

TRAINING CERTIFICATE



Multispeciality Hospital

Unit of Narayana Health

This is to certify that

Ms. Pritika Singh

has satisfactorily completed the training with us at
Narayana Multispeciality Hospital, Jaipur

Period of Training _____ x _____

Date from 21st May 2018 to 13th July 2018

Department HR

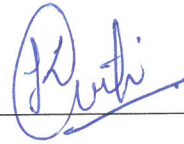
We wish him / her success in future career

A handwritten signature in dark ink, appearing to read 'Sharma', written over a horizontal line.

Head of the Department

Certificate

It is certified that the summer research project on "EMPLOYEE SATISFACTION AT NARAYANA" Submitted by PRITIKA SINGH is an original piece of research work carried out by the candidate under my supervision.



Dr. KRITI JAINANI
(Faculty guide)

Declaration

I **PRTIKA SINGH** hereby declare that the project report entitled "EMPLOYEE SATISFACTION AT NARAYANA" is a bonfire record of work done by me during summer internship at **NARAYANA MULTISPECIALST HOSPITAL** under the Guidance of Miss. Vishnupriya Sharma and Miss. Shimpi Sharma and that it has not previously formed the basis for the award to me, for any degree, associate ship, fellowship or other similar title, of any other institute /society.

Date



Pritika Singh

2017MBA010

Contents

Executive Summary-----	
Introduction-----	
Company Overview-----	
Literature review-----	
Research GAP-----	
Research Methodology-----	
Objectives-----	
Analysis-----	
Competitors Analysis-----	
Market Clustering-----	
Company Analysis-----	
Observations-----	
Suggestion & Recommendation-----	
References-----	
Appendices-----	

EXECUTIVE SUMMARY

The study is done on the factors effecting employee satisfaction in NARAYANA MULTISPECIALIST HOSPITAL. the data has been collected from employee through interview, questioner. The total sample for the study was 120 employees of Hospital Narayana. the study provides understanding about the factors which play important role in motivating the employees it will help organization to focus on those factors to maintain high performance team within the organization. During my internship, I have also learned the other process which is valuable to me for instigating about human resources like requirement process, under this process I had conducted interviews & examination and other important process before enrolment. Payroll for the new candidate, and FNS (full and final settlement) for those who had left the organization

ABOUT HEALTHCARE SECTOR

The **healthcare industry** (also called the **medical industry** or **health economy**) is the range of companies and non-profit organizations that provide medical services, manufacture medical equipment, and develop pharmaceuticals. The industry also provides medical insurance to clients. It includes the generation and commercialization of goods and services lending themselves to maintaining and re-establishing health. The modern healthcare industry is divided into many sectors and depends on interdisciplinary teams of trained professionals and paraprofessionals to meet health needs of individuals and populations.

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

Health care in the United States is given by numerous different legitimate elements. Current evaluations put US healthcare spending at around 15% of GDP, which is the most astounding on the planet. The United States spends the most noteworthy level of health care costs on pharmaceuticals on the planet. In the United States, around 85% of residents have health protection, either through their manager or bought exclusively.

Backgrounds

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

1. Hospital activities;

2. Medical and dental practice activities;
3. "Other human health activities".

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

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

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

The healthcare equipment and services group consists of companies and entities that provide medical equipment, medical supplies, and healthcare services, such as hospitals, home healthcare providers, and nursing homes. The latter listed industry group includes companies that produce biotechnology, pharmaceuticals, and miscellaneous scientific services.

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

Providers and professionals

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

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

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

In 2011, healthcare costs paid to hospitals, physicians, nursing homes, diagnostic laboratories, pharmacies, medical device manufacturers and other components of the health care system, consumed 17.9 percent of the Gross Domestic Product (GDP) of the United States, the largest of any country in the world. It is expected that the health share of the GDP will continue its upward trend, reaching 19.6 percent of GDP by 2016. In 2001, for the OECD countries the average was 8.4 percent with the United States (13.9%), Switzerland (10.9%), and Germany (10.7%) being the top three. US health care expenditures totalled US\$2.2 trillion in 2006. According to Health Affairs, US\$7,498 be

spent on every woman, man and child in the United States in 2007, 20 percent of all spending. Costs are projected to increase to \$12,782 by 2016.

The government does not ensure all-inclusive health care to every one of its natives, yet certain freely supported health care programs help to accommodate a portion of the elderly, crippled, and poor people and elected law guarantees community to crisis benefits paying little respect to capacity to pay. Those without health protection scope are relied upon to pay secretly for therapeutic administrations. Health protection is costly and hospital expenses are overwhelmingly the most well-known explanation behind individual liquidation in the United States.

Delivery of services

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

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

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

Medical tourism

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

Such services typically include elective procedures as well as complex specialized surgeries such as joint replacement (knee/hip), cardiac surgery, kidney transplantation, liver

transplantation, dental surgery, and cosmetic surgeries. However, virtually every type of health care, including psychiatry, alternative treatments, convalescent care and even burial services are available. As a practical matter, providers and customers commonly use informal channels of communication-connection-contract, and in such cases, this tends to mean less regulatory or legal oversight to assure quality and less formal recourse to reimbursement or redress, if needed.

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

Changing Trends in Health Industry

In any case, there are pockets of development that can be the main edge of changing the U.S. framework. Some of these include:

- A developing accentuation on pay for result as opposed to pay for benefit.
- People in general private organization of Medicare Advantage—a procedure where government defines objectives, yet privately owned businesses go after participation and utilize diverse methods to control results and cost.
- The changing society and preparing of suppliers that looks more to underlying driver and long-haul results.
- A moving concentration from clinic based care to care gave in substitute settings—tending to palliative care needs and end-of-life issues.
- A developing accentuation on "entire individual" care coordinated with mental and physical health.

Recommendations

To accomplish this brighter future, a few things are required:

- General society and the members in the framework must teach themselves to the basic drivers of expenses and results including social determinants of health.
- We should recognize that the present isn't feasible in the long haul.
- The legislature all by itself ought not be viewed as the friend in need or a ultimate villain, yet a key factor in the development from healthcare to health results
- Innovation picks up in numerous territories, for example, quiet checking and surgical methods, that prompt better results and lower costs.
- More prominent comprehension of genomics prompting more customized and ideally, practical medications.
- Proceeded with picks up in understanding mind capacity and its impact on health status.
- Development in goal pharmaceutical
- Greater affirmation of the psychosocial parts of care and acknowledgment of their effect on cost and results.

ABOUT NARAYANA HEALTH

Narayana Health (formerly known as Narayana Hrudyalaya) is a chain of multi-speciality hospitals in India, with its headquarters in Bommasandra near Electronic City, Bengaluru. The hospital chain operates one of the largest telemedicine networks in the world.

Narayana Health operates a chain of hospitals, heart centres, and primary care facilities across India. Narayana Health (Narayana Hrudayalaya Ltd.) was founded by Dr. Devi Shetty and has its flagship hospital in Bangalore at NH Health City. Apart from Bangalore, the group has its presence in Delhi, Kolkata, Ahmedabad, Jaipur, Raipur, Jamshedpur, Guwahati, Mumbai, Mysore, Dharwad, Kolar, Shimoga and Davangere in addition to an international subsidiary in the Cayman Islands, three of its hospitals, Narayana Institute of Cardiac Sciences, Bangalore, Narayana Multispeciality Hospital, Jaipur and Health City Cayman Islands, are JCI accredited.

Narayana Health offers speciality and tertiary care facilities covering a wide range of specialisation viz. cardiac surgery, cardiology, gastroenterology, vascular, endovascular services, nephrology, urology, neurology, neurosurgery paediatrics, obstetrics & gynaecology, psychiatry, diabetes, endocrinology, cosmetic surgery and rehabilitation, solid organ transplants for kidney, liver, heart and bone marrow transplant as well as general medicine. The group also offers oncology services for most types of cancer including head, neck, breast, cervical, lungs, ortho, uro-genital and gastro intestinal.

HISTROY OF NARAYANA MULTISPECIALIST HOSPITAL

The group's Karnataka cluster is centred on NH Health City, located in Bommasandra, Bengaluru, which comprises Narayana_Institute_of_Cardiac_Sciences a super speciality hospital for cardiology and cardiac surgery, and Mazumdar_Shaw_Medical_Centre a multispeciality hospital for cancer care, neurology and neurosurgery, nephrology and urology, and houses bone marrow transplant units. Narayana Health's Karnataka cluster comprises 4 hospitals in Bengaluru and a hospital each in Mysore, Bellary and Shimoga, and 7 heart centres.

The organisation's presence in eastern India is centred on Rabindranath_Tagore_International_Institute_of_Cardiac_Sciences, a multispecialty hospital located in Kolkata. Overall, 10 hospitals, including hospitals in the greater Kolkata area encompassing Howrah, Barasat and the Eastern Metropolitan Bypass, a multispeciality hospital in Jamshedpur, Jharkhand, and a super speciality hospital in Guwahati, Assam and a heart centre in Durgapur, West Bengal are parts of the group's eastern India cluster.

The group's western and central India services comprise 5 hospitals, one each in Jaipur, Raipur, Palanpur, and Ahmedabad.

Listing

Narayana Hrudyalaya was listed on the BSE and the NSE on 6 January 2016. Upon debut, the company was valued at over 1 Billion USD.

Awards 2016

- Quality beyond Accreditation for NH Jaipur at the Global Concave of Association of Health Care Providers India (AHPI).
- Narayana Health listed in the Fortune Next 500 List of Companies.
- Price/Performance Value Leadership Award by Frost & Sullivan India.
- Best Risk Management Framework and Systems – Healthcare by the 3rd edition of the ICICI Lombard – CNBC TV18 India Risk Management Awards.

2015

- Winner of Healthcare Leadership Awards by the Stars of the Industry Group in 2 categories – Outstanding Achievement Awards Healthcare – Social Cause, Healthcare & Social care Support Awards.
- Conferred Public Health Champion Award by WHO India under the category of Innovation.

2014

- India Health & Wellness Award – Super speciality Hospital Gold Award winner in Customer Service by Asian Hospital Management Award.
- Winner of ABP News Brand Excellence Award.
- Winner of Inc. India Innovative 100 Award
- Recognized among world's top 50 'BCG Local Dynamos 2014' for its operational excellence.

2013

- Winner of Inc. India Innovative 100 Award.
- Philanthropy Award, Forbes India
- "Financial Times Arcelor Mittal Boldness in Business Awards 2013": Corporate Responsibility / Environment
- Porter Prize for Industry Architectural Shift (2013)

2012

- NH ranked 36th among 'World's 50 most Innovative Companies' by Fast Company (2012)
- Frost and Sullivan India Healthcare Excellence Awards - Healthcare Provider Company of the Year (Revenue between INR 500-1000 Cr)
- NH Bangalore receives FICCI Healthcare Excellence Award for Addressing Industry Issues (2012)

2011

- India Shining Star CSR Award' to NH for the exceptional CSR work done in the Health Sector.

2010

- Speciality Hospital by CNBC & ICICI_Lombard Healthcare for the category - Commendation for driving affordable and quality healthcare for all

Group hospitals and heart centres

- Ahmedabad_Narayana_Multispeciality_Hospital: Narayana Multispeciality Hospital is a 140-bed hospital in the region of Gujarat.
- Bangalore_Narayana_Institute_of_Cardiac_Sciences: Narayana Institute of Cardiac Sciences is in the Bommasandra Industrial Area in Bangalore and is a JCI and NABH accredited cardiac hospital.
- Bangalore_Mazumdar_Shaw_Medical_Centre: Mazumdar-Shaw Medical Centre is a 1400bed cancer care facility in the NH Health City, Bangalore.
- Bangalore, Chinmaya Narayana Super speciality Centre in Indiranagar, Chinmaya is a 100-bed cardiology hospital in Bangalore.
- Bangalore, MS Ramaiah Narayana Heart Centre: MS Ramaiah Narayana Heart Centre is a cardiology facility situated at MS Ramaiah Memorial Hospital in Mathikere, Bangalore.
- Bangalore, St. Martha's Heart Centre: St. Martha's is a 50-bed heart centre managed by Narayana Health and located on Nrupathunga Road, Bangalore.
- Bangalore_Whitefield_Narayana_Multispeciality_Hospital: Narayana Multispeciality hospital is situated close to the Kadugodi Industrial Area, Whitefield and is a multispeciality provider.
- Bangalore_HSR_Layout_Narayana_Multispeciality_Hospital: Narayana Multispeciality Hospital has a panel of specialty doctors and is located in HSR Layout, Bangalore and it is NABH Accredited hospital.
- Davengere, SS Narayana Heart Centre: SS Narayana Heart Centre is an 80-bed, Cardiology unit of Narayana Health and is located in Davengere, with 30,000 square feet of space.
- Dharwad, SDM Narayana Heart Centre: SDM Narayana Heart Centre has partnered with SDM College of Medical Science and is located in Sattur, Dharwad.
- Bellary, NH Jindal Sanjeevani Multispecialty Hospital: An ultramodern facility at Bellary, NH Jindal Sanjeevani Multispeciality Hospital provides multispecialty care to the inhabitants of Toranagallu.
- Jaipur_Narayana_Multispeciality_Hospital in Sanganer, Jaipur
- Jamshedpur_Brahmanand_Narayana_Multispeciality_Hospital in Jamshedpur, Brahmanand Narayana Multispecialty Hospital is an accredited unit of Narayana Health; the latter which is headquartered in Bangalore, Karnataka.
- Kolkata_Narayana_multispeciality_Hospital_Andul_Road_Howrah is a 150-bed facility, Narayana Multispecialty Hospital in Chunavati, Howrah, Kolkata.
- Kolkata_Narayana_Superspeciality_Hospital_Andul_Road_Howrah is a multispecialty unit of Narayana Health on Andul Road, Howrah.

nephrology department operates a dialysis unit in conjunction with a renal transplant program. Reconstructive urology surgery, laser surgery and prostate treatments are its other specializations.

Three leaves of brief



NH Jaipur is a 330-bedded multispecialty tertiary care hospital, located at Pratap Nagar in the Southern part of Jaipur. The hospital is in a sprawling 4.7-acre campus and offers high quality affordable medical care to the people of not only Rajasthan but also the bordering states of Uttar Pradesh, Haryana and Madhya Pradesh. The hospital is defined by its multidisciplinary approach to provide holistic healthcare to its patients. NH Jaipur has one of the best teams of specialists trained in top institutions in India & abroad bringing in international experience to treatments and procedures.

Narayana Multispeciality Hospital, Jaipur was awarded the International accreditation from Joint Commission International (JCI) making it the first hospital in Rajasthan to receive this prestigious recognition. A JCI accreditation provides assurance that the standards, training and processes at the hospital meet the highest international benchmarks.

The hospital houses one of the largest dialysis units in the region with a capacity of performing 3000 dialysis sessions per month. It is also an authorized centre for performing heart & kidney transplants. The hospital houses one of the largest cardiology units in the region and is the largest centre in Rajasthan performing CABG (By-pass Surgery) using LIMA RIMA Y technique. High end technological infrastructure coupled with clinical excellence has helped the hospital emerge as the preferred centre for high-risk, minimally invasive and re-do surgeries in Western India and of the leading hospitals of the Narayana Health group.

Narayana Multispeciality Hospital, Jaipur offers comprehensive care across 37 specialties which includes its six Centres of Excellence - Cardiology & Cardio-vascular surgery, Medical & Surgical Gastroenterology, Orthopaedics & Joint Replacement, Renal Sciences & Kidney Transplant, Medical & Surgical Oncology (Cancer) and Critical Care Medicine. The core specialties at hospital include the following services: -

- **Cardiac Science:** amongst the leading cardiology and cardiac surgery healthcare provider in Rajasthan. In a little over 3 years since inception of operations, the hospital has completed over 2400 cardiac surgeries in 3 years which includes complex congenital surgeries, coronary bypass grafting with advanced techniques like beating heart surgeries, minimally invasive cardiac surgery and other valvular and vascular surgeries. the hospital has performed 8000 Cath lab procedures which include over 2000 coronary angioplasties 2000. With leading surgeons, cardiologists and postoperative teams in the state along with 2 state of art Cath labs, 3D Mapping for electrophysiology, 3 state of the art operating theatres 20 bedded cardiac care unit and 20-bedded coronary care unit the hospital is amongst the leading cardiac.
- **Orthopaedics:** A full service offering including bone & joint surgery, knee & hip replacement, spine surgery, arthroscopy, hand & micro vascular surgery as well as rheumatology make the orthopaedics department at Narayana multispecialty hospital Jaipur one of the most comprehensive in the region. The department has done, more than 2800 surgeries in 3 years of its services accomplishing clinical milestones like treating complex joint replacements surgeries, scoliosis, with the growing rod techniques, sports injuries and limb salvage procedures
- **Renal Sciences:** The department of nephrology has a 22-bed dialysis unit doing over 1300 sessions per month with an active and very successful Renal Transplant Programme leading urologists routinely operate the state of the art laser for stone, prostate in addition to treating infertility in men and doing other complex reconstructive surgeries in urology.
- **Neuro Sciences:** An extremely skilled team of Neuro physicians and surgeons treating the entire spectrum of neurological disorders like tumours, AVMs, epilepsy and the expertise, infrastructure of treat all types of stroke.
- **Gastro Sciences:** A team of leading physicians and surgeons treating gastrointestinal disorders with advanced minimally invasive techniques and infrastructure in the endoscope suite and highly specialised service split into gastro intestinal medicine and surgical expertise.

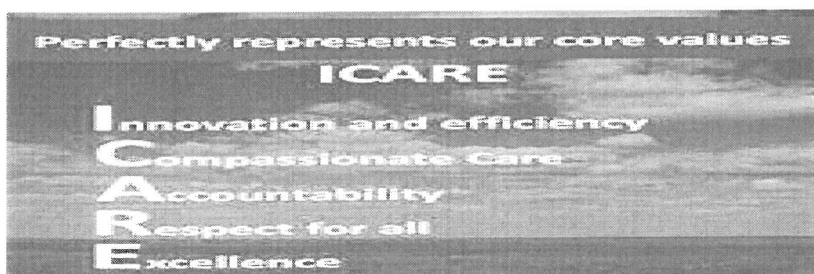
VISION

To provide high quality healthcare, with care and compassion at an affordable cost, on a large scale.

MISSION

The company's mission is to deliver high quality, affordable services to the broader population in India.

VALUES



Infrastructure and facilities

- There are 3 floors and one basement in the hospital.
- Hospitals provides lift for patients who face difficulties in walking. There are ramp available in case lift is full.
- They provide wheel chairs for patients who cannot walk. Security guards are at every are in floor
- Main canteen is at basement but small canteen is available in 1 floor

Floor plan for Narayana multispecialty hospital, Jaipur

- **2nd floor-** private ward, super speciality ward, OT, admin block, human resource department, marketing department
- **1st floor-** medical ward, semi private ward, Anc ward, paediatric ward MICU, admin block- training rooms, IP services room.
- **Ground floor-** front office, receptions, report collections desk, north OPD, south OPD, PHC desk, ECHO/ECG department, admission department, blood transfusion lab, Cath lab, HDU/CCU ward, MRD department.
- **Basement-** emergency, radiology, mammography, waiting lounge reception, CSSD, cafeteria, nephrology, endoscopy, dialysis, physiotherapy, surgical wars, mortuary, bio medical waste management, staff entry.

Department -wise orientation

One-week orientation of hospitals has been given in which trainee learnt about culture Ans learning of organisation, learnt about different departments, their functions.

Outpatient department

There are two OPDs in hospitals, one in north OPD and other one in south OPD timing are 9:00am to 7:00pm from Monday to Saturday. These are the main functions carried out at hospitals as:

- To give appointments to doctors in OPD.
- Registration-OPD, diagnosis
- Billing-OPD, diagnostics, emergency
- Report/document delivery
- Customer feedback

Human resource department

Main function carried out by department are:

- Development of HR policies and strategies
- Human resource planning
- Recruitment and selection

- Employee training
- Salary determination
- Performance appraisal
- Personnel data entry and record maintenance
- Consultation and advisory services to management and employee • Grievance handling

Medical record department

This department has main functions like:

- Proper storage and maintenance of medical records
- Maintenance of integrity and confidentiality of medical records
- Submission of required data of government
- Classification of the medical files as per ICD-10 obtains missing patient files

Central sterile services department (CSSD)

CSSD stands for central sterile supply department. It is the department that is solely responsible for sterilization of the instruments used all over the hospitals.

CSSD has three zones:

- Dirty/receiving area
- Clean area
 - a) In dirty area all used instruments from IPD and OPD are received. This movement takes place manually, while it is received through a dumb waiter from OT, here, an ultrasound cleaner is located. This is a fully automatic machine in which the used instruments are dipped in a solution and are sterilized. This machine produces vibrations which sterilize instruments. This machine produces vibrations which sterilize instruments are washed under running water. After this, the sterilized instruments are dipped in preserved solutions for 10-15 minutes.
 - b) In clean area the sterilized instruments are kept and are packed in double wrapped green colour cloth.
After the sterilized process is over, the sterilized instruments are packed and batch monitoring labelling is done through gun. This labelling consists of: -
 1. Expiry date
 2. Packing date
 3. Machine no.
 4. Loading no.
 5. Sterilization date

Literature Review

Fangtao Liu , Kwok Fai Geoffrey Tso , Yongheng Yang 1 and Jingjing Guan :

Many studies have shown that job satisfaction influences employee commitment to organizational culture. Yao and Wang concerned organizational outcomes of normative commitment in Chinese companies, examined the relationship among employee job satisfaction, in-role performance, and organizational behaviour. Strauss et al. claimed that a high level of satisfaction can sustain proactivity. The increasing focus on attitude toward work is linked to the belief that the degree of employee satisfaction is related to various aspects of job behaviour, such as productivity, absenteeism, and turnover rates. Nazir et al. argued that satisfaction with extrinsic benefits, supervisor support, co-worker support, autonomy, training, and participation in decision making significantly affects the affective and normative commitment of employees. Johnson and McIntyre reported that empowerment and involvement are most strongly related to job satisfaction. Currivan and Egan et al. applied structural equation modeling (SEM) and found that job satisfaction is significantly related to organizational commitment. Paulin et al. also used SEM to determine that job satisfaction is strongly related to organizational commitment in customer linkage research. Similarly, DeConinck and Bachmann used SEM to determine that distributive justice, job satisfaction, promotional opportunity, and seniority play important roles in determining organizational commitment. Gondek and Mazur reported that job satisfaction predicts organizational commitment, communication, and perceived benefits. Chong found that tactics are culturally specific in generating employee commitment. Moreover, unsatisfied employees generally resort to either turnover or embittered psychological behaviours depending on the positions and needs of the employee groups to which they belong.

Manisha Singhai*1, Shweta Dani2, Anukool Hyde1 and Ranjana Pate: Vinokur Kaplan 11

stated that “organizational factors such as workload and working condition were negatively related with job satisfaction”. In another study of general practitioners in England, “four job stressors were identified that were predictive of job dissatisfaction”¹². Fletcher and Payne¹³ identified that “a lack of satisfaction can be a source of stress, while high satisfaction can alleviate the effects of stress”. The study of Landsbergis¹⁴ and Terry et al.¹⁵ showed that “high levels of work stress are associated with low levels of job satisfaction”. Park¹⁶ has asserted that “women traditionally perceive themselves as teachers and nurturers of pupils and that, owing to social expectations as well as informal gender stereotypes, they are more likely to desire job satisfaction in their teaching career”. According to Cummins¹⁷ “job stressors are predictive of job dissatisfaction and employees have greater propensity to leave the organization”. The relationship between variables like physical health, psychological well-being and job satisfaction can be very important to academicians. If any link is there between two variables, for academicians it could be possible to provide intervention in order to increase the level of one of the variables in expectation that the intervention will also improve the other variable as well¹⁸. Stount and Posner¹⁹ found “the role ambiguity, role conflict and job satisfaction were interrelated significantly with the highest correlation between stress and role ambiguity, role conflict and job satisfaction”. This study was conducted to assess the magnitude of organizational stress, levels of job satisfaction and job values of employees working in Nationalized Banks and LIC. Literature review carried out for this study can be put that “good organizational behaviour toward its employees can increase the efficiency of organization and at the same time it also negatively

influences employees return”²⁰ and also there exists a positive and significant relationship between organisational loyalty and job satisfaction in the academic staffs of Pakistan.

Desmond Hartigan B.A.: The following chapter outlines the theory behind this research project in relation to turnover, turnover intention, job satisfaction, the learning techniques and culture. Armstrong (2012) defines turnover as the rate at which employees leave the organisation, it is important to note that he states it can be both positive and negative. This project will discuss the theory of job satisfaction with a view to how it can impact on employee turnover and turnover intention. It will also examine the reasons why employees leave organisations and the effect turnover has overall. Through experience employees gain “operational” and “specialist” knowledge within the workplace (Kim, 1993). Also, through the yielding of tacit knowledge employees can gather “honed intuition” whereby they can be proactive to situations and think for themselves (Schon, 1991). It is through a collection of all of these whereby employees can really gain a “performance advantage” within the workplace (Armstrong et al, 2008). This then shows the importance turnover holds within the workplace. Retention of employees is invaluable since if they leave, the organisation not only loses its people and overall culture, but also its knowledge and experience gained, potentially to rival organisations

Research GAP:

Based on review work done it was found that;

No much recent study has been conducted with respect to employee satisfaction in Narayana Multispeciality hospital.

No Research study conducted has covered the area of hospital towards employee satisfaction with special reference to Jaipur. That is why this study is undertaken with a view to study employee satisfaction towards hospital.

ABOUT THE PROJECT

EMPLOYEE SATISFACTION

What is Employee Satisfaction?

Employee satisfaction or job satisfaction is, quite simply, how content or satisfied employees are with their jobs. Employee satisfaction is typically measured using an employee satisfaction survey. These surveys address topics such as compensation, workload, perceptions of management, flexibility, teamwork, resources, etc.

These things are all important to companies who want to keep their employees happy and reduce turnover, but employee satisfaction is only a part of the overall solution. In fact, for some organizations, satisfied employees are people the organization might be better off without.

Employee satisfaction and employee engagement are similar concepts on the surface, and many people use these terms interchangeably. Employee satisfaction covers the basic concerns and needs of employees. It is a good starting point, but it usually stops short of what really matters.

Importance of Employee Satisfaction

Employee satisfaction is of utmost importance for employees to remain happy and deliver their level best. Satisfied employees are the ones who are extremely loyal towards their organization and stick to it even in the worst scenario. They do not work out of any compulsion but because they dream of taking their organization to a new level. Employees need to be passionate towards their work and passion comes only when employees are satisfied with their job and organization on the whole. Employee satisfaction leads to a positive ambience at the workplace. People seldom crib or complain and concentrate more on their work.

- **The first benefit of employee satisfaction is that individuals hardly think of leaving their current jobs.** Employee satisfaction in a way is essential for employee retention. Organizations need to retain deserving and talented employees for long term growth and guaranteed success. If people just leave you after being trained, trust me, your organization would be in a big mess. Agreed you can hire new individuals but no one can deny the importance of experienced professionals. It is essential for organizations to have experienced people around who can guide freshers or individuals who have just joined.

Employee attrition is one of the major problems faced by organizations. I don't think an individual who is treated well at the workplace, has ample opportunities to grow, is

appreciated by his superiors, gets his salary on time ever thinks of changing his job. Retaining talented employees definitely gives your organization an edge over your competitors as they contribute more effectively than new joined. Moreover, no new individual likes to join an organization which has a high employee attrition rate. Employees who are not satisfied with their jobs often badmouth their organization and warn friends and acquaintances to join the same.

- **Employee satisfaction is essential to ensure higher revenues for the organization.** No amount of trainings or motivation would help, unless and until individuals develop a feeling of attachment and loyalty towards their organization. Employees waste half of their time fighting with their counter parts or sorting out issues with them. Trust me; employees who are satisfied with their jobs seldom have the time to indulge in nasty office politics. They tend to ignore things and do not even have the time to crib or fight with others. Satisfied employees are the happy employees who willingly help their fellow workers and cooperate with the organization even during emergency situations. Such employees do not think of leaving their jobs during crisis but work hard together as a single unit to overcome challenges and come out of the situation as soon as possible. For them, their organization comes first, everything else later. They do not come to office just for money but because they really feel for the organization and believe in its goals and objectives. Satisfied employees also spread positive word of mouth and always stand by each other. Instead of wasting their time in gossiping and loitering around they believe in doing productive work eventually benefitting the organization. They take pride in representing their respective organizations and work hard to ensure higher revenues for the organization.
- **Satisfied employees tend to adjust more and handle pressure with ease as compared to frustrated ones.** Employees who are not satisfied with their jobs would find a problem in every small thing and be too rigid. They find it extremely difficult to compromise or cope up with the changing times. On the other hand, employees who are happy with their jobs willing participate in training programs and are eager to learn new technologies, software which would eventually help them in their professional career. Satisfied employees accept challenges with a big smile and deliver even in the worst of circumstances.

Factors Influencing Employee Satisfaction

Employee satisfaction ensures employees are happy with their jobs and also give their heart and soul to the organization. Such people seldom think of changing their jobs and motivate not only themselves but also others to work hard for the betterment of the organization.

- **Working conditions of an organization play an important role in influencing employee satisfaction.** Employees who do not have a proper workstation and are not comfortable at their workplaces are the ones who are the most frustrated and unhappy with their job. Appoint people who are responsible for the cleanliness of the office and most importantly the rest rooms. Assign drawers and proper space to employees where they can keep their important documents, files and personal belongings.

Encourage the employees to keep their drawers and desk clean. Make sure your office building is fire resistant.

Management has no right to treat its employees as slaves just because they are being paid. Employees need to be treated with utmost respect and care. They need to feel protected at the workplace for them to develop a feeling of job satisfaction. Encourage healthy ambience at the workplace and also motivate employees not to participate in nasty office politics.

- **The second most important factor influencing employee satisfaction is employee benefits.** Employees need to be paid well as per their designation and roles and responsibilities in the organization. The moment an employee is underpaid, he/she would create problems for the entire organization. Do not favour any employee. Make sure incentives and monetary benefits are directly proportional to the efforts an individual puts in. Do not unnecessarily hold their payments and salaries if you want your employees to stick around for a long time.

Another reason as to why employees are not satisfied with their job is that their hard work is not acknowledged. Give them their due credit. If they have performed something extraordinarily, do not forget to appreciate them in front of their colleagues. Give them additional responsibilities. Give them an opportunity to handle teams. You need to trust them and guide them accordingly. If you expect an individual to work on entry level projects for next five years, you are sadly mistaken. He/she would move on. Make sure deserving employees get decent hikes and benefits. Do not put a full stop on their career growth citing lame excuses that the individual concerned is not performing up to the mark or the organization is at loss. If the employee is not performing well then what is the management doing? In such a case he should not be in the system and if at all, he is there, what are seniors doing to improve his performance? Be transparent with your employees. An employee becomes frustrated the moment he has nothing challenging to work on. Constant upgradation of skills is essential for every employee to survive the cut-throat competition. Make sure employees are a part of regular training programs.

- **Make employees feel as an indispensable resource for the organization.** A sense of loyalty towards the organization does not come out of compulsion. It has to come from within. Give employees space and freedom to take their own decisions. If they have to depend on you for every small thing, trust me they would soon end up quitting their jobs. Give them the budget and ask them to perform and deliver within the stipulated time frame. Do not interfere in their way of handling teams.

Be reasonable with your employees. Trust me; being too strict with them does not help. If you expect them to work on every Sunday, do not be surprised if they resign all of a sudden.

Objectives

- To study the employee Satisfaction at Narayana multispeciality hospital

Methodology

Scope of research: - This research is done to study the Employee satisfaction in

Narayana multispeciality hospital. And what satisfy maximum to them, survey was conducted through a questioner with 120 randomly selected employees.

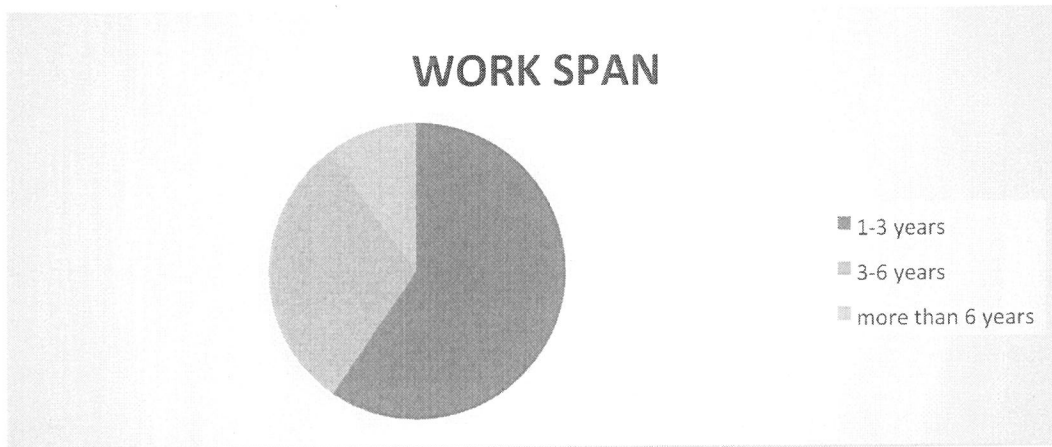
Research method: Quantitative

Sample size: - 120 employees

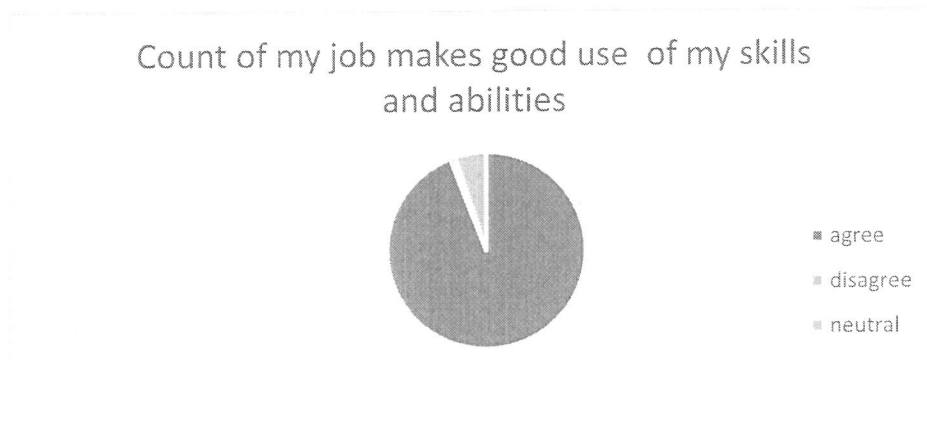
Tools for Data Collection: - The data was collected through interview and questionnaire. The analysis was based on information obtained through observation, interview and interaction with the industry guide and employees. Based on the collected information, employee engagement and employee benefits are analysed and an insight is developed for understanding its effectiveness.

The data collected from there is from both the primary and secondary method of data collection questioner to be filled form 55 employees of Narayana multispeciality hospital on satisfied random sampling basis.

Results and Findings

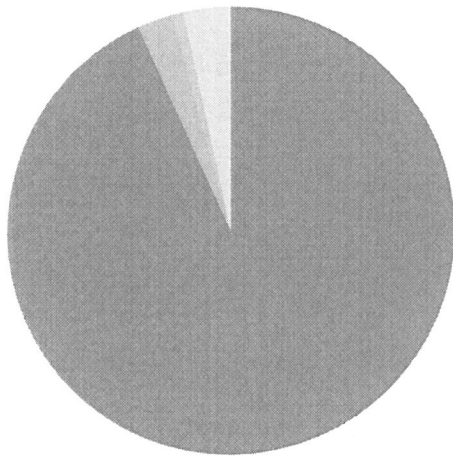


Above table shows that 1-3 years is 71%, 3-6 years is 36.30%, more than 6 years is 12.10%.

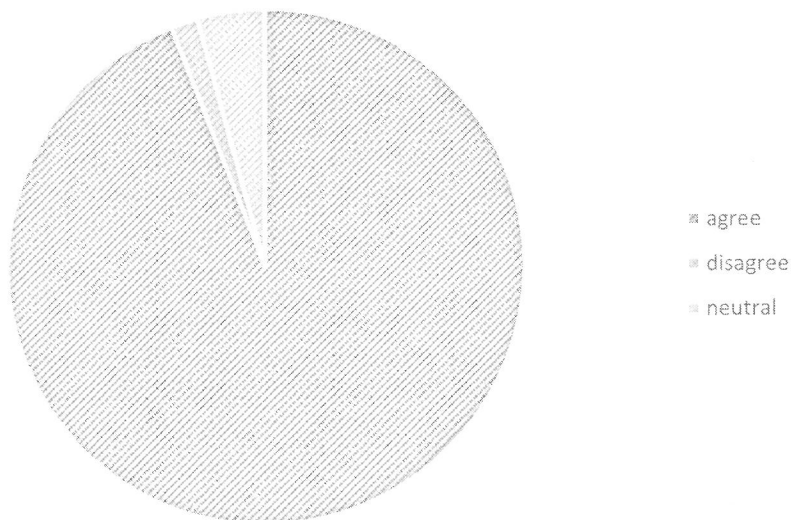


Above table shows that 94% respondent is agree with their use of skills and abilities and 1% is not satisfied and 5% is neutral.

Count of I like the type of work that I do

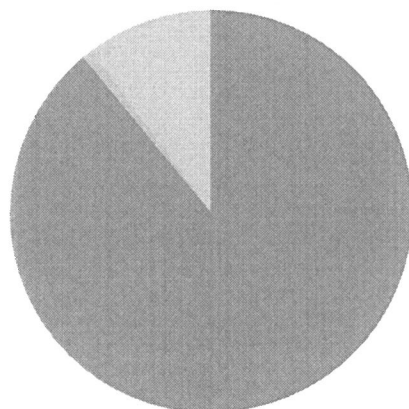


Above table shows that 93% is happy with the type of work they do, 4% is not satisfied the work they do, and 3% is neutral



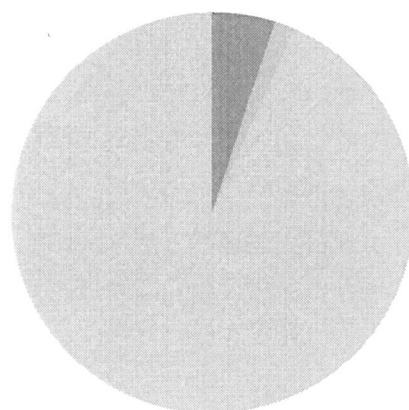
Above table shows that 94% is happy the work they do in hospital, 2% is not satisfied and 4% is neutral.

Count of do you think the organisation is updated
with all new technologies



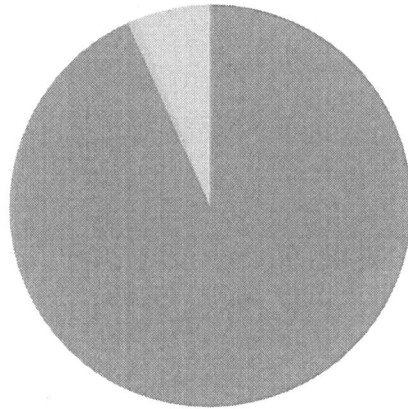
Above table shows that 89% employee in the organisation is updated with all new technologies, 1% employee has no information and 10% is known half of the technologies.

Count of when performance appraisal is made in
the organisation



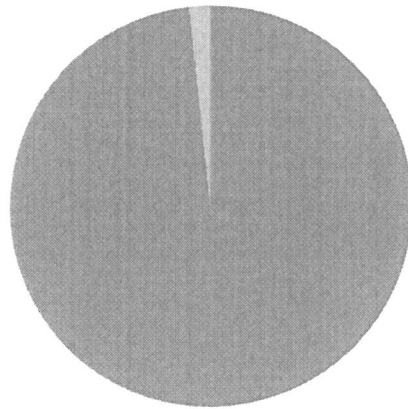
Above table shows that the performance appraisal in the organisation of the employee 93% on yearly basis, 5% on monthly basis and 2% on quarterly.

Count of I was given a job description and its contents were communicated to me



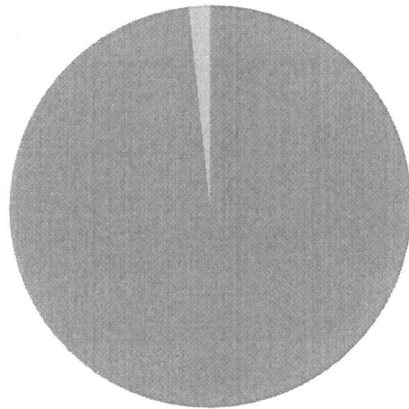
Above table shows that 93% of employee was given a job description and contents were communicated to them, 1% is not satisfied and 6% of employee is not communicated properly.

Count of my traning and development needs are met in the organistion



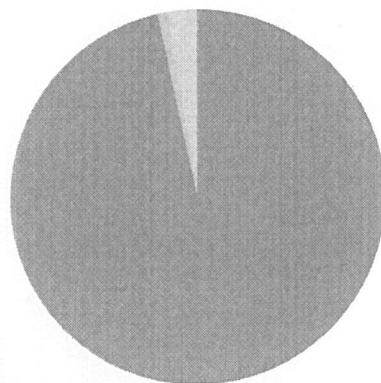
Above table shows that 98% employee is happy with their training and development needs in the organisation, 2% is neutral.

Count of I receive timely communication from the organization



Above table shows that 98% employee is receive timely communication from the organisation, and 2% is neutral.

Count of I know the vision and value of the organisation



- agree
- disagree
- neutral

Above table shows that 97% of employee know the vision and value of the organisation, 3% is neutral.

Observation

1.personal information

- most of the respondent

2.employee motivation information

- majority of respondent 94% strongly agree with their use of skills and abilities.
- majority of respondent 93% is happy the work they do.
- Majority of respondent 94% is happy the work they do in the hospital.
- Most of respondent 89% employee in the organisation is updated with all new technologies
- Most of the respondent performance appraisal in the organisation of the employee 93% on yearly basis, 5% on monthly basis and 2% on quarterly.
- Most of the respondent 93% of employee was given a job description and contents were communicated to them.
- Most of the respondent 98% employee is happy with their training and development needs in the organisation, 2% is neutral.
- Most of the respondent 98% employee is receive timely communication from the organisation
- Most of the respondent 98% employee is receive timely communication from the organisation
- Most of the respondent 97% of employee know the vision and value of the organisation.

Suggestion

1. In Narayan multispeciality hospital they need to do salary increment on regular basis and flexibility with employee to know each and everything about salary distribution, leave submission and reward point.
- 2.In Narayan hospital need to do more motivational activity during the year. Like party, picnic.
- 3.To increase the motivation in employees of central they must interact with employee daily.

REFERENCES

<https://www.narayanahealth.org/>

<https://www.wikipedia.org/>

ACRONYMS/ABBREVIATIONS

CSSD-Central Sterile Services Department

CT-Computerised Topography

ECG-Electrocardiogram

ED-Emergency Department

EMR-Electronic Medical Record

HR-Human Resource

ICU-Intensive Care Unit

IPD-In-patient Department

IT-Information Technology

MICU-Medical Intensive Care Unit

MRD-Medical Record Department

OPD-Out-patient Department

OT-Operation Theatre

PHC-Preventive Health Check-up

EMPLOYEE SATISFACTION SURVEY (ESS)

Name _____
Age _____
Occupation _____
Contact No. _____
Date of Joining _____

Q.1 Work on span.

(A) 1-3 years (B) 3-6 years (C) More than 6 years

Q.2 My Job makes good use of my skills and abilities

(A) Agree (B) Disagree (C) Neutral

Q.3 I like the type of work that I do

(A) Agree (B) Disagree (C) Neutral

Q.4 I like the people I work with at hospital

(A) Agree (B) Disagree (C) Neutral

Q.5 what are your expectations from your job {mention any 2 or 3}

Q.6 Do you think the organization is updated with all new technologies

(A) Agree (B) Disagree (C) Neutral

Q.7 Do you know what is promotion policy of the organization? Do you think it is fair?

(A) Agree (B) Disagree (C) Neutral

Q.8 Do you feel valued for your contribution

(A) Agree (B) Disagree (C) Neutral

Q.9 when performance appraisal is made in the organization

(A) Monthly (B) Quarterly (C) Yearly (D) Others

Q.10 Who rates the performance

(A) Superior (B) Subordinates (C) Clients (D) All

Q.11 Do you think performance appraisal helps to change behavior of employees

(A) Yes (B) No

Q.12 Do you think performance appraisal helps people set and achieve meaning goals

(A) Yes (B) No

Q.13 I was given a job description and its contents were communicated to me

(A) Agree (B) Disagree (C) Neutral

Q.14 I underwent orientation, induction and training specific to my job and training specific to my job allocation

(A) Agree (B) Disagree (C) Neutral

Q.15 My training and development needs are met in the organization

(A) Agree (B) Disagree (C) Neutral

Q.16 My manager assists me in identifying my training and development needs

(A) Agree (B) Disagree (C) Neutral

Q.17 I receive timely communication from the organization

(A) Agree (B) Disagree (C) Neutral

Q.18 My reporting manager is supporting and assists me to solve my work-related problem.

(A) Agree (B) Disagree (C) Neutral

Q.19 The environment in and around my workplace is safe

(A) Agree (B) Disagree (C) Neutral

Q.20 I know the vision and value of the organization

(A) Agree (B) Disagree (C) Neutral