATISFIED(1) |
|----------------------------|-------------------|--------------|------------|-----------------|----------------------|
| FRONT OFFICE(28) | 14 | 7 | 6 | 1 | |
| STOREMATERIALS(8) | 7 | 1 | | | |
| NURSING(15) | 9 | 5 | 1 | | |
| (BIOMEDICAL ENGINEERING(4) | 2 | 2 | | | |
| TYPING POOL(13) | 3 | 6 | 3 | 1 | |
| LAUNDRY(4) | 4 | | | | |
| PHARMACY(18) | 12 | 3 | 2 | 1 | |
| INSURANCE(4) | 1 | 3 | | | |
| IT(1) | | | 1 | | |
| DIETETICS(5) | | 3 | 2 | | |
| TOTAL(100) | 52 | 30 | 15 | 3 | |

23. INFORMATIONS PROVIDED BY THE HOSPITAL IS QUITE HELPFUL FOR A SMOOTH WORK.

| DEPARTMENT | VERY SATISFIED(5) | SATISFIED(4) | AVERAGE(3) | DISSATISFIED(2) | VERY DISSATISFIED(1) |
|----------------------------|-------------------|--------------|------------|-----------------|----------------------|
| FRONT OFFICE(28) | 15 | 10 | 3 | | |
| STOREMATERIALS(8) | 7 | 1 | | | |
| NURSING(15) | 4 | 11 | | | |
| (BIOMEDICAL ENGINEERING(4) | 2 | 2 | | | |
| TYPING POOL(13) | 5 | 6 | 2 | | |
| LAUNDRY(4) | 2 | 2 | | | |
| PHARMACY(18) | 13 | 5 | | | |
| INSURANCE(4) | 1 | 3 | | | |
| IT(1) | 1 | | | | |
| DIETETICS(5) | 1 | 3 | 1 | | |
| TOTAL(100) | 51 | 43 | 6 | | |

24. INITIAL TRAINING PROVIDED BY THE HOSPITAL WAS WORTHY FOR THE EMPLOYEES.

| DEPARTMENT | VERY SATISFIED(5) | SATISFIED(4) | AVERAGE(3) | DISSATISFIED(2) | VERY DISSATISFIED(1) |
|----------------------------|-------------------|--------------|------------|-----------------|----------------------|
| FRONT OFFICE(28) | 16 | 11 | 1 | | |
| STOREMATERIALS(8) | 3 | 5 | | | |
| NURSING(15) | 1 | 9 | 5 | | |
| (BIOMEDICAL ENGINEERING(4) | 3 | | 1 | | |
| TYPING POOL(13) | 5 | 4 | 3 | 1 | |

| | | | | | |
|--------------|----|----|----|---|--|
| LAUNDRY(4) | | 4 | | | |
| PHARMACY(18) | 8 | 8 | 2 | | |
| INSURANCE(4) | 3 | 1 | | | |
| IT(1) | | | 1 | | |
| DIETETICS(5) | 1 | 4 | | | |
| TOTAL(100) | 40 | 46 | 13 | 1 | |

25. IN CASE OF ONGOING TRAINING HOSPITAL PROVIDED IT AS MUCH AS IT IS REQUIRED BY THE EMPLOYEES.

| DEPARTMENT | VERY SATISFIED(5) | SATISFIED(4) | AVERAGE(3) | DISSATISFIED(2) | VERY DISSATISFIED(1) |
|----------------------------|-------------------|--------------|------------|-----------------|----------------------|
| FRONT OFFICE(28) | 13 | 14 | 1 | | |
| STOREMATERIALS(8) | 5 | 3 | | | |
| NURSING(15) | 2 | 12 | 1 | | |
| (BIOMEDICAL ENGINEERING(4) | 1 | 1 | 1 | 1 | |
| TYPING POOL(13) | 4 | 4 | 4 | 1 | |
| LAUNDRY(4) | 1 | 3 | | | |
| PHARMACY(18) | 7 | 9 | 2 | | |
| INSURANCE(4) | 3 | | 1 | | |
| IT(1) | | | 1 | | |
| DIETETICS(5) | | 2 | 3 | | |
| TOTAL(100) | 36 | 48 | 14 | 2 | |

26. SALARY IS FAIR AS PER RESPONSIBILITIES.

| DEPARTMENT | VERY SATISFIED(5) | SATISFIED(4) | AVERAGE(3) | DISSATISFIED(2) | VERY DISSATISFIED(1) |
|----------------------------|-------------------|--------------|------------|-----------------|----------------------|
| FRONT OFFICE(28) | 7 | 13 | 5 | 2 | 1 |
| STOREMATERIALS(8) | 5 | 2 | 1 | | |
| NURSING(15) | 1 | 6 | 2 | 5 | 1 |
| (BIOMEDICAL ENGINEERING(4) | 2 | | 1 | 1 | |
| TYPING POOL(13) | | 5 | 5 | 3 | |
| LAUNDRY(4) | 1 | 2 | 1 | | |
| PHARMACY(18) | 1 | 10 | 3 | 4 | |
| INSURANCE(4) | 1 | 3 | | | |
| IT(1) | | | 1 | | |
| DIETETICS(5) | | | | 2 | 3 |
| TOTAL(100) | 18 | 41 | 19 | 17 | 5 |

27. RECOMMEND EMPLOYMENT AT TMH TO EMPLOYEE'S CLOSE ONES.

| DEPARTMENT | VERY SATISFIED(5) | SATISFIED(4) | AVERAGE(3) | DISSATISFIED(2) | VERY DISSATISFIED(1) |
|----------------------------|-------------------|--------------|------------|-----------------|----------------------|
| FRONT OFFICE(28) | 13 | 13 | 2 | | |
| STOREMATERIALS(8) | 6 | 2 | | | |
| NURSING(15) | 8 | 6 | 1 | | |
| (BIOMEDICAL ENGINEERING(4) | 1 | 3 | | | |
| TYPING POOL(13) | 4 | 3 | 6 | | |
| LAUNDRY(4) | 3 | 1 | | | |
| PHARMACY(18) | 9 | 8 | 1 | | |
| INSURANCE(4) | 3 | 1 | | | |
| IT(1) | 1 | | | | |
| DIETETICS(5) | 1 | 1 | 3 | | |
| TOTAL(100) | 49 | 38 | 13 | | |

28. OVERALL BENEFITS PACKAGE.

| DEPARTMENT | VERY SATISFIED(5) | SATISFIED(4) | AVERAGE(3) | DISSATISFIED(2) | VERY DISSATISFIED(1) |
|----------------------------|-------------------|--------------|------------|-----------------|----------------------|
| FRONT OFFICE(28) | 11 | 14 | 3 | | |
| STOREMATERIALS(8) | 6 | 2 | | | |
| NURSING(15) | 1 | 9 | 5 | | |
| (BIOMEDICAL ENGINEERING(4) | 1 | 3 | | | |
| TYPING POOL(13) | 2 | 6 | 5 | | |
| LAUNDRY(4) | 2 | 2 | | | |
| PHARMACY(18) | 4 | 12 | 2 | | |
| INSURANCE(4) | 1 | 2 | 1 | | |
| IT(1) | | 1 | | | |

| | | | | | |
|--------------|----|----|----|---|--|
| DIETETICS(5) | | 1 | 3 | 1 | |
| TOTAL(100) | 28 | 52 | 19 | 1 | |

29. DURATION OF EMPLOYMENT.

| | LESS THAN 6MONTHS | LESS THAN 1YEAR | LESS THAN 5 YEARS | LESS THAN 10YRS | INDEFINITELY | UNTILL RETIREMENT |
|---------------------------|-------------------|-----------------|-------------------|-----------------|--------------|-------------------|
| FRONT OFFICE(28) | 1 | | 9 | 4 | 7 | 7 |
| STOREMATERIALS(8) | | | 2 | 1 | | 5 |
| NURSING(15) | 1 | 2 | 5 | 1 | 5 | 1 |
| BIOMEDICAL ENGINEERING(4) | | | 1 | | 3 | |
| TYPING POOL(13) | | | 2 | 1 | 3 | 7 |
| LAUNDRY(4) | | | 1 | | | 3 |
| PHARMACY(18) | | 1 | | | 7 | 10 |
| INSURANCE(4) | | 3 | | | | 1 |
| IT(1) | | | | 1 | | |
| DIETETICS(5) | | 3 | | 1 | | 1 |
| TOTAL(100) | 2 | 9 | 20 | 9 | 25 | 35 |

30. WILLING TO ADD BENEFITS TO THE PREVAILING BENEFIT PACKAGE OF THE HOSPITAL.

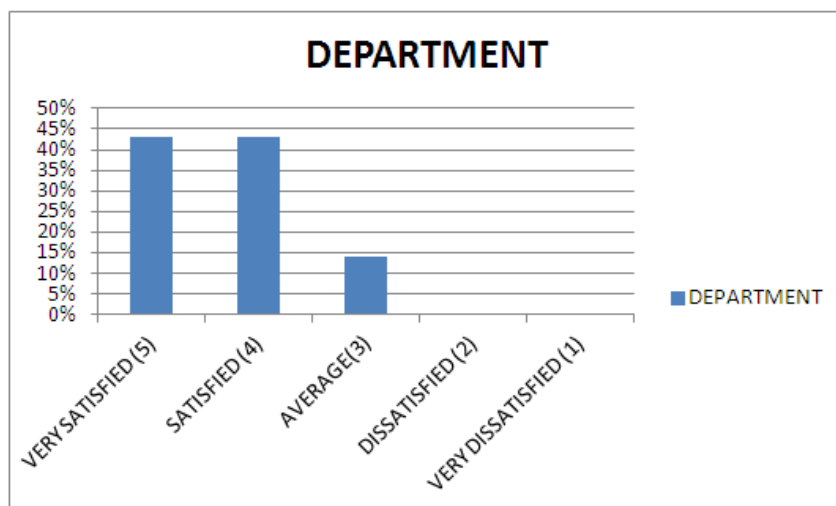
| | YES | NO |
|---------------------------|-----|----|
| FRONT OFFICE(28) | 12 | 16 |
| STOREMATERIALS(8) | 1 | 7 |
| NURSING(15) | 15 | |
| BIOMEDICAL ENGINEERING(4) | 4 | |
| TYPING POOL(13) | 10 | 3 |
| LAUNDRY(4) | | 4 |
| PHARMACY(18) | 7 | 11 |
| INSURANCE(4) | 3 | 1 |
| IT(1) | | 1 |
| DIETETICS(5) | 2 | 3 |
| TOTAL(100) | 54 | 46 |

31. OVERALL SATISFACTION OF YOUR WORK WITH THE MISSION HOSPITAL.

| DEPARTMENT | VERY SATISFIED(5) | SATISFIED(4) | AVERAGE(3) | DISSATISFIED(2) | VERY DISSATISFIED(1) |
|----------------------------|-------------------|--------------|------------|-----------------|----------------------|
| FRONT OFFICE(28) | 6 | 16 | 6 | | |
| STOREMATERIALS(8) | 3 | 5 | | | |
| NURSING(15) | 2 | 13 | | | |
| (BIOMEDICAL ENGINEERING(4) | 1 | 3 | | | |
| TYPING POOL(13) | 3 | 6 | 4 | | |
| LAUNDRY(4) | | 4 | | | |
| PHARMACY(18) | 7 | 11 | | | |
| INSURANCE(4) | | 1 | 3 | | |
| IT(1) | | 1 | | | |
| DIETETICS(5) | 1 | 2 | 2 | | |
| TOTAL(100) | 23 | 62 | 15 | | |

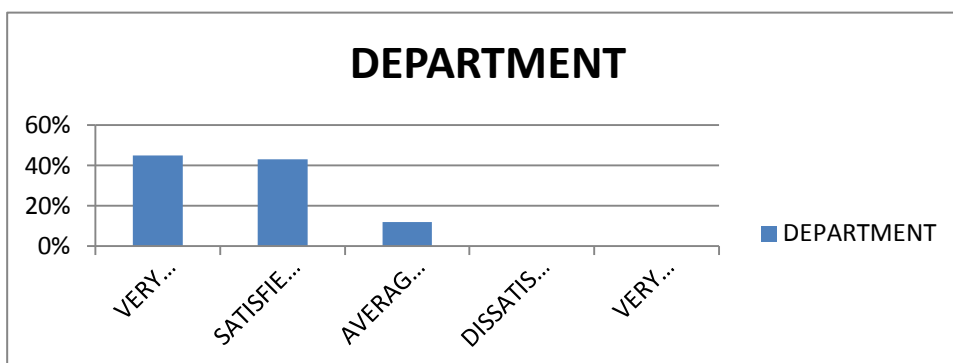
DATA ANALYSIS

| 1.UNDERSTANDING THE LONG TERM PLAN | VERY SATISFIED (5) | SATISFIED (4) | AVERAGE(3) | DISSATISFIED (2) | VERY DISSATISFIED (1) |
|------------------------------------|--------------------|---------------|------------|------------------|-----------------------|
| TOTAL (100) | 43% | 43% | 14% | | |



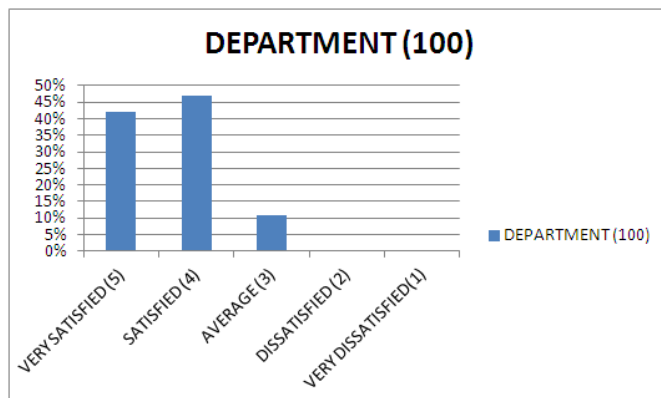
INTERPRETATION: 43% among 100 agreed to be very satisfied in understanding the long term plan of the mission hospital, 43% agreed to be only satisfied, 14% found with the average feeling.

| 2.CONFIDENCE IN IMPLEM--ENTING PLAN IN HOSPITAL LEADERSHIP | VERY SATISFIED (5) | SATISFIED (4) | AVERAGE(3) | DISSATISFIED (2) | VERY DISSATISFIED (1) |
|--|--------------------|---------------|------------|------------------|-----------------------|
| TOTAL (100) | 45% | 43% | 12% | | |



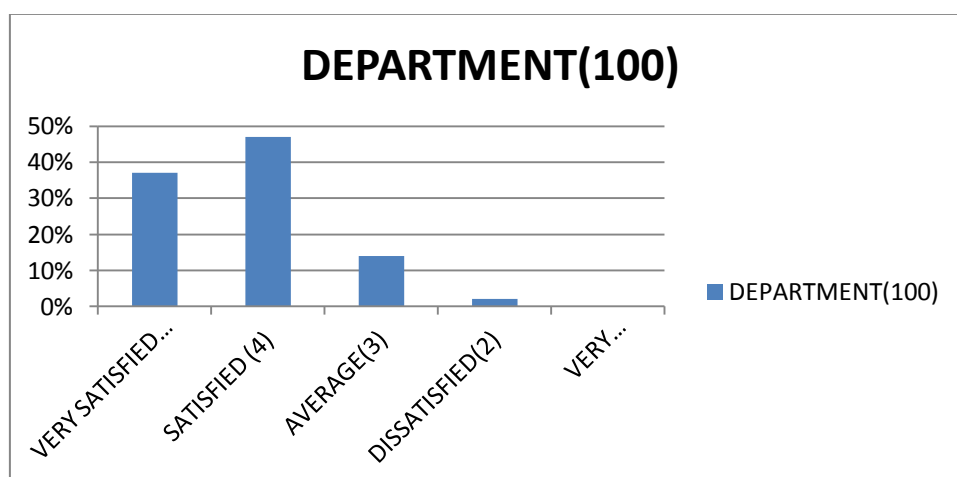
| 3.ADEQUACY IN PLANNING OF HOSPITAL OBJECTIVE | VERY SATISFIED (5) | SATISFIED (4) | AVERAGE (3) | DISSATISFIED (2) | VERY DISSATISFIED(1) |
|--|--------------------|---------------|-------------|------------------|----------------------|
| TOTAL (100) | 42% | 47% | 11% | | |

INTERPRETATION: 45% among 100 agreed to be very satisfied in having confidence in implementing plan in hospital leadership.



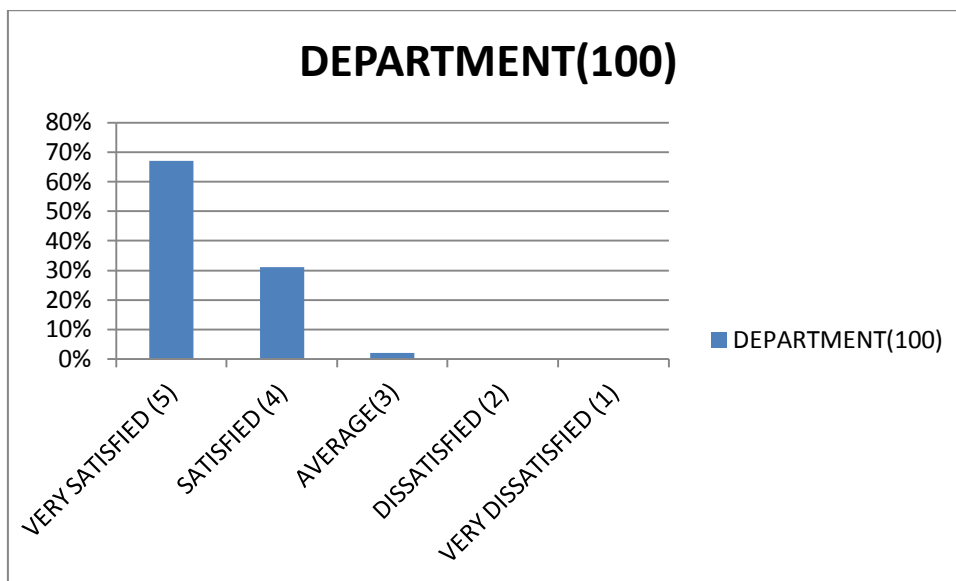
INTERPRETATION : 42% very satisfied with the adequacy in planning of hospital objectives, while 47% satisfied, 11% had the average feeling.

| 4.CONTRIBUTION TO THE PLANNING PROCESS AT THE MISSION HOSPITAL | VERY SATISFIED (5) | SATISFIED (4) | AVERAGE(3) | DISSATISFIED (2) | VERY DISSATISFIED (1) |
|--|--------------------|---------------|------------|------------------|-----------------------|
| TOTAL (100) | 37% | 47% | 14% | 2% | |



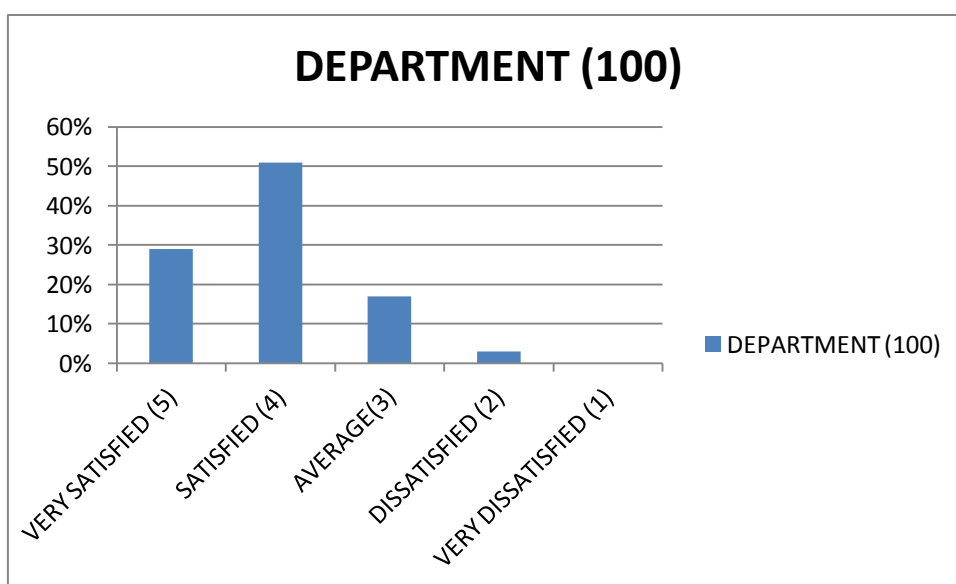
INTERPRETATION: 37% very satisfied with the contribution to the planning process, while 47% satisfied, 14% average feeling and remaining 2% dissatisfied.

| 5.PROUD TO WORK. | VERY SATISFIED (5) | SATISFIED (4) | AVERAGE(3) | DISSATISFIED (2) | VERY DISSATISFIED (1) |
|--------------------|--------------------|---------------|------------|------------------|-----------------------|
| TOTAL (100) | 67% | 31% | 2% | | |



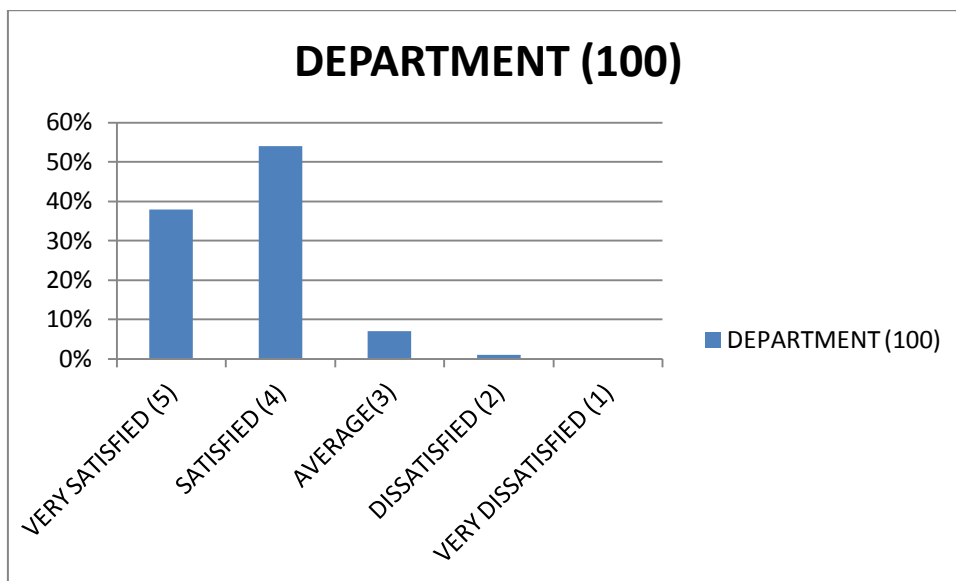
INTERPRETATION: 67% very proud towards their work, 31% satisfied, 2% average feeling.

| 6.ENOUGH AUTHORITY TO MAKE DECISIONS NEEDED. | VERY SATISFIED (5) | SATISFIED (4) | AVERAGE(3) | DISSATISFIED (2) | VERY DISSATISFIED (1) |
|--|--------------------|---------------|------------|------------------|-----------------------|
| TOTAL (100) | 29% | 51% | 17% | 3% | |



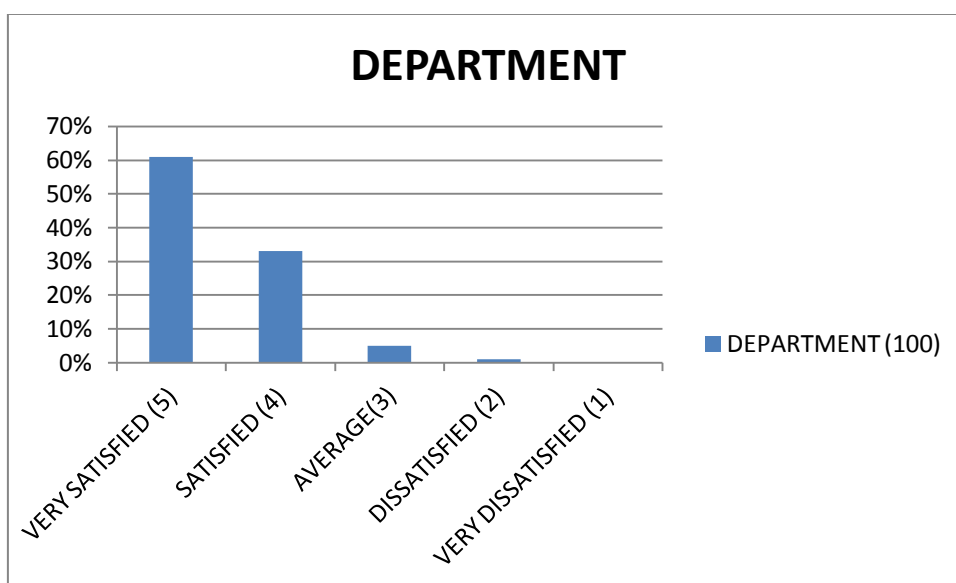
INTERPRETATION:29% very satisfied with authority they have to make decisions, 51% satisfied while 17% averagely marked and rest 3% dissatisfied.

| 7. CONTRIBUTION TO FACILITY'S PLAN AND MISSION | VERY SATISFIED (5) | SATISFIED (4) | AVERAGE(3) | DISSATISFIED (2) | VERY DISSATISFIED (1) |
|--|--------------------|---------------|------------|------------------|-----------------------|
| TOTAL (100) | 38% | 54% | 7% | 1% | |



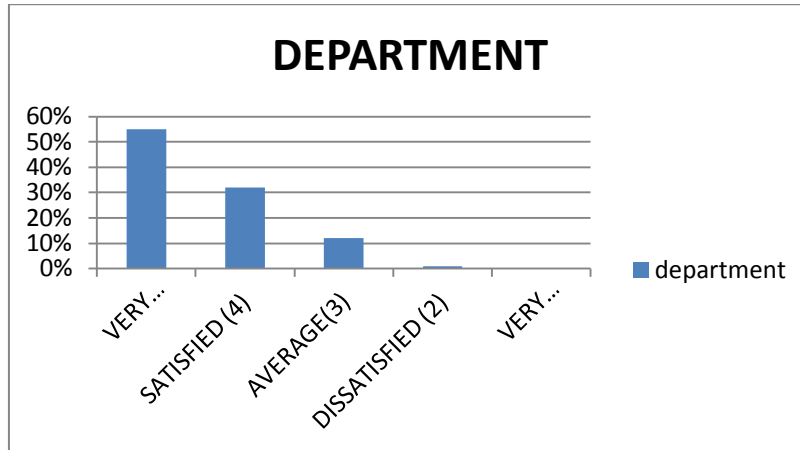
INTERPRETATION: 38% very satisfied, 54% satisfied, 7% average while remaining 1% dissatisfied.

| 8. PHYSICAL WORKING CONDITION | VERY SATISFIED (5) | SATISFIED (4) | AVERAGE(3) | DISSATISFIED (2) | VERY DISSATISFIED (1) |
|-------------------------------|--------------------|---------------|------------|------------------|-----------------------|
| TOTAL (100) | 61% | 33% | 5% | 1% | |



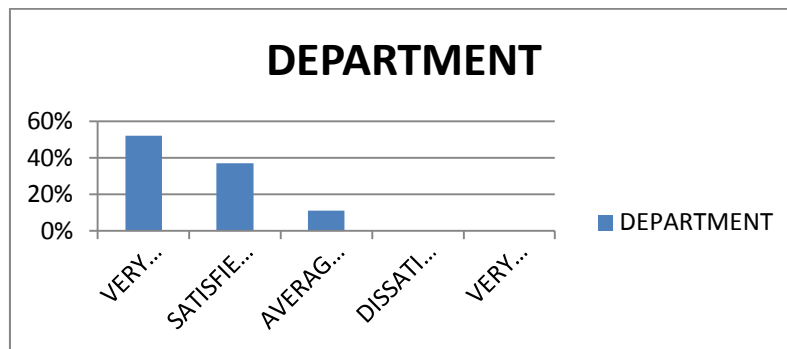
INTERPRETATION;- Out of 100 samples 61% found to be very satisfied with the prevailing physical working conditions of the job, while 33% found only satisfied, 5% found with average feeling while 1% found to dissatisfied with the working conditions.

| 9. SECURITY OF THE JOB | VERY SATISFIED (5) | SATISFIED (4) | AVERAGE(3) | DISSATISFIED (2) | VERY DISSATISFIED (1) |
|------------------------|--------------------|---------------|------------|------------------|-----------------------|
| TOTAL (100) | 55% | 32% | 12% | 1% | |



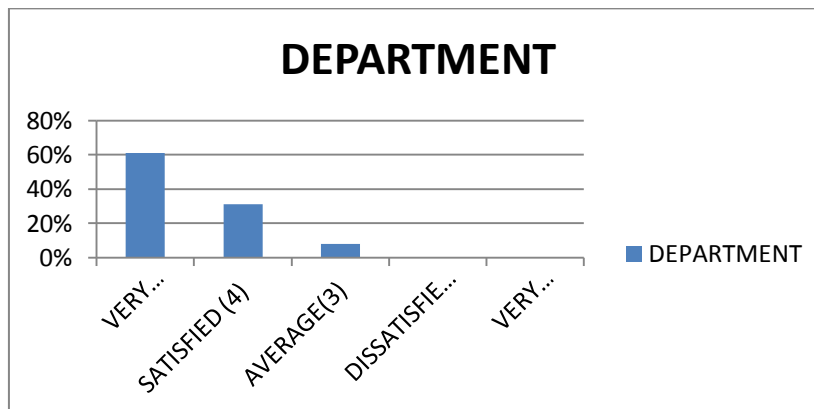
INTERPRETATION: 55% found highly satisfied with security of the job, 32% found only satisfied 12% found lying within average while 1% found to have been dissatisfied with the current security of the job.

| 10. TEAM WORK TOWARDS SHARED GOALS | VERY SATISFIED (5) | SATISFIED (4) | AVERAGE(3) | DISSATISFIED (2) | VERY DISSATISFIED (1) |
|------------------------------------|--------------------|---------------|------------|------------------|-----------------------|
| TOTAL (100) | 52% | 37% | 11% | | |



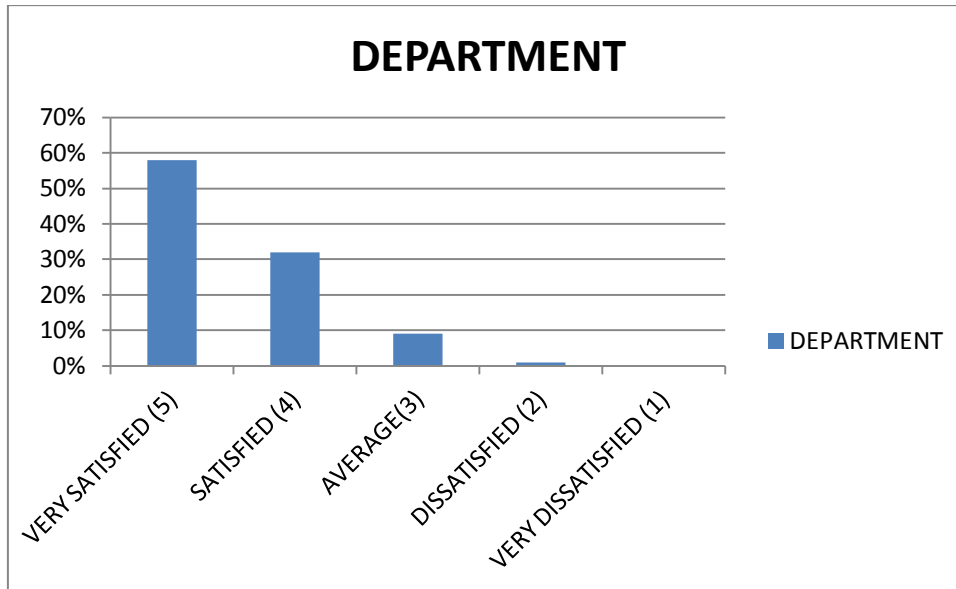
INTERPRETATION: 52% found highly satisfied with the team work, 37% found satisfied while 11% found to be lying within the average category.

| 11. LIKING TOWARDS WORK | VERY SATISFIED (5) | SATISFIED (4) | AVERAGE(3) | DISSATISFIED (2) | VERY DISSATISFIED (1) |
|-------------------------|--------------------|---------------|------------|------------------|-----------------------|
| TOTAL (100) | 61% | 31% | 8% | | |



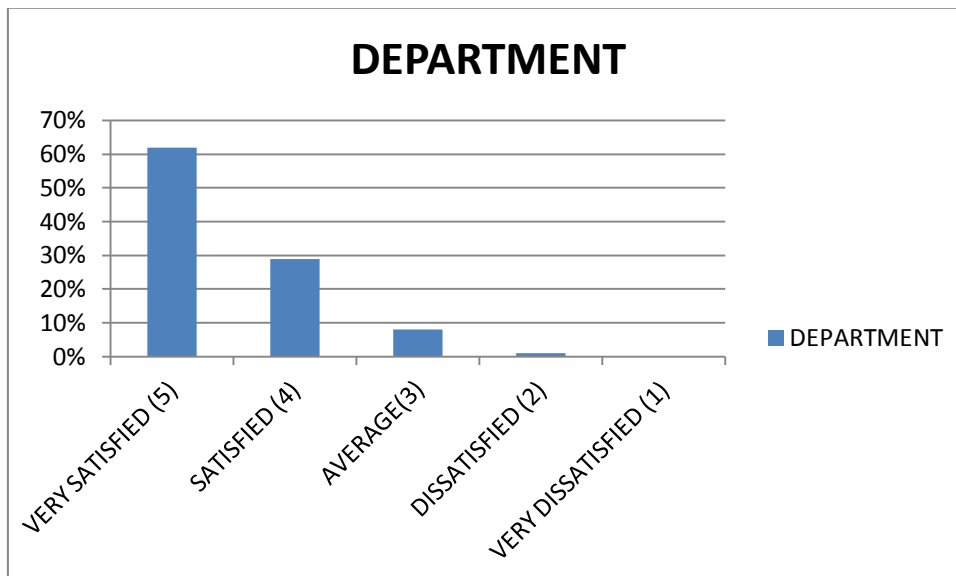
INTERPRETATION: 61% found highly satisfied with their work 31% found to be satisfied and 8% found to be average.

| 12. SENSE OF BEING VALUED AT THE HOSPITAL | VERY SATISFIED (5) | SATISFIED (4) | AVERAGE(3) | DISSATISFIED (2) | VERY DISSATISFIED (1) |
|---|--------------------|---------------|------------|------------------|-----------------------|
| TOTAL (100) | 58% | 32% | 9% | 1% | |



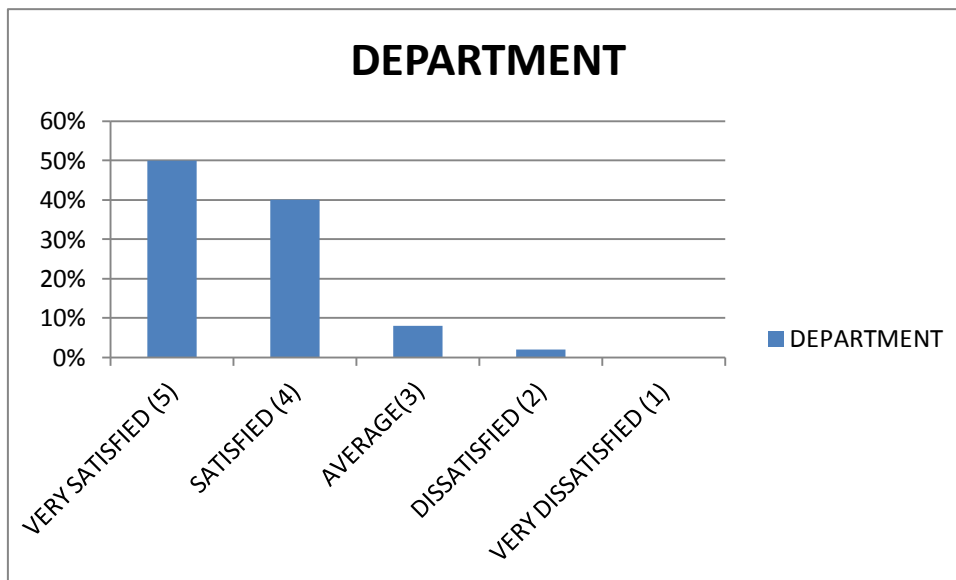
ITERPRETATION: 58% found highly satisfied with the sense of being valued at the organisation ,32% found to be only satisfied , 9% with average feeling while the remaining 1% found to be dissatisfied.

| 13. LIKING TOWARDS FELLOW EMPLOYEES | VERY SATISFIED (5) | SATISFIED (4) | AVERAGE(3) | DISSATISFIED (2) | VERY DISSATISFIED (1) |
|-------------------------------------|--------------------|---------------|------------|------------------|-----------------------|
| TOTAL (100) | 62% | 29% | 8% | 1% | |



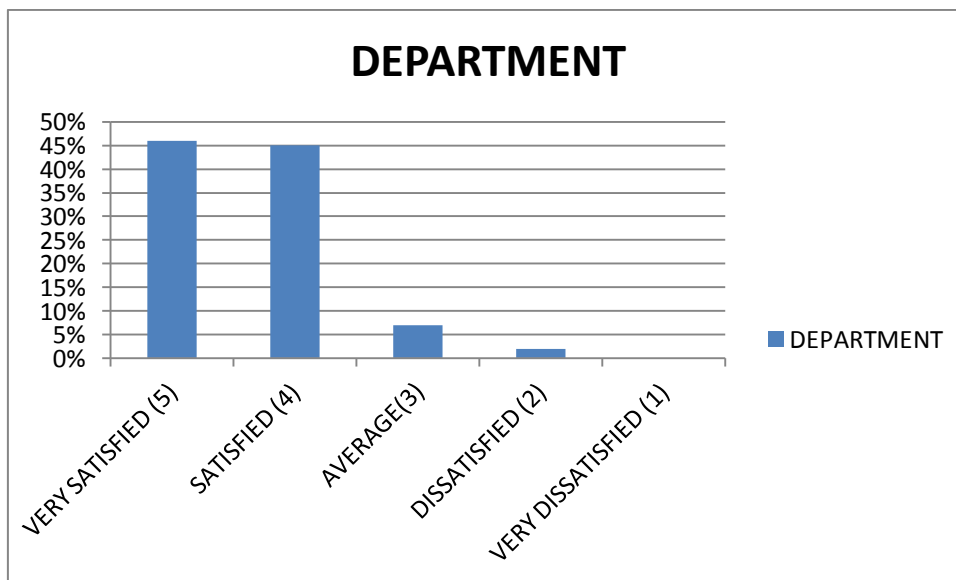
INTERPRETATION: 62% found very satisfied with their relationship among employees, 29% found satisfied, 8% found within average category and 1% found to be dissatisfied.

| 14. EXPERIENCING COOPERATION AT THE HOSPITAL | VERY SATISFIED (5) | SATISFIED (4) | AVERAGE(3) | DISSATISFIED (2) | VERY DISSATISFIED (1) |
|--|--------------------|---------------|------------|------------------|-----------------------|
| TOTAL (100) | 50% | 40% | 8% | 2% | |



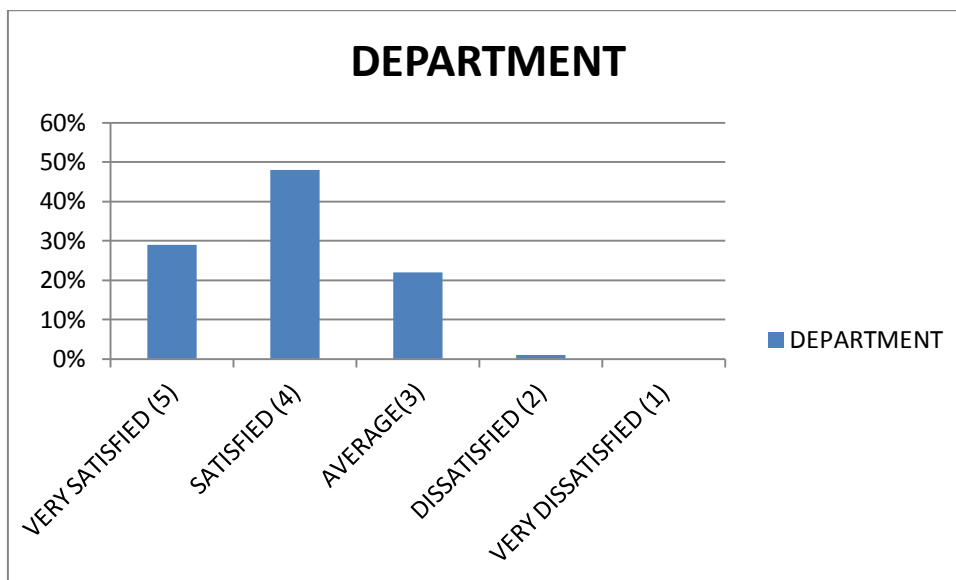
INTRPRETATION: 50% found highly satisfied with the cooperation in the hospital, 40% to be satisfied, 8% to be average while remaining 2% were dissatisfied.

| 15. TREATED AS A PERSON NOT AS A NUMBER | VERY SATISFIED (5) | SATISFIED (4) | AVERAGE(3) | DISSATISFIED (2) | VERY DISSATISFIED (1) |
|---|--------------------|---------------|------------|------------------|-----------------------|
| TOTAL (100) | 46% | 45% | 7% | 2% | |



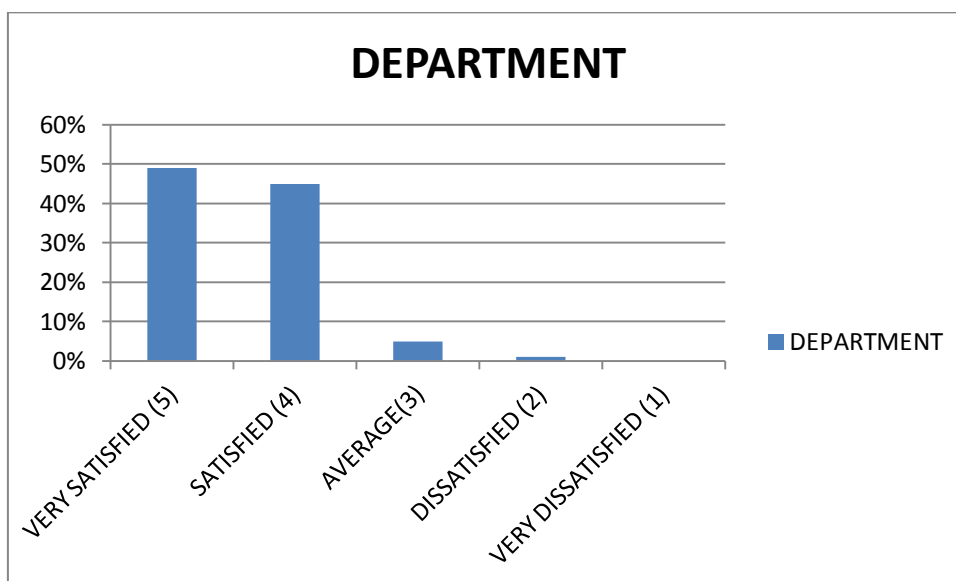
INTERPRETATION: 46% are highly satisfied, 45% satisfied, 7% lying in average category, 2% are dissatisfied.

| 16. RECOGNITIONS GIVEN BY THE MANAGEMENT FOR THE WORK THAT IS WELL DONE | VERY SATISFIED (5) | SATISFIED (4) | AVERAGE(3) | DISSATISFIED (2) | VERY DISSATISFIED (1) |
|---|--------------------|---------------|------------|------------------|-----------------------|
| TOTAL (100) | 29% | 48% | 22% | 1% | |



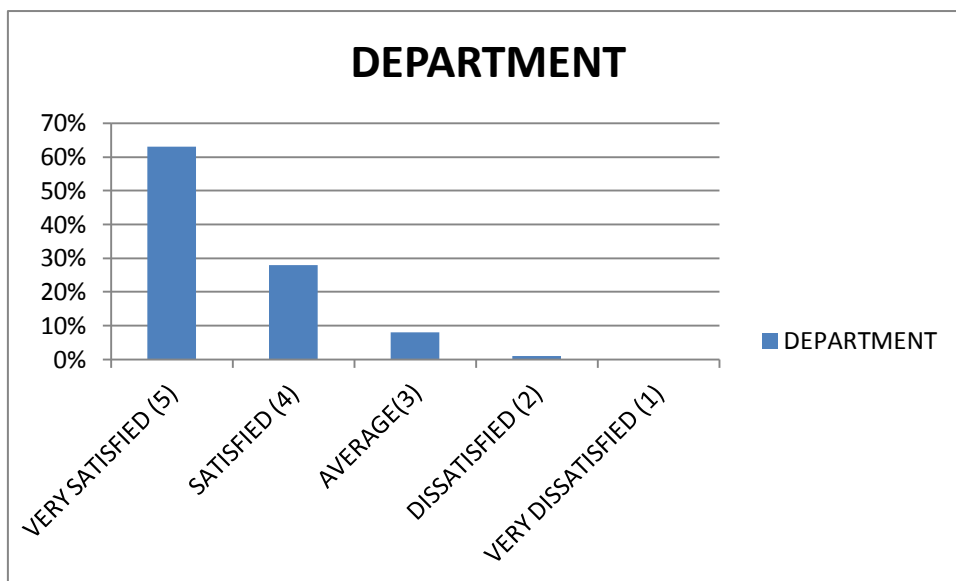
INTERPRETATION: 29% to be highly satisfied, 48% satisfied, 22% to be average, 1% dissatisfied

| 17. SENSE OF TRUST AMONG THE MANAGEMENT STAFFS | VERY SATISFIED (5) | SATISFIED (4) | AVERAGE(3) | DISSATISFIED (2) | VERY DISSATISFIED (1) |
|--|--------------------|---------------|------------|------------------|-----------------------|
| TOTAL (100) | 49% | 45% | 5% | 1% | |



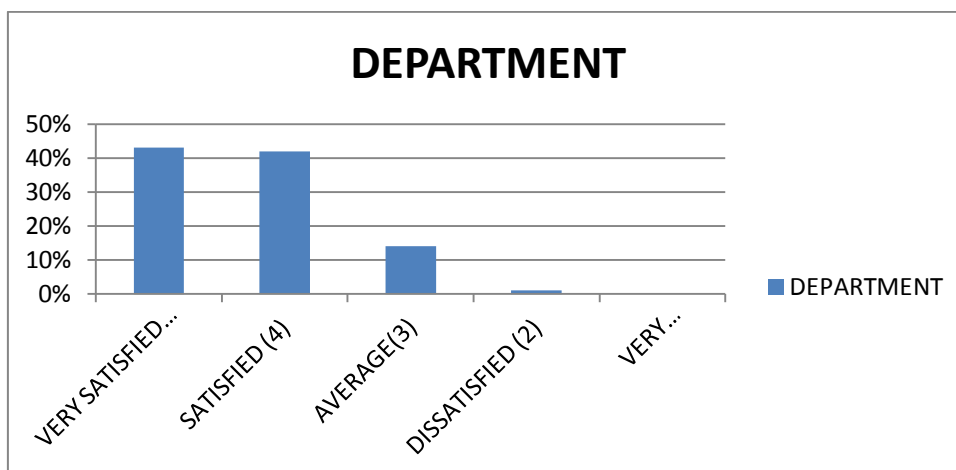
INTERPRATION: 49% are highly satisfied among 100 employees, 45% only satisfied,5% average ,1% dissatisfied.

| 18. PRIORITY OF QUALITY | VERY SATISFIED (5) | SATISFIED (4) | AVERAGE(3) | DISSATISFIED (2) | VERY DISSATISFIED (1) |
|-------------------------|--------------------|---------------|------------|------------------|-----------------------|
| TOTAL (100) | 63% | 28% | 8% | 1% | |



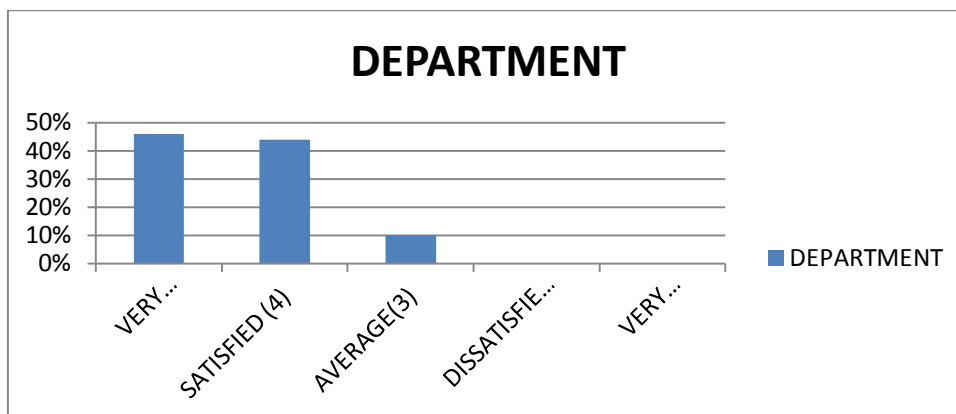
INTERPRETATION-63% very satisfied with the quality, 28% satisfied, 8% average while rest 1% dissatisfied.

| 19. SUPERVISORS ENCOURAGEMENT TO HELP MAKE DECISIONS | VERY SATISFIED (5) | SATISFIED (4) | AVERAGE(3) | DISSATISFIED (2) | VERY DISSATISFIED (1) |
|--|--------------------|---------------|------------|------------------|-----------------------|
| TOTAL (100) | 43% | 42% | 14% | 1% | |



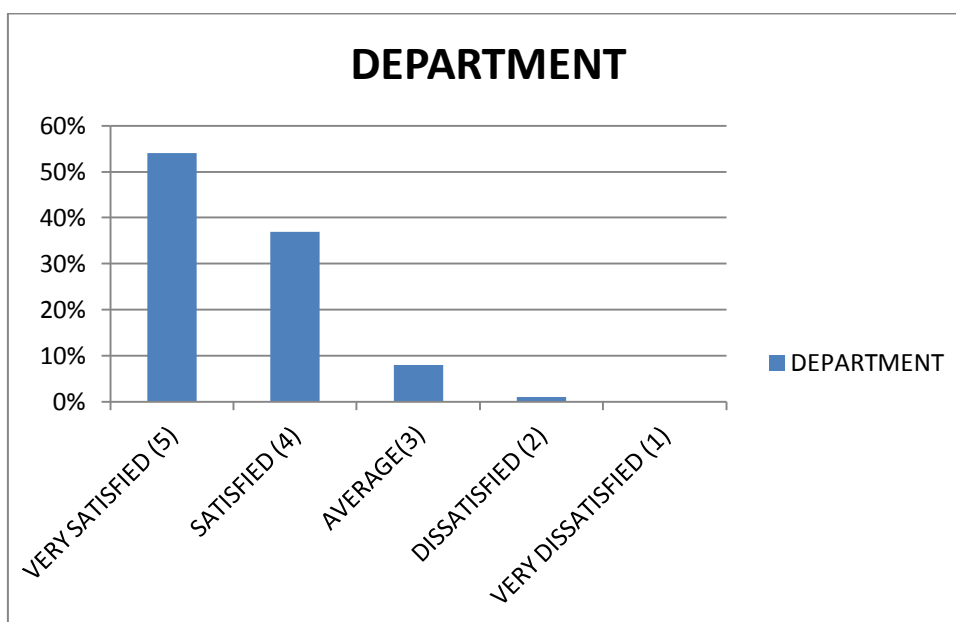
INTERPRETATION: 43% very satisfied, 42% satisfied with supervisor's encouragement to help make decisions and 14% average while remaining 1% dissatisfied.

| 20. ADEQUATE SUPPORT OF THE SUPERVISOR.DEPARTMENT | VERY SATISFIED (5) | SATISFIED (4) | AVERAGE(3) | DISSATISFIED (2) | VERY DISSATISFIED (1) |
|---|--------------------|---------------|------------|------------------|-----------------------|
| TOTAL (100) | 46% | 44% | 10% | | |



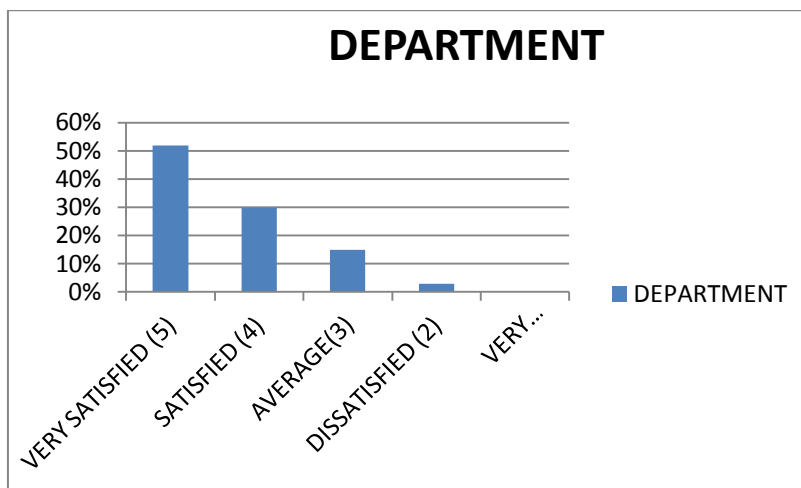
INTERPRETATION: 46% very satisfied towards the adequate support they get from the supervisors, 44% satisfied while 10% average feeling.

| 21.SUPERVISOR'S SUGGESTION IN IMPROVEMENT OF WORK. | VERY SATISFIED (5) | SATISFIED (4) | AVERAGE(3) | DISSATISFIED (2) | VERY DISSATISFIED (1) |
|--|--------------------|---------------|------------|------------------|-----------------------|
| TOTAL (100) | 54% | 37% | 8% | 1% | |



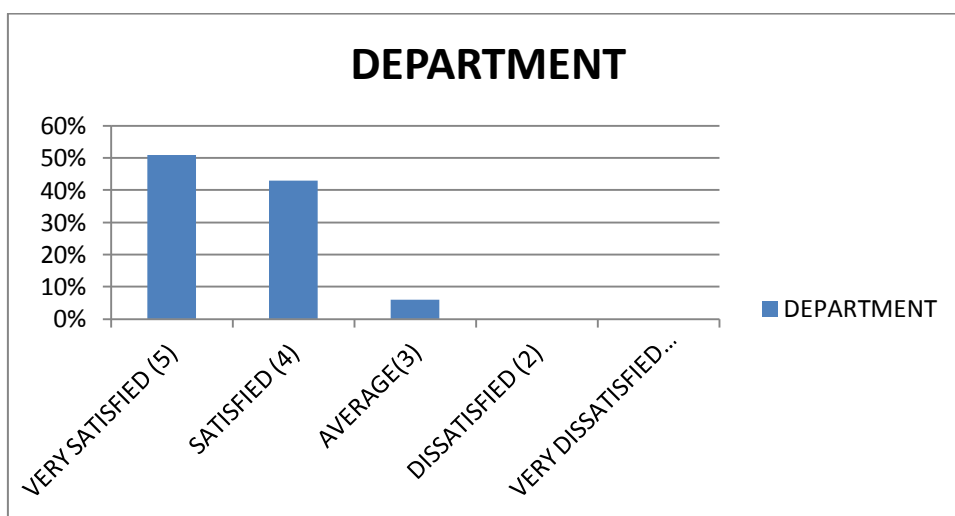
INTERPRETATION: 54% very satisfied, 37% satisfied, 8% average, 1% dissatisfied towards supervisor's suggestion in improvement of the work.

| 22. SUPERVISOR'S SUGGESTION IN WORK. | VERY SATISFIED (5) | SATISFIED (4) | AVERAGE(3) | DISSATISFIED (2) | VERY DISSATISFIED (1) |
|--------------------------------------|--------------------|---------------|------------|------------------|-----------------------|
| TOTAL (100) | 52% | 30% | 15% | 3% | |



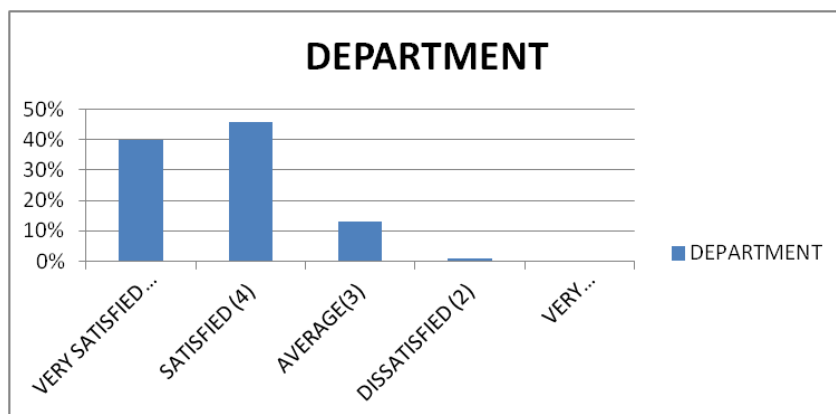
INTERPRETATION: 52% very satisfied with supervisor’s suggestion in work, 30% satisfied, 15% average while 3% dissatisfied.

| 23. INFORMATION PROVIDED BY THE HOSPITAL IS QUITE HELPFUL FOR A SMOOTH WORK | VERY SATISFIED (5) | SATISFIED (4) | AVERAGE(3) | DISSATISFIED (2) | VERY DISSATISFIED (1) |
|---|--------------------|---------------|------------|------------------|-----------------------|
| TOTAL (100) | 51% | 43% | 6% | | |



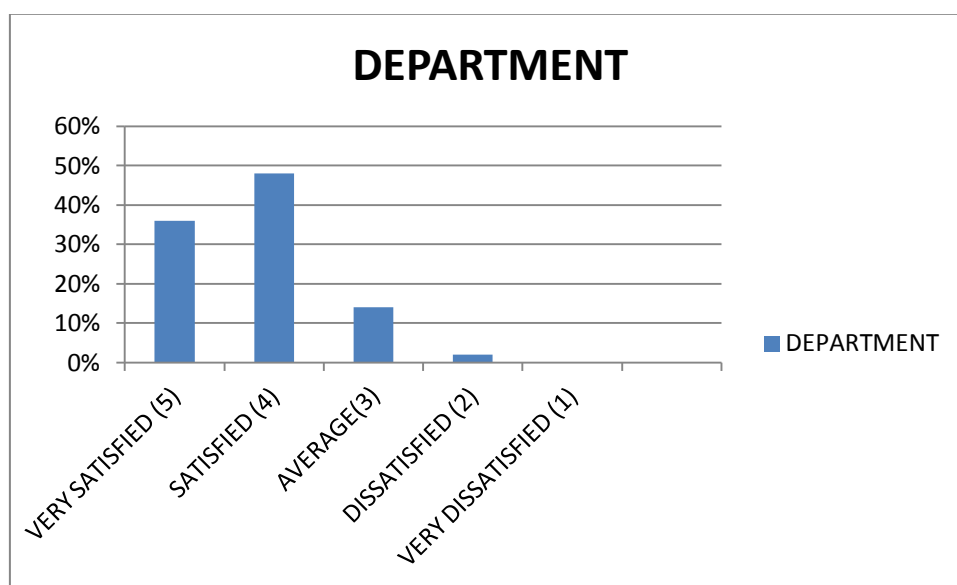
INTERPRETATION: 51% very satisfied,43% satisfied, 6% average feeling with the information provided by the hospital is quite helpful for a smooth working.

| 24. INITIAL TRAINING PROVIDED BY THE HOSPITAL WAS WORTHY FOR THE EMPLOYEES | VERY SATISFIED (5) | SATISFIED (4) | AVERAGE(3) | DISSATISFIED (2) | VERY DISSATISFIED (1) |
|--|--------------------|---------------|------------|------------------|-----------------------|
| TOTAL (100) | 40% | 46% | 13% | 1% | |



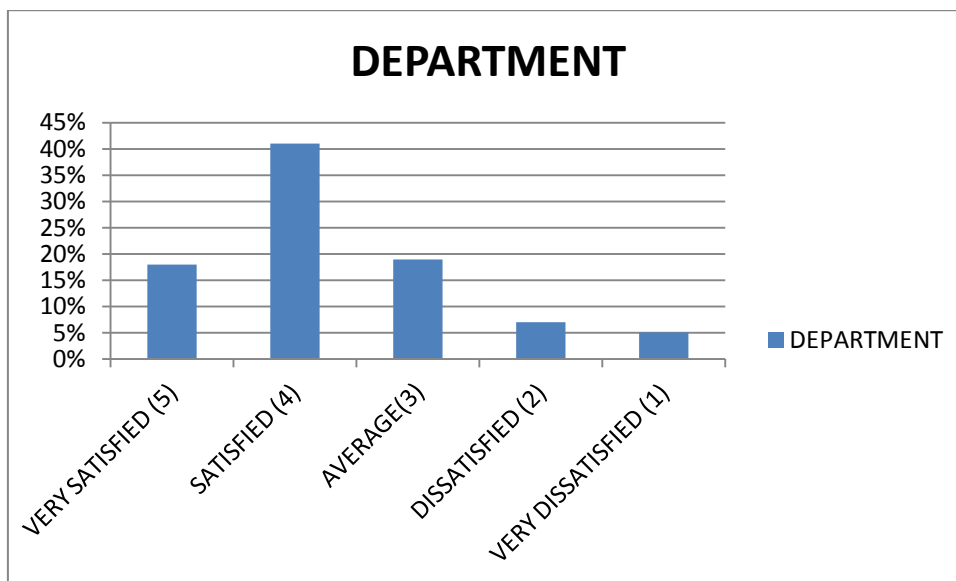
INTERPRETATION: 40% very satisfied, 46% satisfied, 13% average while 1% dissatisfied with the initial training provided by the hospital .

| 25. ONGOING TRAINING PROVIDED AS MUCH AS REQUIRED BY THE EMPLOYEES | VERY SATISFIED (5) | SATISFIED (4) | AVERAGE(3) | DISSATISFIED (2) | VERY DISSATISFIED (1) |
|--|--------------------|---------------|------------|------------------|-----------------------|
| TOTAL (100) | 36% | 48% | 14% | 2% | |



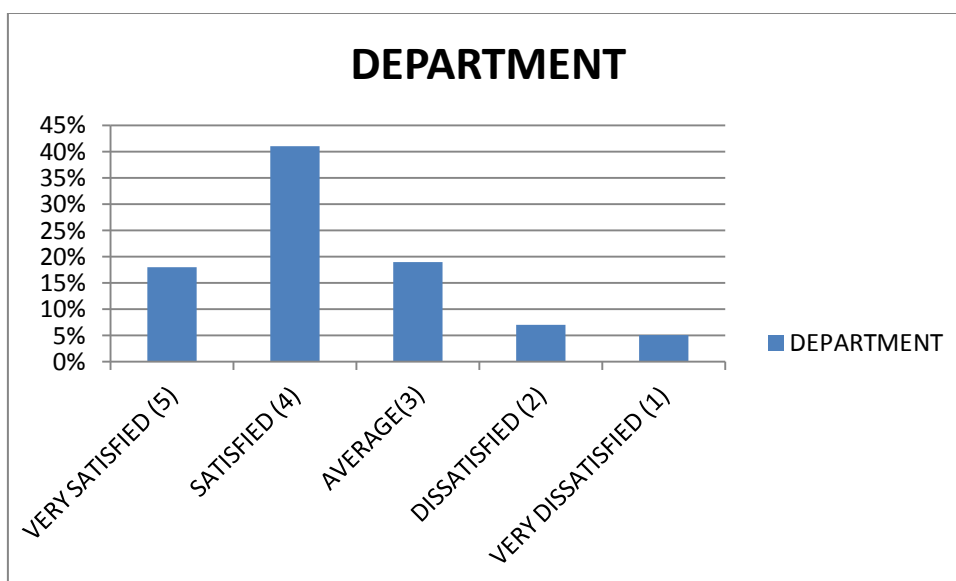
INTERPRETATION: 36% very satisfied, 48% satisfied, 14% average while 2% dissatisfied with the ongoing training is provided as much as required by the employees

| 26. SALARY IS FAIR AS PER RESPONSIBILITIES | VERY SATISFIED (5) | SATISFIED (4) | AVERAGE(3) | DISSATISFIED (2) | VERY DISSATISFIED (1) |
|--|--------------------|---------------|------------|------------------|-----------------------|
| TOTAL (100) | 18% | 41% | 19% | 7% | 5% |



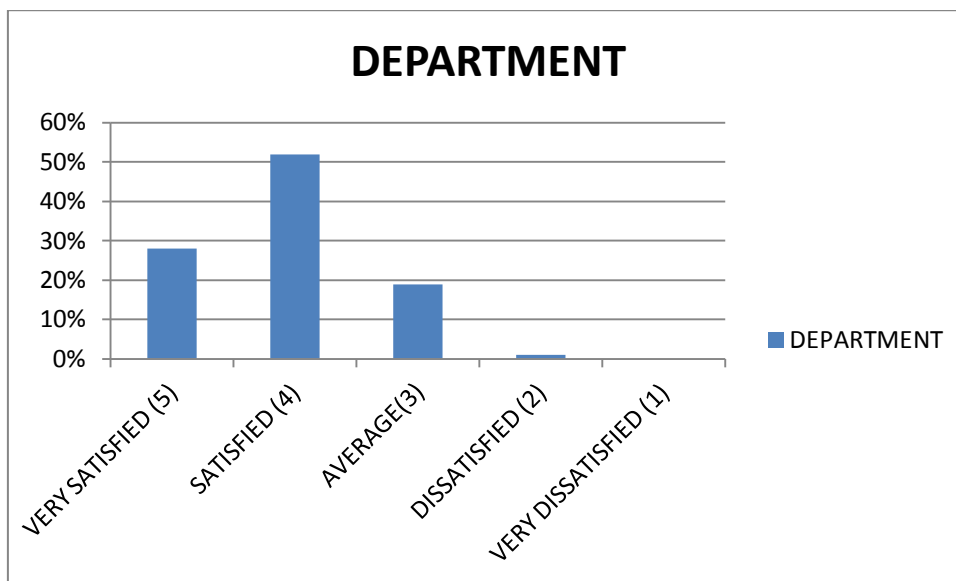
INTERPRETATION: 18% very satisfied, 41% satisfied, 19% average 7% dissatisfied while 5% dissatisfied with the salary they receive as per their responsibilities.

| 27. RECOMMEND EMPLOYEMENT AT TMH TO EMPLOYEE'S CLOSE ONES | VERY SATISFIED (5) | SATISFIED (4) | AVERAGE(3) | DISSATISFIED (2) | VERY DISSATISFIED (1) |
|---|--------------------|---------------|------------|------------------|-----------------------|
| TOTAL (100) | 49% | 38% | 13% | | |



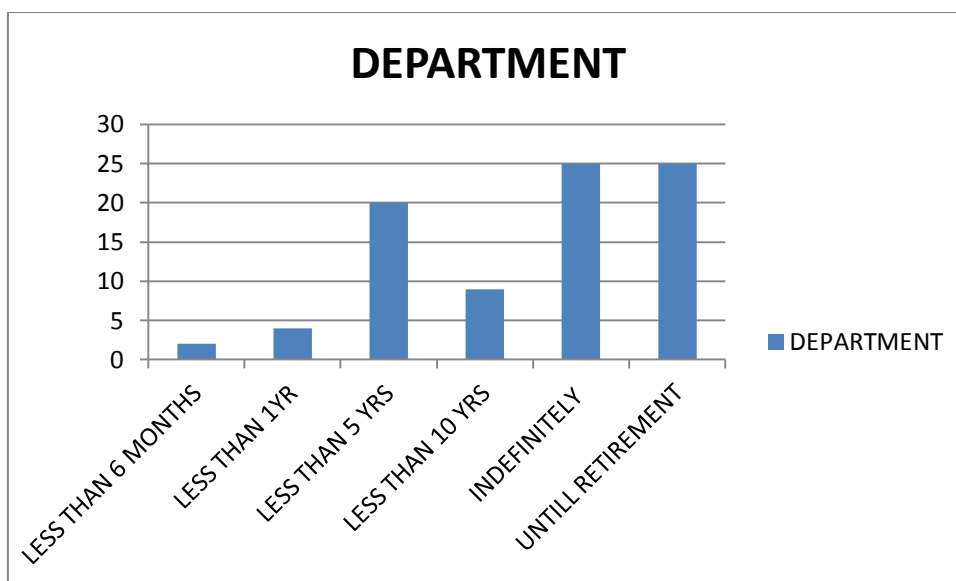
INTERPRETATION: 49% very satisfied, 38% satisfied, 13% average with the recommendations of employment at tmh.

| 28. OVERALL BENEFIT PACKAGE | VERY SATISFIED (5) | SATISFIED (4) | AVERAGE(3) | DISSATISFIED (2) | VERY DISSATISFIED (1) |
|-----------------------------|--------------------|---------------|------------|------------------|-----------------------|
| TOTAL (100) | 28% | 52% | 19% | 1% | |



INTERPRETATION: 28% very satisfied, 52% satisfied, 19% average, 1% dissatisfied with the overall benefit package.

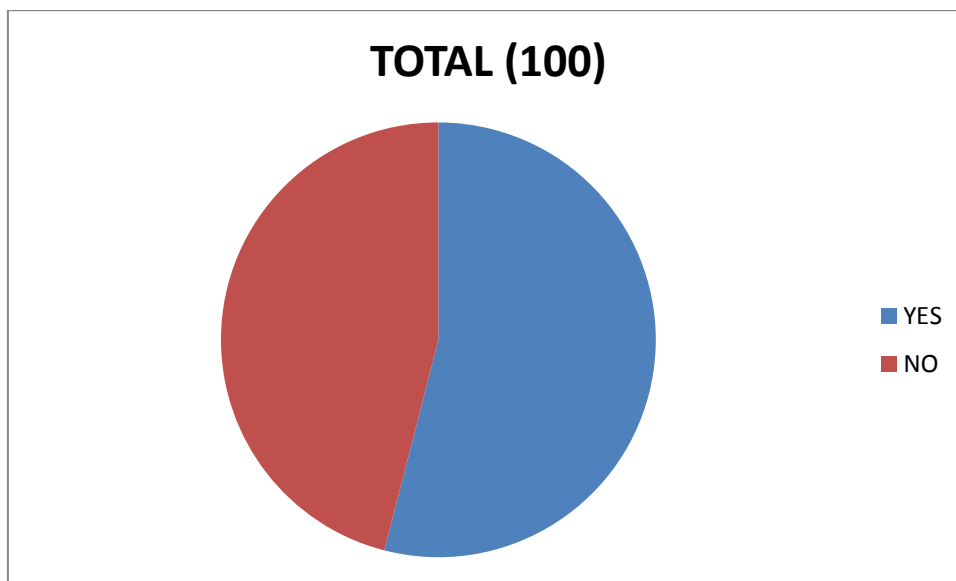
| 29. DURATION OF EMPLOYMENT | LESS THAN 6 MONTHS | LESS THAN 1YR | LESS THAN 5 YRS | LESS THAN 10 YRS | INDEFINITELY | UNTILL RETIREMENT |
|----------------------------|--------------------|---------------|-----------------|------------------|--------------|-------------------|
| TOTAL (100) | 2% | 4% | 20% | 9% | 25% | 25% |



INTERPRETATION: 2% want to continue their work within less than 6 months, 4% for less than 1 year, 20% for less than 5 years, 9% for less than 10 years, 25% indefinitely, and 25% until retirement.

30. WILLING TO ADD BENEFIT TO THE PREVAILING BENEFIT PACKAGE.

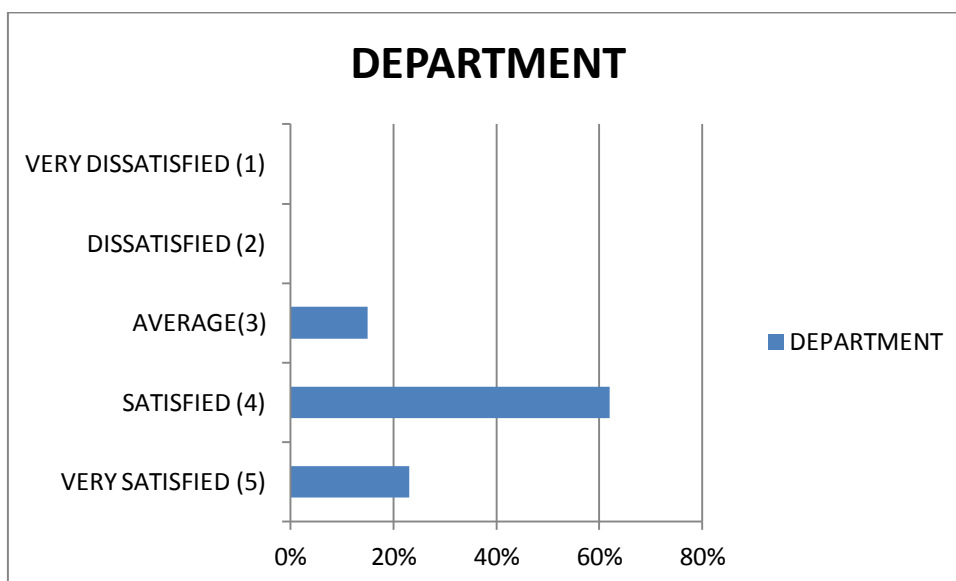
| | YES | NO |
|-------------|-----|-----|
| TOTAL (100) | 54% | 46% |



INTERPRETATION: 54% willing to add benefit to prevailing benefit package, 46% unwilling.

31. OVERALL SATISFACTION OF WORK WITH TMH.

| | VERY SATISFIED (5) | SATISFIED (4) | AVERAGE(3) | DISSATISFIED (2) | VERY DISSATISFIED (1) |
|--------------------|--------------------|---------------|------------|------------------|-----------------------|
| TOTAL (100) | 23% | 62% | 15% | | |



INTERPRETATION : 23% VERY SATISFIED WITH THEIR OVERALL WORK IN THE HOSPITAL, 63% SATISFIED WHILE 15% AVERAGE.

LIMITATION AND FUTURE STUDY OF THE STUDY

Some limitation of my studies working THE MISSION HOSPITAL are as follows:-

- Within a limited time period a lot of informations have to be collected as per target.
- The employee’s opinion and attitude may change in future, so future relevance of the studies cannot be assured.
- Some respondents have not answered to the question seriously.
- Some employees felt hesitated to express their opinion, hence attaining accurate result is not possible.
- The analysis of the data was available with the employees working in that shift hence response of all the employees was not acquired.

- As THE MISSION HOSPITAL a busy hospital hence response of all the employees cannot be obtained.

IV. FINDINGS

The following are the main findings done through this study they are as follows:

- It is seen that majority of the employees are females (84%).
- The study revealed that 98% of the respondents are satisfied with their work.
- The study showed that 96% of the respondents opined that there is adequate planning at the hospital.
- 76% of the employees agree that they contribute to the facilities, plan and mission of the organisation.
- Majority of the employees agreed that they have given enough authority to take decisions they need to take.
- There is a good working condition in THE MISSION HOSPITAL.
- It is found that 80% of the employees feel that they can count on being promoted if they do good work.
- Majority (68%) of the respondents agree that their job is secure.
- There is a good team work at the hospital.
- It is found that 96% of the employees like the work they do at the hospital.
- Majority of the employees feel that they are valued at the hospital.
- It is seen that majority of the employees opined there is a strong spirit of team work and cooperation among subordinates and colleagues.
- The study has shown that majority of employees agree that they are recognised by the management for their work that is well done.
- It is also seen that there is enough communication from the management.
- The study reveals that quality is given top priority at the hospital.
- Participative decision making is encouraged at the hospital.
- The study has shown that majority employees agree that their supervisor treats properly.
- 88% of the respondents opined that they are provided with enough information by the hospital to do their work well.
- The initial training provided by the hospital is as much as needed for the employees.
- Majority agree that their salary is not worth to the work they carry on.
- 52% employees agree that they are satisfied with the benefits provided by the hospital.
- Only 48% of the employees are happy with their working hours.
- Out of 50 respondents 60% agree that their work life and personal life is balanced.

V. SUGGESTIONS

After conducting a study on job satisfaction among the employees at THE MISSION HOSPITAL. I have identified some facts based on questionnaires and interviews. This may help the organisation to increase the satisfaction level of the employees. Job satisfaction is an important criterion in service industry. As per my study it is found that majority of the employees are satisfied with their job but there are certain areas where the employees are not much satisfied. Job satisfaction is a very important determinant of the rate of the turnover for any organisation. Job satisfaction by itself is largely effected by the attitude of the employees towards monetary and non monetary rewards. Based on those findings the following suggestions have been made. In order to keep the employees satisfied and retain them organisations should adopt the following practices.

- ❖ Training programmes should be conducted for both personal as well as technical development. Management should recognize talents and encourage them to grow in the organisation.
- ❖ Use scientific method to align jobs this will improve the satisfaction level in case of the work load.
- ❖ Reduce working hours to motivate the employees.
- ❖ To provide more career opportunity promotional policy should be restructured.
- ❖ Follow more open door communication policy.
- ❖ Organise trips, family meet and fun games at work yearly.
- ❖ Give more attention for performance linked pay structure.
- ❖ Performance based rewards and recognitions to improve motivation of the employees.
- ❖ Organisation can try and increase the level of workers participation in decision making.
- ❖ More attention should be given for overall development of employee's welfare facilities.
- ❖ Organisation can motivate through proper counselling and guidance.
- ❖ Majority of the employees feel that wage and salary provided to them may have to be considered for hike. So organisation may consider increase it.
- ❖ Individual attention to employees regarding health matters may be considered on priority basis.
- ❖ Better communication may yield some results. Supervisors may be considered for management training.
- ❖ Make senior management friendlier with subordinates.

- ❖ Improve quality of canteen
- ❖ Try to give timely incentives to employees to motivate financially.
- ❖ Allocate sufficient number of employees to each department.

VI. Conclusion

Job satisfaction of employees in any organisation is of paramount importance to achieve the targeted goal on a sustainable basis. It is observed that space for cafeteria and flexible programs are ill equipped . it is experienced that job satisfaction is attainable to high self confidence of the individuals. It varies from individual to individual.

The proactive attitude tighter with the physical and emotional resources which are brought by the employees to the workplace decides the degree of job satisfaction amongst them. They are not only satisfied with their job but also feel competent in work and life, which are mutually reinforcing.

The research on the subject has put forth that building of employee’s competencies and self confidence through training, feedback, and recognition should be permanent activity of the organisation. It is noticed that high job satisfaction is closely related to the feelings of effectiveness on the job. Similarly, it can only be achieved effectively by encouragement of genuine self confidence of the employees. Such highly satisfied employees ultimately show extraordinary devotion for mission driven changes within the shortest time. In order to face new challenges by the individuals and groups, constant encouragement and suitable rewards are essential from the management. High job satisfaction correlates strongly with the feeling of fun at work. Enhancement of performances through rest and recovery at the work place is also reported by top performers in almost every field. It is evident that monetary and non monetary ways to enhance employee job satisfaction have to be adopted by the organisation depending on the prevailing circumstances.

APPENDIX 1

EMPLOYEE SATISFACTION SURVEY QUESTIONNAIRE OF THE MISSION HOSPITAL(2018-2019)

Date of survey-

Designation-

Department-

Date of joining-

How would you describe the level of your overall job satisfaction with your work at THE MISSION HOSPITAL?

| | Very Satisfied 5 | Satisfied 4 | Average 3 | Dissatisfied 2 | Very Dissatisfied 1 | |
|--|---------------------|----------------|--------------|-------------------|------------------------|---|
| 1. I understand the long term plan of The Mission Hospital. | | | 5 | 4 | 3 | 2 |
| 2. I have confidence in hospital leadership to implement the plan. | | | 5 | 4 | 3 | 2 |
| 3. There is adequate planning of hospital objectives. | | | 5 | 4 | 3 | 2 |
| 4. I contribute to the planning process at The Mission Hospital. | 5 | 4 | 3 | 2 | 1 | |
| 5. I am proud to work for The Mission Hospital. | | 5 | 4 | 3 | 2 | 1 |
| 6. I am given enough authority to make decisions I need to make. | | 5 | 4 | 3 | 2 | 1 |
| 7. I feel I contribute to facility’s plan and mission. | | 5 | 4 | 3 | 2 | 1 |

tomy friend.

28. I am satisfied with the overall 5 4 3 2
1

benefits package.

29. How long do you plan to continue your employment at THE MISSION HOSPITAL.?

- Less than 6 months.
- Less than 1 year.
- Less than 5 years
- Less than 10 years
- Indefinitely
- Until retirement.

30. Are there any benefits you would like to see added to The Mission Hospital's benefits package?

- Yes
- No.

What would you like to be added

APPENDIX –II

References

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- [5]. Statistical Methods – Mc Graw Hills- N.G.Das