

**INTERNSHIP TRAINING**  
**AT**  
**ACTION CANCER HOSPITAL**

**A REPORT**  
**ON**  
**EMPLOYEE SATISFACTION LEVEL, 2018 OF HOSPITAL**

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| <b>S.NO</b> | <b>CONTENT</b>           | <b>PAGE NO</b> |
|-------------|--------------------------|----------------|
| 1           | Review of literature     | 6-11           |
| 2           | Introduction of hospital | 12-13          |
| 3           | Aim and objective        | 13             |
| 4           | Research Methodology     | 15-16          |
| 5           | Observations             | 16-37          |
| 6           | Discussion               | 38-40          |
| 7           | Recommendation           | 41             |
| 8           | References               | 42             |
| 9           | Annexure                 | 43-48          |

| <u>S.NO</u> | <u>CONTENT</u>  | <u>PAGE NO.</u> |
|-------------|---|-----------------|
| 1           | Overall score and percentage                                    | 16              |
| 2           | Cadre wise score  | 17              |
| 3           | Employee aware of policies and procedure of the organization    | 18              |
| 4           | Employee aware of their rights and responsibilities             | 19              |
| 5           | Employee satisfied with the working hours/shifts                | 20              |
| 6           | Their opinions are heard in the decision making'                | 21              |
| 7           | Feel part of team working towards shared goals                  | 22              |
| 8           | Feeling that their job is secured                               | 23              |
| 9           | Feel that they have better career opportunities in the hospital | 24              |
| 10          | Adequate training and development opportunities in hospital.    | 25              |
| 11.         | Environment in and around my workplace is safe and cordial.     | 26              |
| 12.         | Satisfied with the leave policy                                 | 27              |
| 13          | Satisfied with the medical benefits                             | 28              |
| 14          | Problem sharing with supervisor                                 | 29              |
| 15          | Supervisor is polite and supportive                             | 30              |
| 16          | Supervisor assists me to solve work related challenges          | 31              |
| 17          | Verbal praise from the supervisor when the job is done well     | 32              |
| 18          | Hospital provides with a learning environment                   | 33              |
| 19          | Looking for new job opportunities                               | 34              |
| 20          | Employee complaints are handled quickly and efficiently.        | 35              |
| 21          | Recommendations to friends, family for job in the hospital.     | 36              |
| 22          | Overall job satisfaction in the hospital                        | 37              |

## LIST OF GRAPH

| <u>S.NO</u> | <u>CONTENT</u>  | <u>PAGE NO.</u> |
|-------------|---|-----------------|
| 1           | Employee aware of policies and procedure of the organization    | 18              |
| 2           | Employee aware of their rights and responsibilities             | 19              |
| 3           | Employee satisfied with the working hours/shifts                | 20              |
| 4           | Their opinions are heard in the decision making'                | 21              |
| 5           | Feel part of team working towards shared goals                  | 22              |
| 6           | Feeling that their job is secured                               | 23              |
| 7           | Feel that they have better career opportunities in the hospital | 24              |
| 8           | Adequate training and development opportunities in hospital.    | 25              |
| 9           | Environment in and around my workplace is safe and cordial.     | 26              |
| 10          | Satisfied with the leave policy                                 | 27              |
| 11          | Satisfied with the medical benefits                             | 28              |
| 12          | Problem sharing with supervisor                                 | 29              |
| 13          | Supervisor is polite and supportive                             | 30              |
| 14          | Supervisor assists me to solve work related challenges          | 31              |
| 15          | Verbal praise from the supervisor when the job is done well     | 32              |
| 16          | Hospital provides with a learning environment                   | 33              |
| 17          | Looking for new job opportunities                               | 34              |
| 18          | Employee complaints are handled quickly and efficiently.        | 35              |
| 19          | Recommendations to friends, family for job in the hospital.     | 36              |
| 20          | Overall job satisfaction in the hospital                        | 37              |

# **REVIEW OF LITERATURE**

## **CHAPTER 1-INTRODUCTION**

Employee satisfaction is the terminology used to describe whether employees are happy and contented and fulfilling their desires and needs at work. Many measures purport that employee satisfaction is a factor in employee motivation, employee goal achievement, and positive employee morale in the workplace.

Employee satisfaction, while generally a positive in your organization, can also be a downer if mediocre employees stay because they are satisfied with your work environment.

Factors contributing to employee satisfaction include treating employees with respect, providing regular employee recognition, empowering employees, offering above industry-average benefits and compensation, providing employee perks and company activities, and positive management within a success framework of goals, measurements, and expectations.

Employee satisfaction is often measured by anonymous surveys administered periodically that gauge employee satisfaction.

## **BACKGROUND OF THE STUDY**

People management is an important aspect of organizational processes. This emanated from the recognition that the human resources of an organization and the organization itself are synonymous. A well-managed business organization normally considers the average employees as the primary source of productivity gains. These organizations consider employees rather than capital as the core foundation of the business and contributors to Australian Journal of Business and Management Research Vol.1 No.9 [113-123] December-2011 114 firm development. To ensure the achievement of firm goals, the organization creates an atmosphere of commitment and cooperation for its employees through policies that facilitate employee satisfaction. Satisfaction of human resource finds close links to highly motivated employees. Motivated employees then develop loyalty or commitment to the firm resulting to greater productivity and lower turnover rates. However, even with the widespread recognition of the importance of facilitating the relationship between job satisfaction and motivation in facilitating organizational commitment, there are varying perspectives on the means of doing this. The earliest strategy is to use wage increases to link job satisfaction and motivation to organizational commitment (Hill & Wiens-Tuers 2002). With the recognition that this is not enough to bring about motivation expressed in job satisfaction, other perspectives emerged giving particular importance to the training and skills development of employees (Woodruffe 2000) applied through the underlying principle of continuous organizational learning. Since this covers only an aspect of human

resource management, a holistic approach emerged that targets the development of a certain quality of employment life (Champion-Hughes 2001) that covers fair wages, benefits, other employment conditions, and career development to support the facilitation of motivation and job satisfaction directed towards organizational commitment. This means that achieving motivation and job satisfaction to develop organizational commitment is not simple or easy and works according to the context of individual firms. Although, there are best practices within industries, it is up to the individual organizations to determine which human resource strategies meet its needs and objectives. To determine the manner that individual industries develop and achieve organizational commitment through job satisfaction and motivation.

## **IMPORTANCE OF EMPLOYEE SATISFACTION**

Employee satisfaction is of utmost importance for employees to remain happy and also 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 joiners. 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 also 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.

### **Variables on which Employee Satisfaction Depends:**

Through review of literature, we can classify the variables in mainly 2 broad categories namely:-

1. Organizational Variables

2. Personal Variables

**1. Organizational Variables:** The organization determinants of employee satisfaction play a very important role. The employees spend major part of their time in organization so there are number of organizational variables that determine employee satisfaction of the employees. The employee satisfaction in the organization can be increased by organizing and managing the organizational variables or organizational factors.

Following these 10 variables comes in this category:-

1. **Organization Development** - Organizational development is an ongoing, systematic process to implement effective change in an organization. Its objective is to enable the organization in adopting-better to the fast-changing external environment of new markets, regulations, and technologies. It starts with a careful organization-wide analysis of the current situation and of the future requirements In other words we can say that Organization development is the process through which an organization develops the internal capacity to most efficiently and effectively provide its mission work and to sustain itself over the long term. This definition highlights the explicit connection between organizational development work and the achievement of organizational mission. Following these points come under this category:

- Brand of organization in business field and their comparison with leading competitors.
- Potential development of the organization

2. **Policies of Compensation and Benefits:** This is the most important variable for employee satisfaction. Compensation can be described as the amount of reward that a worker expects from the job. Employees should be satisfied with competitive salary packages and they should be satisfied with it when comparing their pay packets with those

of the outsiders who are working in the same industry. A feeling of satisfaction is felt by attaining fair and equitable rewards. Following these points come under this category:

- Wage and salary.
- Reward and penalties.

3. **Promotion and Career Development-**: Promotion can be reciprocated as a significant achievement in the life. It promises and delivers more pay, responsibility, authority, independence and status. So, the opportunity for promotion determines the degree of satisfaction to the employee. Following these points come under this category:

- Opportunity for promotion.
- Equal opportunity to grow despite being male or female.
- Training program.
- Opportunity for use skills and abilities.

4. **Job Satisfaction-** Job satisfaction is the favorableness or un-favorableness with which employees view their work. As with motivation, it is affected by the environment. Job satisfaction is impacted by job design. Jobs that are rich in positive behavioral elements- such as autonomy, task identity, task significance and feedback contribute to employees' satisfaction. Following these points come under this category:

- Job design
- Task identity
- Recognition
- Responsibility
- Empowerment
- Quantity of task
- Difficult level of task

5. **Job Security-** Job security is an employee's assurance or confidence that they will keep their current job. Employees with a high level of job security have a low probability of losing their job in the near future. Certain professions or employment opportunities inherently have better job security than others; job security is also affected by a worker's performance, success of the business and the current economic environment. Following these points come under this category:

- Facility of transfer
- Accessible / reasonable target Identification of Variables Affecting Employee Satisfaction and Their Impact on the Organization

6. **Working Environment & Condition:** Employees are highly motivated with good working conditions as they provide a feeling of safety, comfort and motivation. On contrary, poor working condition brings out a fear of bad health in employees. The more comfortable the working environment is more productive will be the employees. Following these points come under this category:

- Feeling safe and comfort in working environment.

- Tools and equipment.
- Working methods.
- Security guards and parking facility.
- Well ventilated with good light fans and air- conditioning.
- Neat and clean office place, rest area and washrooms. Fig. Types of Organizational Variable

7. **Relationship with Supervisor:** A good working relationship with your supervisor is essential since, at every stage, you need his or her professional input, constructive criticism, and general understanding. Following these points come under this category:

- Relationship with immediate supervisor.
- Communication between employees and senior management.
- Treatment to employee.

8. **Work Group:** There is a natural desire of human beings to interact with others and so existence of group in organization is a common observable fact. This characteristics result in formation of work group at the work place. Isolated workers dislike their job. The work groups make use of a remarkable influence on the satisfaction of employees. Following these points come under this category:

- Relationship with the group members.
- Group dynamics
- Group cohesiveness
- Need for affiliation.

Other factors Leadership Style Work Group Relationship with supervisor Working environment and condition Job security Job Satisfaction Promotion and career development Policies of compensation and benefit Organization development Organization Variables Identification of Variables Affecting Employee Satisfaction and Their Impact on the Organization

9. **Leadership Styles:** The satisfaction level on the job can be determined by the leadership style. Employee satisfaction is greatly enhanced by democratic style of leadership. It is because democratic leaders promote friendship, respect and warmth relationship among the employees. On contrary, employees working under authoritarian and dictatorial leaders express low level of employee satisfaction. Following these points come under this category:

- Prefer democratic style of leadership
- Friendship, respect and warmth relationship. .

10. **Other Factors:** There are some other important variables which affect the level of employee satisfaction in organization. Following these points come under this category:

- Group outgoing (feel like a part of family).
- Encouragement and feedback.
- Use of internet and other technology for doing job.

**2. Personal Variables:** The personal determinants also help a lot in maintaining the motivation and personal factors of the employees to work effectively and efficiently. Employee satisfaction can be related to psychological factors and so numbers of personal variables determine the employee satisfaction of the employees. Following these 5 variables comes in this category:-

1. **Personality:** The personality of an individual can be determined by observing his individual psychological condition. The factors that determine the satisfaction of individual and his psychological conditions is perception, attitude and learning. Following these points come under this category:

- Competencies and personality of employee are suitable for job.
- Perception, attitudes and learning of employee.

2. **Expectation:** The expectation level of employees affects their satisfaction level. If one receives more outcome than expected then he will be highly satisfied and vice-versa. Following these points come under this category:

- Expectation of employee from the job.

3. **Age:** Age can be described as noteworthy determinants of employee satisfaction. It is because younger age employees possessing higher energy levels are likely to be having more employee satisfaction than older age employees. Following these points come under this category:

- Young employees possessing high energy level so feeling more satisfied.
- Old employees resist accepting new techniques. Gender Education Age Expectation Personality Personal Variables Identification of Variables Affecting Employee Satisfaction and Their Impact on the Organization.

4. **Education:** Education plays a significant determinant of employee satisfaction as it provides an opportunity for developing one's personality. Education develops and improvises individual wisdom and evaluation process. The highly educated employees can understand the situation and assess it positively as they possess persistence, rationality and thinking power.

- Highly educated employees possess rationality and thinking power.
- Education develops individual wisdom and evaluation process.

5. **Gender Differences:** The gender and race of the employees plays important determinants of employee satisfaction Women, the fairer sex, are more likely to be satisfied than their counterpart even if they are employed in same job. Following these points come under this category:

- Generally women are more likely to be satisfied than men.

## **CHAPTER 2- INTRODUCTION OF HOSPITAL**

The institute has been prompted by Lala Munni Lal Mange Ram Charitable Trust of Action Group and Companies. The chairman of the trust Lala Mange Ram Aggarwal, a great philanthropist has a strong desire to build a hospital for the service of mankind.

### **VISION**

To become one of the leading cancer hospitals in North India with aim for healing with human touch.

### **MISSION**

To provide world-class affordable cancer treatment to all the sections of the society with a humanitarian touch, whilst maintaining high standards of ethical practices and professional competency with emphasis on education and research.

### **QUALITY**

We are committed to improve the health and satisfaction level of our patients by ensuring continual improvement by:

- Providing high quality of care according to health needs of the patients.
- Facilitating patient satisfaction by service and ensuring the dignity and rights of the patients.
- Providing safe and conducive environment for staff.
- Providing basic and continuing education for staff.
- Ensuring accountable, consultative and transparent management process.

### **ACCREDITATION**

NABH and NABL

### **SPECIALITIES**

|                                |                                      |                   |   |
|--------------------------------|--------------------------------------|-------------------|---|
| Medical oncology               | Pediatrics<br>Hematology<br>Oncology | Surgical Oncology | Gynae Oncology                            |
| Ortho Oncology                 | Radiation Oncology                   | Neuro Oncology    | Plastic Surgery                           |
| Nuclear Medicine<br>And PET CT | Anesthesia                           | Radiology         | Action Holistic and<br>Naturopathy Clinic |

### **SERVICES AND FACILITIES**

|                    |                    |            |                  |
|--------------------|--------------------|------------|------------------|
| Radiology Services | Ambulance Services | Blood Bank | Support Services |
|--------------------|--------------------|------------|------------------|

## **CHAPTER 4-AIM AND OBJECTIVES**

### **AIM**

To conduct an employee Satisfaction survey in Action Cancer Hospital, New Delhi for the year 2017

### **OBJECTIVE**

1) To determine the overall job satisfaction level of employee in Action Cancer Hospital, New Delhi for the year 2017.

### **RESEARCH METHODOLOGY**

Methodology is an inevitable part of research as it defines the framework of the research and provides the necessary guidelines for the research .Methodology defines the course of research procedures .Methodology provides a track of research to process.

### **RESEARCH DESIGN**

The present study is a quantitative observational and cross sectional study.

Quantitative research is a scientific research which produce finding with the dealing of numbers .The present study aims to explore the satisfaction level which fits it in the quantitative research design.

Classification of employee under 4 categories:

#### **NURSING**

Nursing supervisor, Assistant Nursing Supervisor, Staff Nurses.

#### **NON MEDICAL:**

Accounts, Billing, Panel ,Front Office, Purchase ,General Administration, MRD, General store, Medical Store.

#### **PARAMEDICAL:**

Laboratory staff, Technicians of OT, Nuclear Medicine, Radiology

#### **MEDICAL:**

Medical officers

## SOURCE OF DATA COLLECTION

The data was collected through structured questionnaire. The questions were designed in an easily understandable manner that the respondents may not have any difficulty in answering them.

### SAMPLING DESIGN:

- a) Sampling Technique: Stratified Random Sampling
- b) Sample Size: 170
- c) Response Rate: 70.8 % (170 of 240 available employees of the hospital responded)
- d) Sampling Universe: The target population for this study comprised employee of Action Cancer Hospital

### **DATA COLLECTION TOOLS:**

| SCORE | DEPICTION         |
|-------|-------------------|
| 5     | Strongly Agree    |
| 4     | Agree             |
| 3     | Neutral           |
| 2     | Disagree          |
| 1     | Strongly Disagree |

| <i>Overall Score</i> | <i>Satisfaction Level</i> |
|----------------------|---------------------------|
| <60                  | Poor                      |
| 60-70                | Average                   |
| 71-80                | Good                      |
| 81-90                | Very Good                 |
| 91>                  | Excellent                 |

**DURATION OF STUDY:** 8 weeks

## CHAPTER 6-RESULTS

According to the scaling tool used, the maximum score could be 100 as there are 20 questions and minimum score could be 20. On the basis of that the following findings are obtained.

### OVERALL SCORE AND PERCENTAGE

| Level of satisfaction      | Range of score | Frequency | Percentage |
|----------------------------|----------------|-----------|------------|
| Good, very good, excellent | 71-100         | 116       | 68.2%      |
| Average                    | 61-70          | 31        | 18.3%      |
| Poor                       | Less than 60   | 23        | 13.5%      |
| <b>Total</b>               | <b>170</b>     |           |            |

### PICTORIAL REPRESENTATION PIE CHART



### Interpretation

The pictorial representation depicts that 68.2% of all employees have good, very good an excellent overall score and are more satisfied with their job. 18.3% of employees have average overall score and 13.5% have poor overall score.

## CADRE WIDE AND SCORE TABULATION

|                    | Poor<br>(less than<br>60) | Average<br>(60-70) | Good ,Very<br>Good and<br>Excellent(71-<br>100) | Total |
|--------------------|---------------------------|--------------------|---|-------|
| <b>Medical</b>     | 14.28%                    | 14.28%             | 71.4%   | 7     |
| <b>Nonmedical</b>  | 12.7%                     | 25.4%              | 61.8%   | 55    |
| <b>Paramedical</b> | 26.9%                     | 3.8%               | 69.2%   | 26    |
| <b>Nursing</b>     | 3.6%                      | 10.9%              | 85.4%   | 82    |
| <b>Total</b>       |                           |                    |   | 170   |

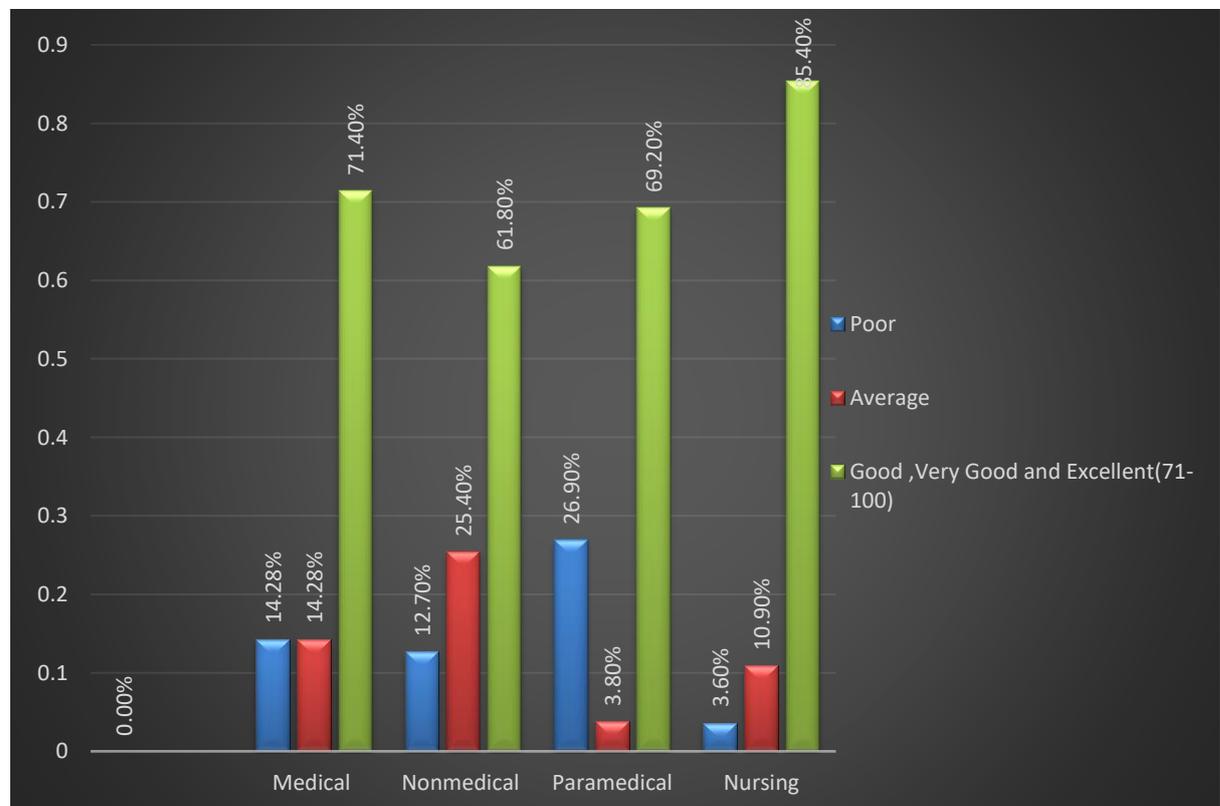
### INTERPRETATION

61.8% of non-medical staff has good, very good and excellent overall score.

71.8% of medical staff has good, very good and excellent overall score.

85.4% of nursing staffs has good, very good and excellent overall score

69.2% of paramedical staff has good very good and excellent overall score.



**Table1: Employee aware of policies and procedures of the organization.**

|                          | MEDICAL  | NON MEDICAL | PARAMEDICAL | NURSING   |
|--------------------------|----------|-------------|-------------|-----------|
| <b>STRONGLY AGREE</b>    | 3        | 9           | 5           | 32        |
| <b>AGREE</b>             | 3        | 43          | 15          | 46        |
| <b>NEUTRAL</b>           | 0        | 3           | 4           | 1         |
| <b>DISAGREE</b>          | 1        | 0           | 2           | 2         |
| <b>STRONGLY DISAGREE</b> | 0        | 0           | 0           | 1         |
| <b>TOTAL</b>             | <b>7</b> | <b>55</b>   | <b>26</b>   | <b>82</b> |

|                 | MEDICAL | NON MEDICAL | PARAMEDICAL | NURSING |
|-----------------|---------|-------------|-------------|---------|
| <b>AGREE</b>    | 85.7%   | 94.5%       | 76.9%       | 95.12%  |
| <b>NEUTRAL</b>  | 0%      | 5.45%       | 15.3%       | 1.2%    |
| <b>DISAGREE</b> | 14.28%  | 0%          | 7.7%        | 3.7%    |

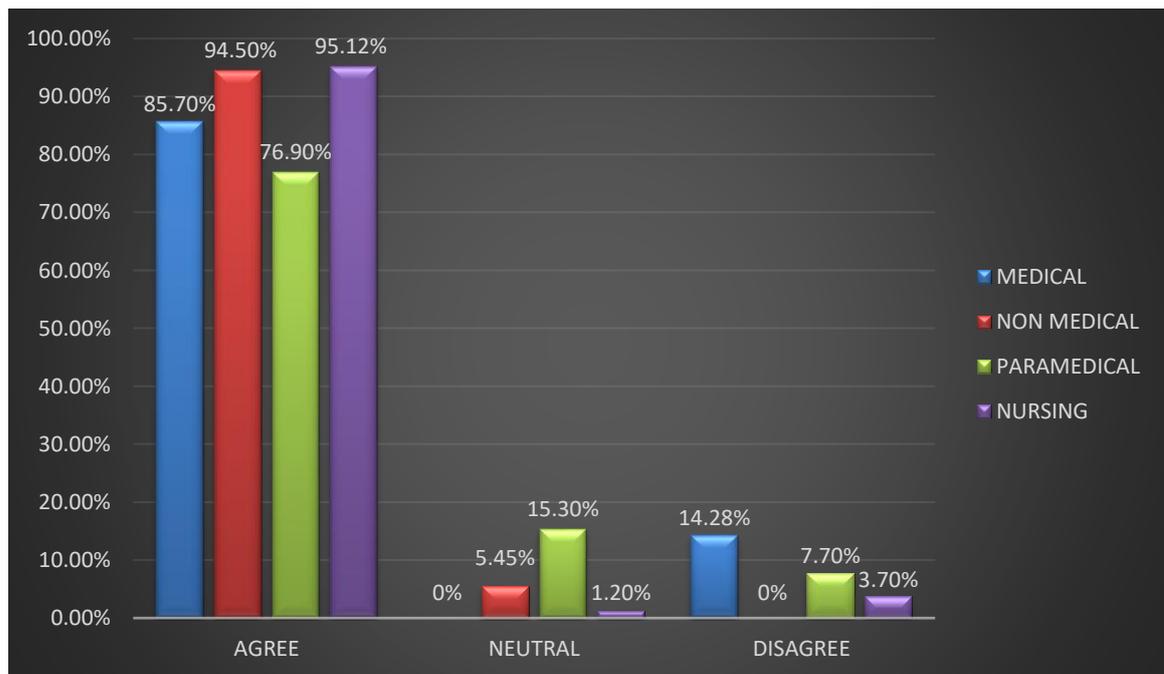
**INTERPRETATION**

85.7% of medical profession agreed to question.

94.5% of non-medical profession agreed to question.

76.9% of paramedical profession agreed to question.

95.12% of nursing profession agreed to question.



**TABLE2: Employee aware of their rights and responsibilities.**

|                          | MEDICAL | NON MEDICAL | PARAMEDICAL | NURSING   |
|--------------------------|---------|-------------|-------------|-----------|
| <b>STRONGLY AGREE</b>    | 3       | 15          | 9           | 43        |
| <b>AGREE</b>             | 3       | 37          | 15          | 34        |
| <b>NEUTRAL</b>           | 0       | 3           | 2           | 5         |
| <b>DISAGREE</b>          | 1       | 0           | 0           | 0         |
| <b>STRONGLY DISAGREE</b> | 0       | 0           | 0           | 0         |
| <b>TOTAL</b>             |         | <b>55</b>   | <b>26</b>   | <b>82</b> |

|                 | MEDICAL | NON MEDICAL | PARAMEDICAL | NURSING |
|-----------------|---------|-------------|-------------|---------|
| <b>AGREE</b>    | 85.7%   | 94.5%       | 92.3%       | 93.9%   |
| <b>NEUTRAL</b>  | 0%      | 5.4%        | 7.7%        | 6%      |
| <b>DISAGREE</b> | 14.28%  | 0%          | 0%          | 0%      |

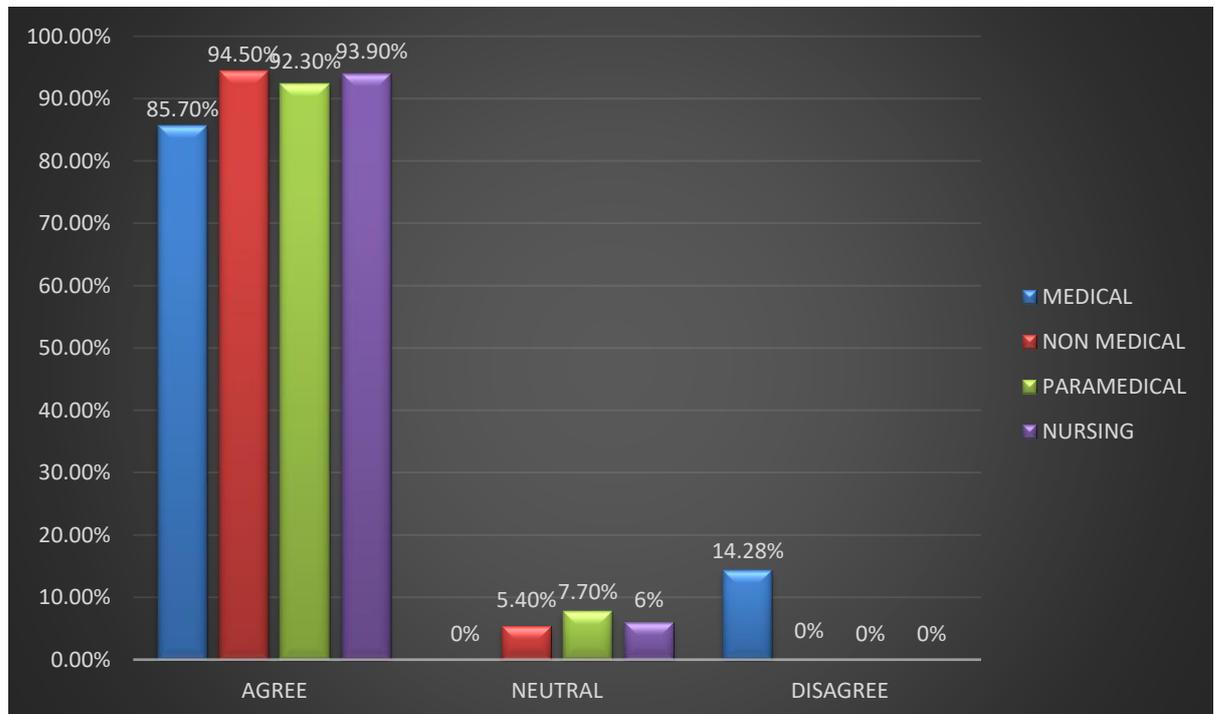
**INTERPRETATION**

85.7% of medical profession agreed to question.

94.5% of non-medical profession agreed to question.

92.3% of paramedical profession agreed to question.

93.9% of nursing profession agreed to question.



**TABLE3: Employee satisfied with the working hours.**

|                          | MEDICAL  | NON MEDICAL | PARAMEDICAL | NURSING   |
|--------------------------|----------|-------------|-------------|-----------|
| <b>STRONGLY AGREE</b>    | 4        | 11          | 6           | 29        |
| <b>AGREE</b>             | 1        | 33          | 10          | 41        |
| <b>NEUTRAL</b>           | 1        | 6           | 8           | 7         |
| <b>DISAGREE</b>          | 1        | 2           | 2           | 5         |
| <b>STRONGLY DISAGREE</b> | 0        | 0           | 1           | 1         |
| <b>TOTAL</b>             | <b>7</b> | <b>52</b>   | <b>27</b>   | <b>83</b> |

|                 | MEDICAL | NON MEDICAL | PARAMEDICAL | NURSING |
|-----------------|---------|-------------|-------------|---------|
| <b>AGREE</b>    | 71.4%   | 84.6%       | 59.2%       | 84.3%   |
| <b>NEUTRAL</b>  | 14.2%   | 11.5%       | 29.6%       | 8.4%    |
| <b>DISAGREE</b> | 14.2%   | 3.8%        | 3.7%        | 1.2%    |

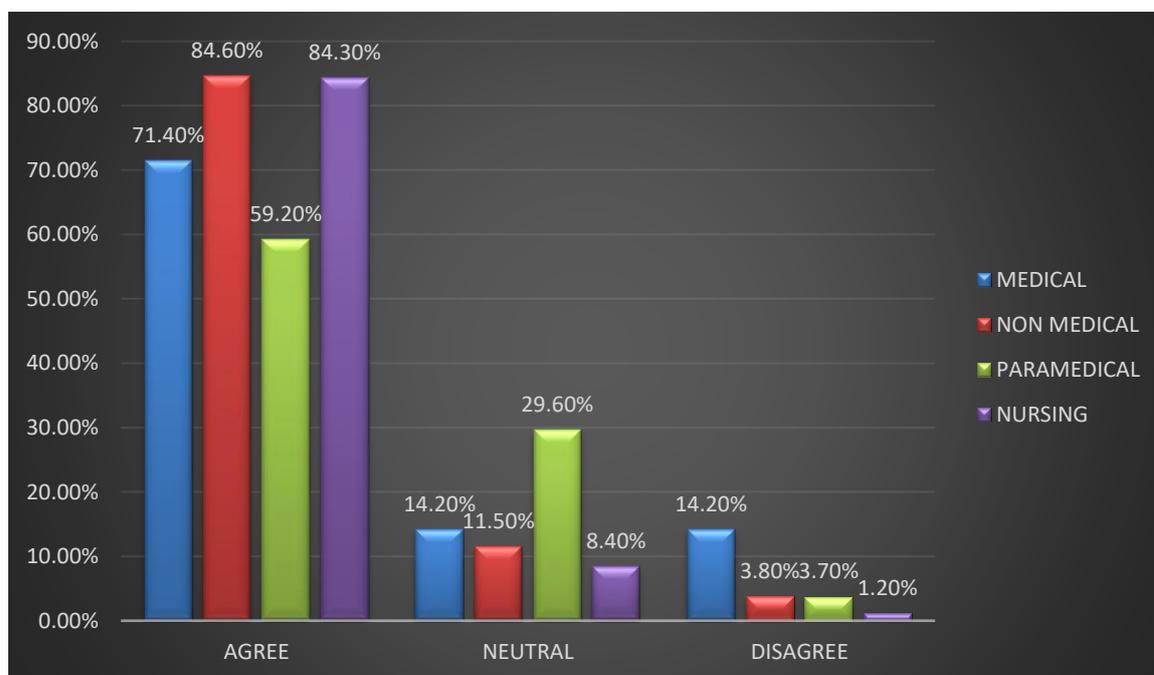
**INTERPRETATION**

71.4% of medical profession agreed to question.

84.6% of non-medical profession agreed to question.

29.6% of paramedical profession agreed to question.

3.7% of nursing profession agreed to question.



**TABLE 4: Employee feels that their opinions are heard in decision making process**

|                          | MEDICAL  | NON MEDICAL | PARAMEDICAL | NURSING   |
|--------------------------|----------|-------------|-------------|-----------|
| <b>STRONGLY AGREE</b>    | 1        | 6           | 6           | 9         |
| <b>AGREE</b>             | 3        | 24          | 8           | 48        |
| <b>NEUTRAL</b>           | 1        | 13          | 6           | 11        |
| <b>DISAGREE</b>          | 2        | 9           | 5           | 13        |
| <b>STRONGLY DISAGREE</b> | 0        | 0           | 2           | 1         |
| <b>TOTAL</b>             | <b>7</b> | <b>52</b>   | <b>27</b>   | <b>82</b> |

|                 | MEDICAL | NON MEDICAL | PARAMEDICAL | NURSING |
|-----------------|---------|-------------|-------------|---------|
| <b>AGREE</b>    | 57.1%   | 57.6%       | 51.8%       | 69.5%   |
| <b>NEUTRAL</b>  | 14.28%  | 25%         | 22.2%       | 13.4%   |
| <b>DISAGREE</b> | 28.5%   | 17.3%       | 25.9%       | 17.07%  |

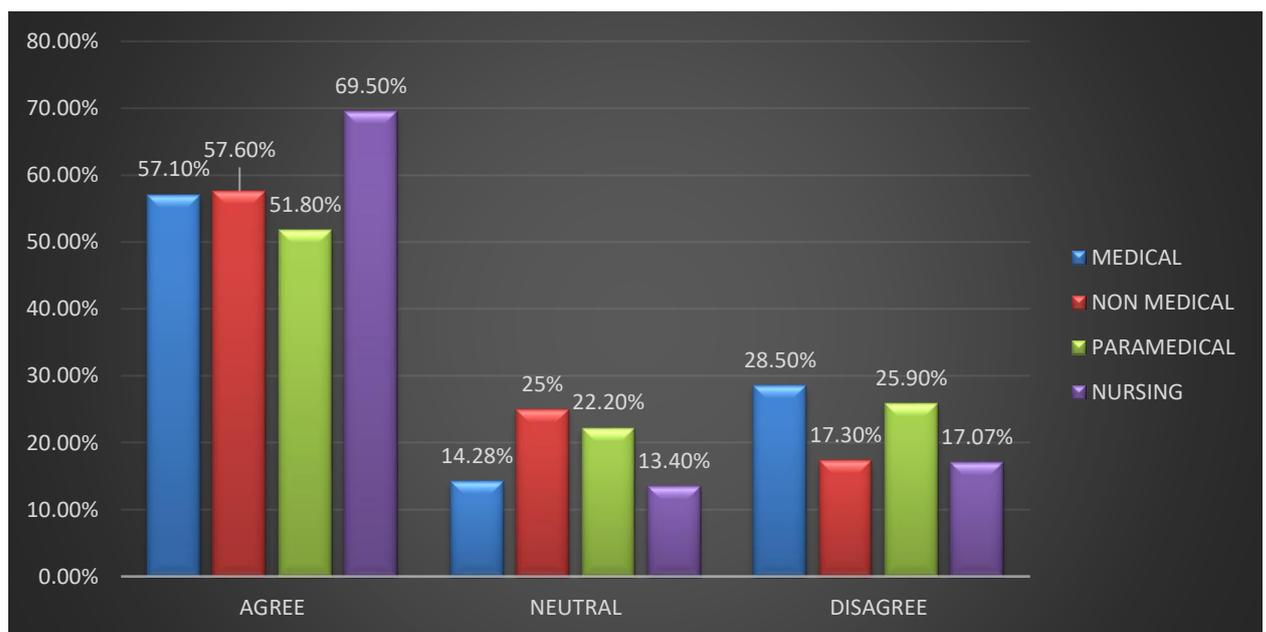
**INTERPRETATION**

57.1% of medical profession agreed to question.

57.6% of non-medical profession agreed to question.

51.8% of paramedical profession agreed to question.

69.5% of nursing profession agreed to question.



**TABLE 5: Employee feels part of team working towards shared goals**

|                          | MEDICAL  | NON MEDICAL | PARAMEDICAL | NURSING   |
|--------------------------|----------|-------------|-------------|-----------|
| <b>STRONGLY AGREE</b>    | 4        | 10          | 7           | 33        |
| <b>AGREE</b>             | 1        | 30          | 14          | 46        |
| <b>NEUTRAL</b>           | 2        | 8           | 3           | 1         |
| <b>DISAGREE</b>          | 0        | 4           | 3           | 2         |
| <b>STRONGLY DISAGREE</b> | 0        | 0           | 0           | 0         |
| <b>TOTAL</b>             | <b>7</b> | <b>52</b>   | <b>27</b>   | <b>82</b> |

|                 | MEDICAL | NON MEDICAL | PARAMEDICAL | NURSING |
|-----------------|---------|-------------|-------------|---------|
| <b>AGREE</b>    | 71.14%  | 76.9%       | 77.7%       | 96.3%   |
| <b>NEUTRAL</b>  | 28.57%  | 15.3%       | 11.1%       | 1.2%    |
| <b>DISAGREE</b> | 0       | 7.7%        | 11.1%       | 2.4%    |

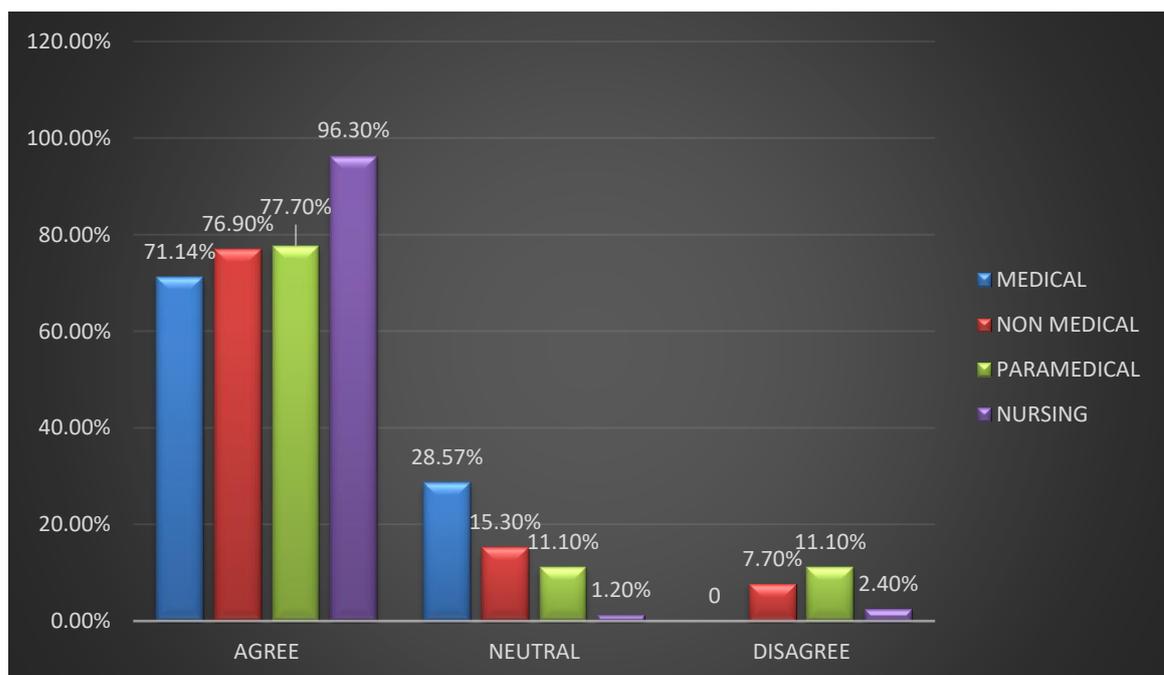
**INTERPRETATION**

71.14% of medical profession agreed to question.

76.9% of non-medical profession agreed to question.

11.1% of paramedical profession agreed to question.

96.3% of nursing profession agreed to question.



**TABLE 6: Employees feel that their job is secured**

|                          | MEDICAL  | NON MEDICAL | PARAMEDICAL | NURSING   |
|--------------------------|----------|-------------|-------------|-----------|
| <b>STRONGLY AGREE</b>    | 2        | 3           | 6           | 25        |
| <b>AGREE</b>             | 1        | 24          | 12          | 49        |
| <b>NEUTRAL</b>           | 3        | 15          | 4           | 3         |
| <b>DISAGREE</b>          | 0        | 7           | 3           | 4         |
| <b>STRONGLY DISAGREE</b> | 0        | 3           | 2           | 1         |
| <b>TOTAL</b>             | <b>7</b> | <b>52</b>   | <b>27</b>   | <b>82</b> |

|                 | MEDICAL | NON MEDICAL | PARAMEDICAL | NURSING |
|-----------------|---------|-------------|-------------|---------|
| <b>AGREE</b>    | 42.85%  | 52%         | 66.6%       | 90.2%   |
| <b>NEUTRAL</b>  | 42.85%  | 28.8%       | 14.8%       | 3.6%    |
| <b>DISAGREE</b> | 0%      | 19.2%       | 18.5%       | 6.09%   |

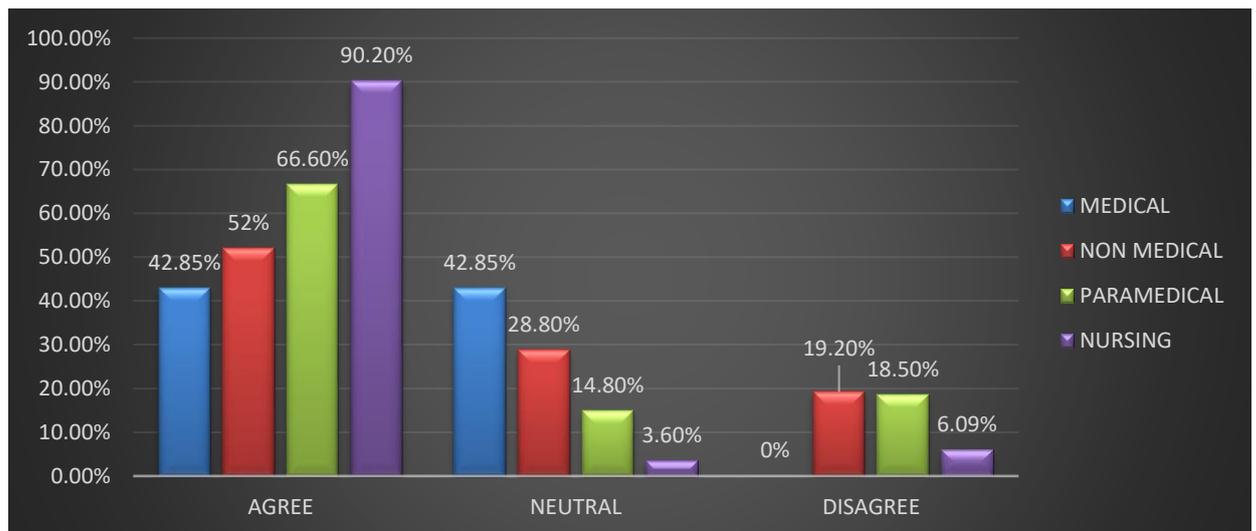
**INTERPRETATION**

42.85% of medical profession agreed to question.

52% of non-medical profession agreed to question.

66.6% of paramedical profession agreed to question.

90.2% of nursing profession agreed to question.



**TABLE 7: Employee feels that they have better career opportunities in this hospital**

|                          | MEDICAL  | NON MEDICAL | PARAMEDICAL | NURSING   |
|--------------------------|----------|-------------|-------------|-----------|
| <b>STRONGLY AGREE</b>    | 2        | 7           | 6           | 18        |
| <b>AGREE</b>             | 2        | 23          | 13          | 43        |
| <b>NEUTRAL</b>           | 3        | 12          | 1           | 13        |
| <b>DISAGREE</b>          | 0        | 9           | 6           | 7         |
| <b>STRONGLY DISAGREE</b> | 0        | 1           | 1           | 1         |
| <b>TOTAL</b>             | <b>7</b> | <b>52</b>   | <b>27</b>   | <b>82</b> |

|                 | MEDICAL | NON MEDICAL | PARAMEDICAL | NURSING |
|-----------------|---------|-------------|-------------|---------|
| <b>AGREE</b>    | 57.14%  | 57.6%       | 70.3%       | 74.3%   |
| <b>NEUTRAL</b>  | 42.85%  | 23%         | 3.7%        | 15.8%   |
| <b>DISAGREE</b> | 0       | 19%         | 25.9%       | 9.7%    |

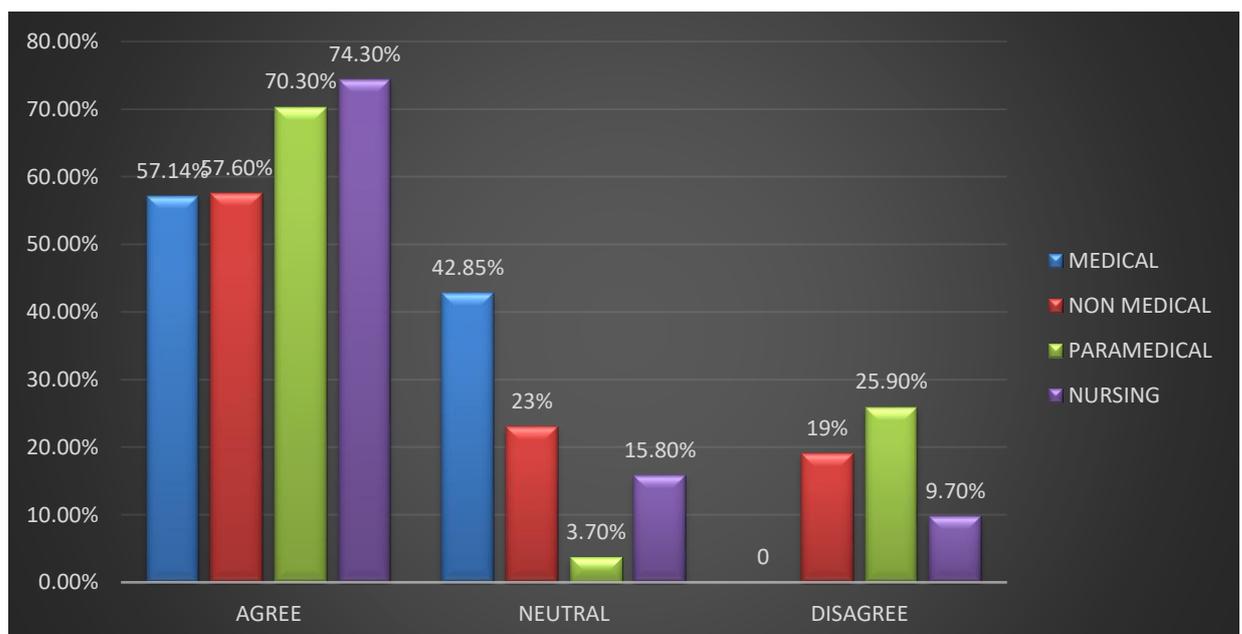
**INTERPRETATION**

57.14% of medical profession agreed to question.

57.6% of non-medical profession agreed to question.

70.3% of paramedical profession agreed to question.

74.3% of nursing profession agreed to question.



**TABLE 8: Adequate training and development opportunities in the hospital**

|                          | MEDICAL  | NON MEDICAL | PARAMEDICAL | NURSING   |
|--------------------------|----------|-------------|-------------|-----------|
| <b>STRONGLY AGREE</b>    | 3        | 5           | 3           | 35        |
| <b>AGREE</b>             | 2        | 31          | 13          | 34        |
| <b>NEUTRAL</b>           | 1        | 10          | 4           | 7         |
| <b>DISAGREE</b>          | 1        | 5           | 7           | 6         |
| <b>STRONGLY DISAGREE</b> | 0        | 1           | 0           | 0         |
| <b>TOTAL</b>             | <b>7</b> | <b>52</b>   | <b>27</b>   | <b>82</b> |

|                 | MEDICAL | NON MEDICAL | PARAMEDICAL | NURSING |
|-----------------|---------|-------------|-------------|---------|
| <b>AGREE</b>    | 71.42%  | 69.2%       | 59.2%       | 84.14%  |
| <b>NEUTRAL</b>  | 14.28%  | 19.2%       | 14.8%       | 8.5%    |
| <b>DISAGREE</b> | 14.28%  | 1.9%        | 0           | 0       |

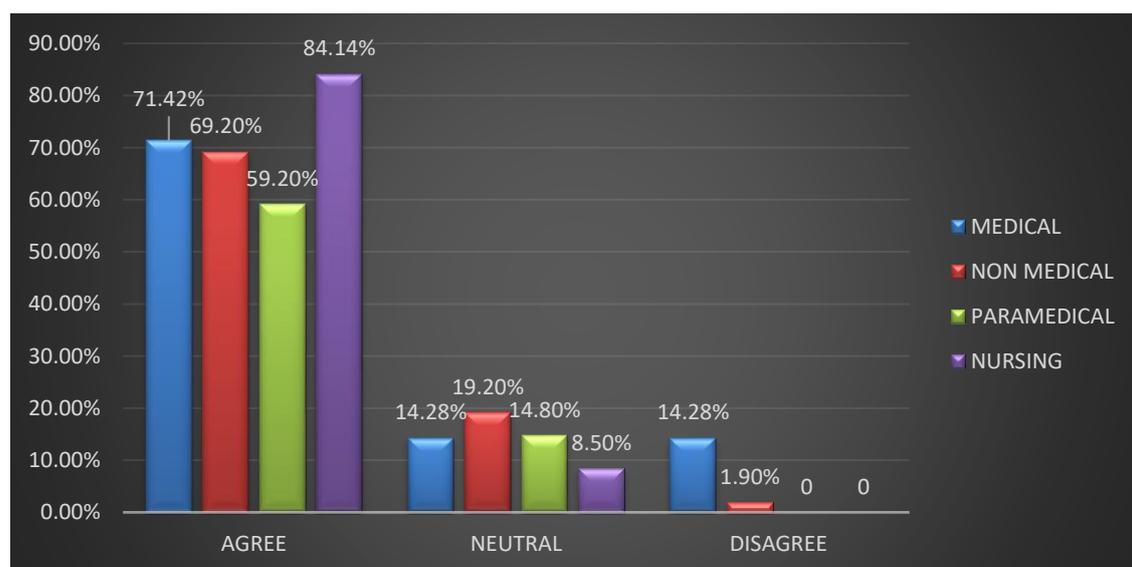
**INTERPRETATION**

71.42% of medical profession agreed to question.

69.2% of non-medical profession agreed to question.

59.2% of paramedical profession agreed to question.

84.14% of nursing profession agreed to question.



**TABLE 9: Environment in and around my work place is safe and cordial**

|                          | MEDICAL  | NON MEDICAL | PARAMEDICAL | NURSING   |
|--------------------------|----------|-------------|-------------|-----------|
| <b>STRONGLY AGREE</b>    | 4        | 10          | 4           | 31        |
| <b>AGREE</b>             | 2        | 33          | 17          | 43        |
| <b>NEUTRAL</b>           | 0        | 7           | 3           | 5         |
| <b>DISAGREE</b>          | 1        | 2           | 2           | 0         |
| <b>STRONGLY DISAGREE</b> | 0        | 0           | 1           | 0         |
| <b>TOTAL</b>             | <b>7</b> | <b>52</b>   | <b>27</b>   | <b>82</b> |

|                 | MEDICAL | NON MEDICAL | PARAMEDICAL | NURSING |
|-----------------|---------|-------------|-------------|---------|
| <b>AGREE</b>    | 85.7%   | 82.6%       | 77.7%       | 90.2%   |
| <b>NEUTRAL</b>  | 0%      | 13.5%       | 11.1%       | 6.1%    |
| <b>DISAGREE</b> | 14.28%  | 3.8%        | 11.11%      | 0       |

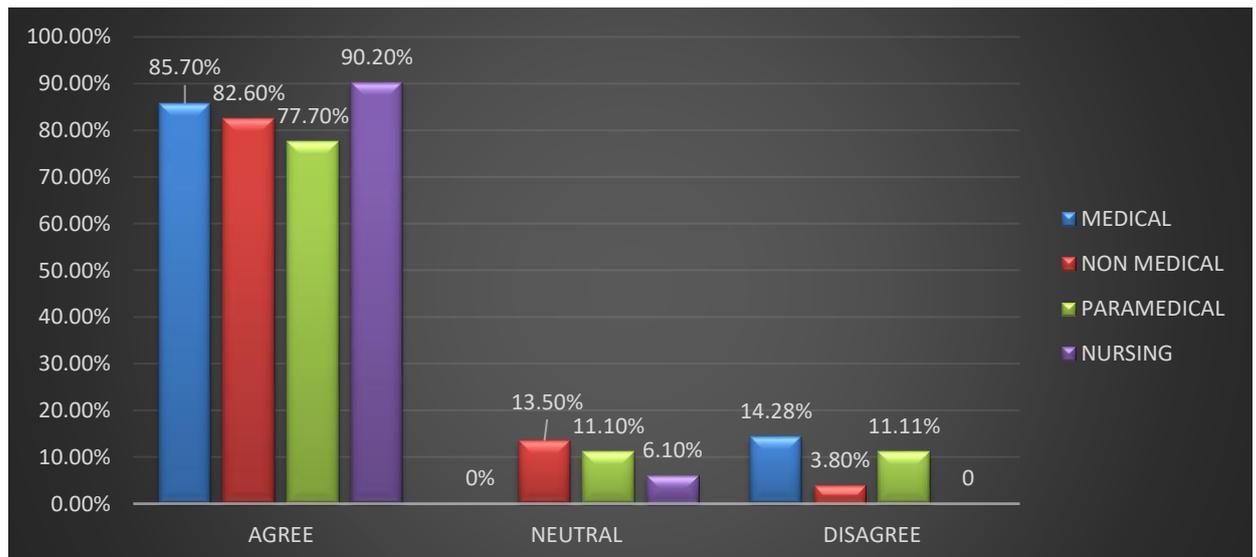
**INTERPRETATION**

85.7% of medical profession agreed to question.

82.6% of non-medical profession agreed to question.

77.7% of paramedical profession agreed to question.

90.2% of nursing profession agreed to question.



**TABLE10: Satisfied with the leave policy.**

|                          | MEDICAL  | NON MEDICAL | PARAMEDICAL | NURSING   |
|--------------------------|----------|-------------|-------------|-----------|
| <b>STRONGLY AGREE</b>    | 2        | 11          | 4           | 24        |
| <b>AGREE</b>             | 2        | 27          | 14          | 40        |
| <b>NEUTRAL</b>           | 2        | 6           | 1           | 12        |
| <b>DISAGREE</b>          | 0        | 4           | 6           | 5         |
| <b>STRONGLY DISAGREE</b> | 1        | 4           | 2           | 1         |
| <b>TOTAL</b>             | <b>7</b> | <b>52</b>   | <b>27</b>   | <b>82</b> |

|                 | MEDICAL | NON MEDICAL | PARAMEDICAL | NURSING |
|-----------------|---------|-------------|-------------|---------|
| <b>AGREE</b>    | 57.14%  | 73.1%       | 45%         | 78.1%   |
| <b>NEUTRAL</b>  | 28.57%  | 11.5%       | 3.7%        | 14.6%   |
| <b>DISAGREE</b> | 14.28%  | 15.4%       | 29.6%       | 7.3%    |

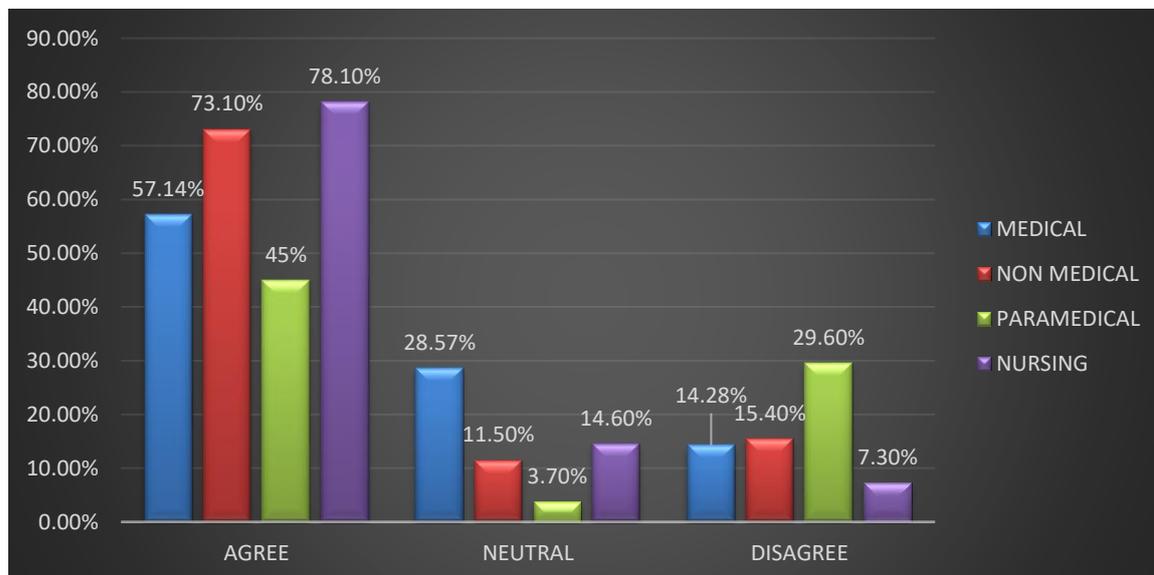
**INTERPRETATION**

57.14% of medical profession agreed to question.

73.1% of non-medical profession agreed to question.

45% of paramedical profession agreed to question.

78.1% nursing profession agreed to question.



**TABLE 11: Satisfied with the medical benefits.**

|                          | MEDICAL  | NON MEDICAL | PARAMEDICAL | NURSING   |
|--------------------------|----------|-------------|-------------|-----------|
| <b>STRONGLY AGREE</b>    | 2        | 8           | 9           | 28        |
| <b>AGREE</b>             | 2        | 26          | 15          | 40        |
| <b>NEUTRAL</b>           | 2        | 11          | 0           | 11        |
| <b>DISAGREE</b>          | 0        | 6           | 3           | 2         |
| <b>STRONGLY DISAGREE</b> | 1        | 1           | 0           | 1         |
| <b>TOTAL</b>             | <b>7</b> | <b>52</b>   | <b>27</b>   | <b>82</b> |

|                 | MEDICAL | NON MEDICAL | PARAMEDICAL | NURSING |
|-----------------|---------|-------------|-------------|---------|
| <b>AGREE</b>    | 57.14%  | 65.4%       | 88.8%       | 82.9%   |
| <b>NEUTRAL</b>  | 28.57%  | 21.1%       | 0           | 13.4%   |
| <b>DISAGREE</b> | 14.28%  | 13.4%       | 11.1%       | 3.6%    |

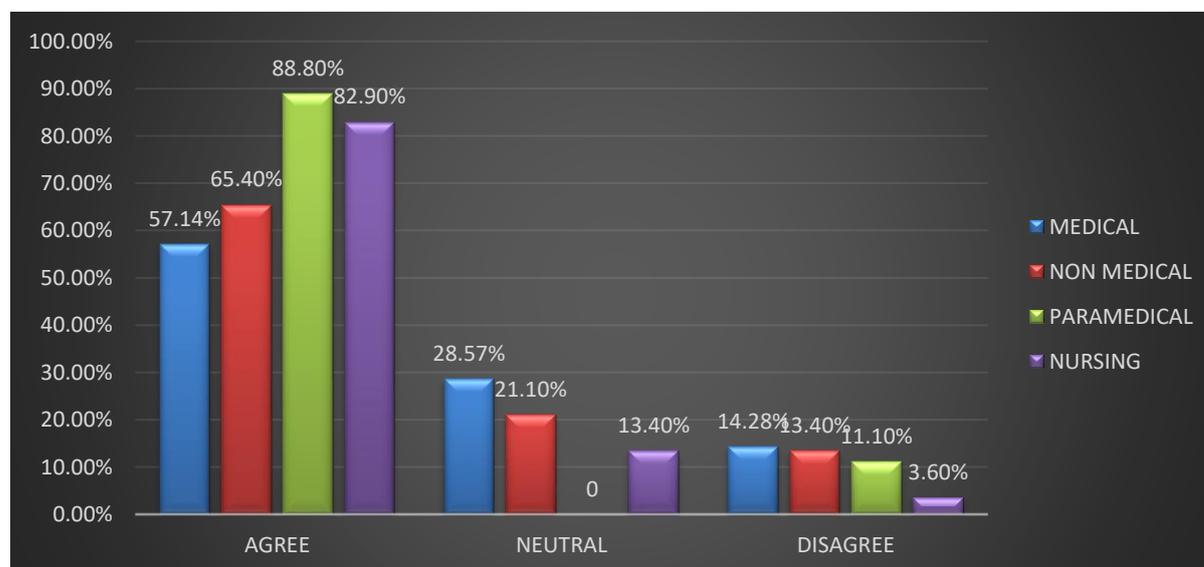
**INTERPRETATION**

57.14% of medical profession agreed to question.

65.4% of non-medical profession agreed to question.

88.8% of paramedical profession agreed to question.

82.9% of nursing profession agreed to question.



**TABLE 12: Share their problems with their supervisor.**

|                          | MEDICAL  | NON MEDICAL | PARAMEDICAL | NURSING   |
|--------------------------|----------|-------------|-------------|-----------|
| <b>STRONGLY AGREE</b>    | 2        | 16          | 7           | 25        |
| <b>AGREE</b>             | 3        | 25          | 13          | 39        |
| <b>NEUTRAL</b>           | 2        | 7           | 4           | 12        |
| <b>DISAGREE</b>          | 0        | 4           | 1           | 5         |
| <b>STRONGLY DISAGREE</b> | 0        | 0           | 2           | 1         |
| <b>TOTAL</b>             | <b>7</b> | <b>52</b>   | <b>27</b>   | <b>82</b> |

|                 | MEDICAL | NON MEDICAL | PARAMEDICAL | NURSING |
|-----------------|---------|-------------|-------------|---------|
| <b>AGREE</b>    | 71.42%  | 78.8%       | 74%         | 64%     |
| <b>NEUTRAL</b>  | 28.5%   | 13.4%       | 14.8%       | 14.6%   |
| <b>DISAGREE</b> | 0%      | 7.6%        | 11.1%       | 7.3%    |

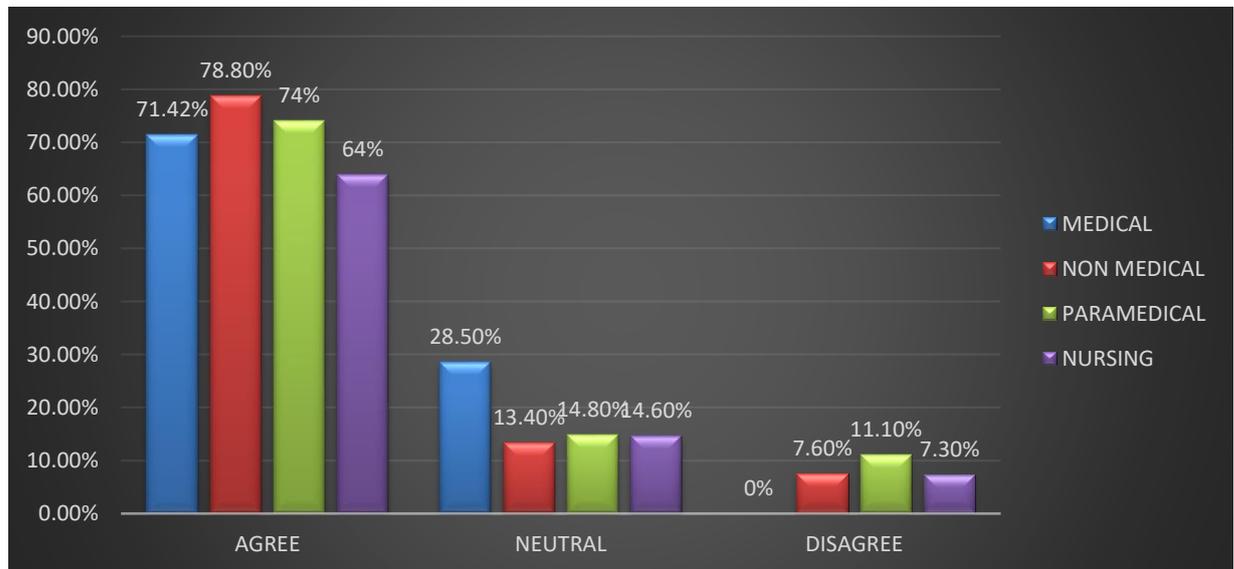
**INTERPRETATION**

71.42% of medical profession agreed to question.

78.8% of non-medical profession agreed to question.

74% of paramedical profession agreed to question.

64% of nursing profession agreed to question.



**TABLE 13: Supervisor is supportive and0 polite**

|                          | MEDICAL  | NON MEDICAL | PARAMEDICAL | NURSING   |
|--------------------------|----------|-------------|-------------|-----------|
| <b>STRONGLY AGREE</b>    | 1        | 16          | 8           | 32        |
| <b>AGREE</b>             | 3        | 25          | 11          | 38        |
| <b>NEUTRAL</b>           | 2        | 10          | 5           | 9         |
| <b>DISAGREE</b>          | 1        | 0           | 1           | 3         |
| <b>STRONGLY DISAGREE</b> | 0        | 1           | 2           | 0         |
| <b>TOTAL</b>             | <b>7</b> | <b>52</b>   | <b>27</b>   | <b>82</b> |

|                 | MEDICAL | NON MEDICAL | PARAMEDICAL | NURSING |
|-----------------|---------|-------------|-------------|---------|
| <b>AGREE</b>    | 57.14%  | 78.8%       | 70.3%       | 85.3%   |
| <b>NEUTRAL</b>  | 28.57%  | 19.2%       | 18.5%       | 10.9%   |
| <b>DISAGREE</b> | 14.28%  | 1.9%        | 11.1%       | 3.6%    |

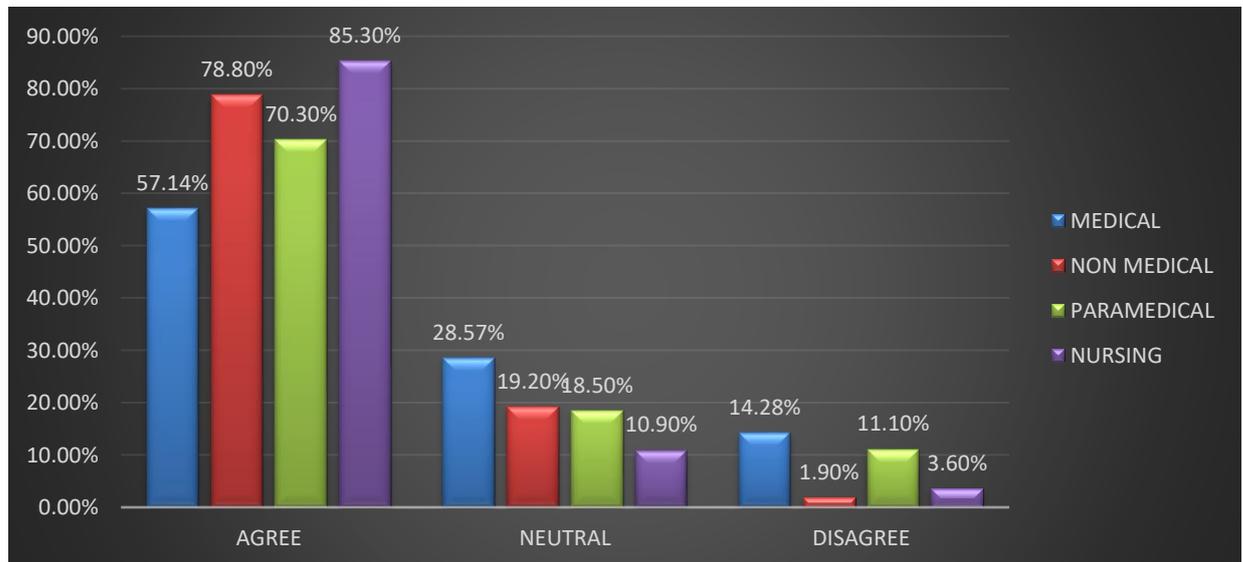
**INTERPRETATION**

57.14% of medical profession agreed to question.

78.8% of non-medical profession agreed to question.

70.3% of paramedical profession agreed to question.

85.3% of nursing profession agreed to question.



**TABLE14: Supervisor assists employees solve their work related challenges.**

|                          | MEDICAL  | NON MEDICAL | PARAMEDICAL | NURSING   |
|--------------------------|----------|-------------|-------------|-----------|
| <b>STRONGLY AGREE</b>    | 2        | 13          | 7           | 27        |
| <b>AGREE</b>             | 2        | 34          | 14          | 48        |
| <b>NEUTRAL</b>           | 1        | 3           | 3           | 4         |
| <b>DISAGREE</b>          | 2        | 2           | 1           | 1         |
| <b>STRONGLY DISAGREE</b> | 0        | 0           | 2           | 1         |
| <b>TOTAL</b>             | <b>7</b> | <b>52</b>   | <b>27</b>   | <b>82</b> |

|                 | MEDICAL | NON MEDICAL | PARAMEDICAL | NURSING |
|-----------------|---------|-------------|-------------|---------|
| <b>AGREE</b>    | 57.14%  | 90.3%       | 77.7%       | 91.4%   |
| <b>NEUTRAL</b>  | 14.28%  | 5.7%        | 11.1%       | 4.8%    |
| <b>DISAGREE</b> | 28.57%  | 3.8%        | 11.1%       | 2.4%    |

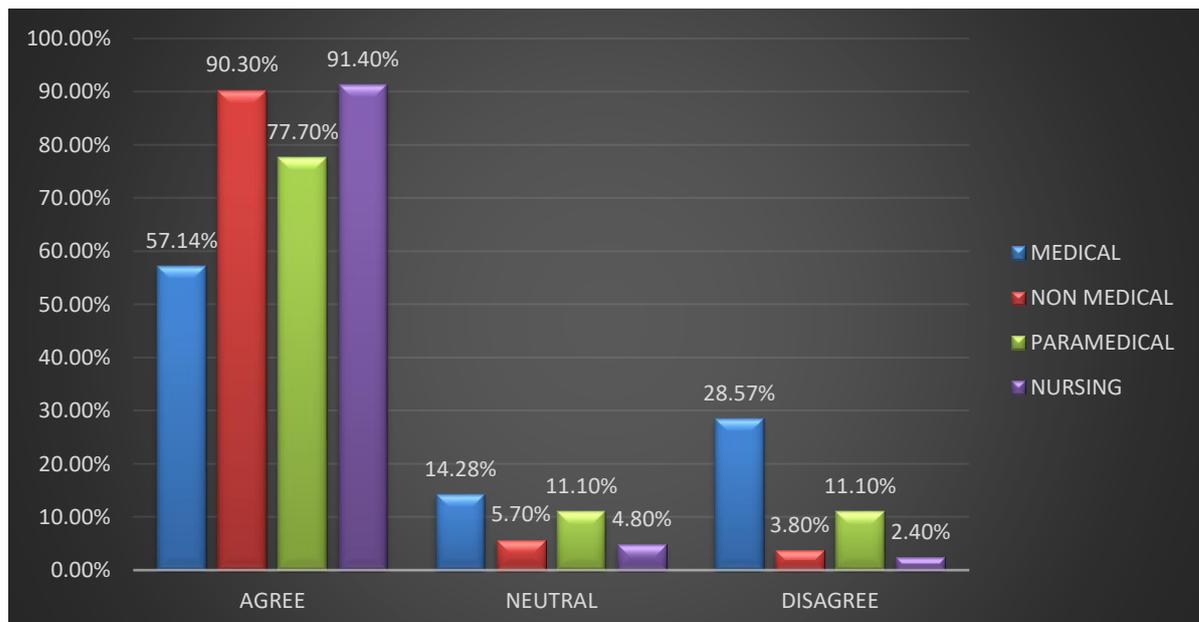
**INTERPRETATION**

57.14% of medical profession agreed to question.

90.3% of non-medical profession agreed to question.

77.7% of paramedical profession agreed to question.

91.4% of nursing profession agreed to question.



**TABLE 15: Employee gets verbal praise from supervisor when job has been done well.**

|                          | MEDICAL  | NON MEDICAL | PARAMEDICAL | NURSING   |
|--------------------------|----------|-------------|-------------|-----------|
| <b>STRONGLY AGREE</b>    | 1        | 6           | 6           | 18        |
| <b>AGREE</b>             | 3        | 35          | 15          | 48        |
| <b>NEUTRAL</b>           | 1        | 6           | 1           | 10        |
| <b>DISAGREE</b>          | 2        | 4           | 1           | 5         |
| <b>STRONGLY DISAGREE</b> | 0        | 1           | 4           | 1         |
| <b>TOTAL</b>             | <b>7</b> | <b>52</b>   | <b>27</b>   | <b>82</b> |

|                 | MEDICAL | NON MEDICAL | PARAMEDICAL | NURSING |
|-----------------|---------|-------------|-------------|---------|
| <b>AGREE</b>    | 57.14%  | 78.8%       | 77.7%       | 80.4%   |
| <b>NEUTRAL</b>  | 14.28   | 11.5%       | 3.7%        | 12.1%   |
| <b>DISAGREE</b> | 28.57%  | 9.6%        | 18.5%       | 7.3%    |

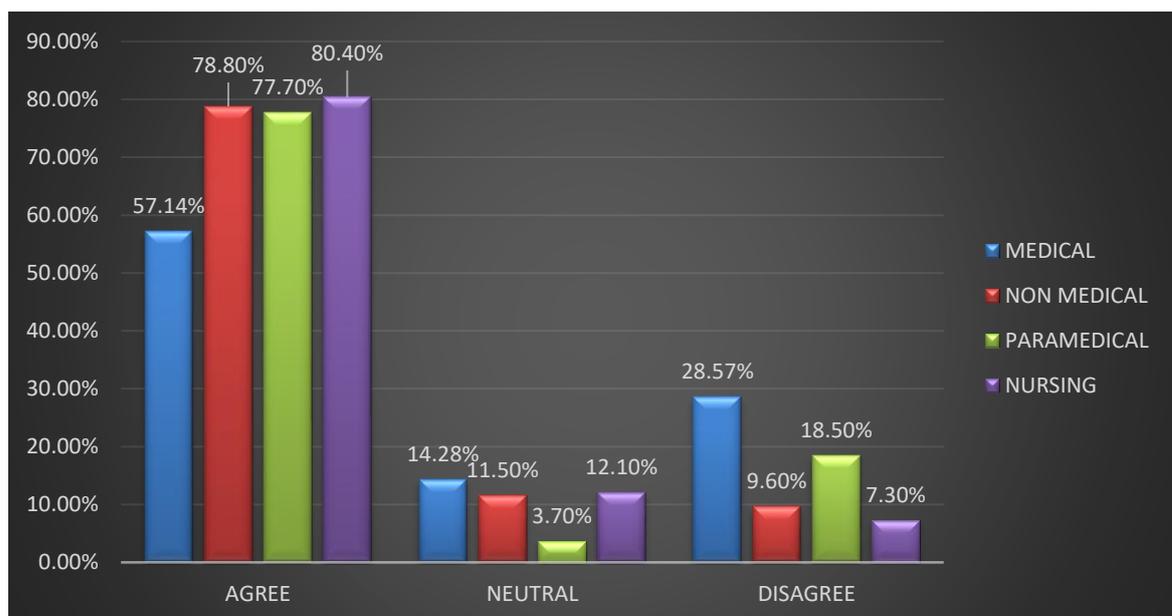
**INTERPRETATION**

57.14% of medical profession agreed to question.

78.8% of non-medical profession agreed to question.

77.7% of paramedical profession agreed to question.

80.4% of nursing profession agreed to question.



**TABLE 16: Hospitals provide employees with learning environment.**

|                          | MEDICAL  | NON MEDICAL | PARAMEDICAL | NURSING   |
|--------------------------|----------|-------------|-------------|-----------|
| <b>STRONGLY AGREE</b>    | 3        | 7           | 5           | 16        |
| <b>AGREE</b>             | 1        | 29          | 14          | 50        |
| <b>NEUTRAL</b>           | 3        | 14          | 4           | 11        |
| <b>DISAGREE</b>          | 0        | 1           | 3           | 5         |
| <b>STRONGLY DISAGREE</b> | 0        | 1           | 1           | 0         |
| <b>TOTAL</b>             | <b>7</b> | <b>52</b>   | <b>27</b>   | <b>82</b> |

|                 | MEDICAL | NON MEDICAL | PARAMEDICAL | NURSING |
|-----------------|---------|-------------|-------------|---------|
| <b>AGREE</b>    | 57.14%  | 69.2%       | 70.3%       | 80.4%   |
| <b>NEUTRAL</b>  | 42.85%  | 26.9%       | 14.8%       | 13.4%   |
| <b>DISAGREE</b> | 0%      | 3.8%        | 7.6%        | 6.1%    |

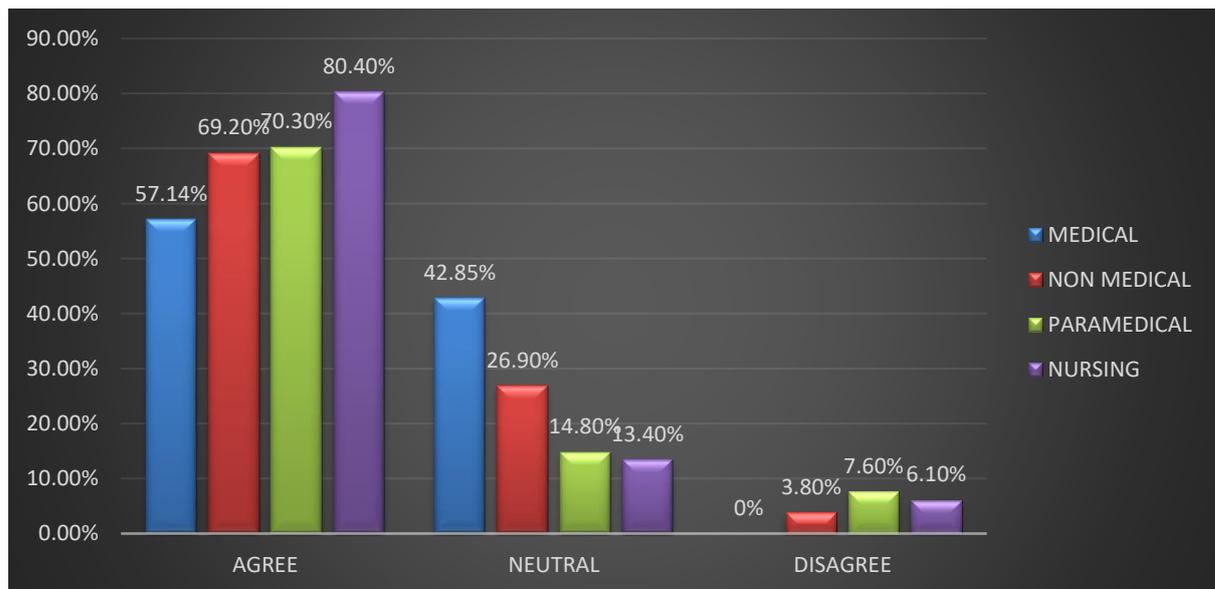
**INTERPRETATION**

57.14% of medical profession agreed to question.

69.2% of non-medical profession agreed to question.

70.3% of paramedical profession agreed to question.

80.4% of nursing profession agreed to question.



**TABLE17: Employees looking for new employment opportunities.**

|                          | MEDICAL  | NON MEDICAL | PARAMEDICAL | NURSING   |
|--------------------------|----------|-------------|-------------|-----------|
| <b>STRONGLY AGREE</b>    | 0        | 12          | 2           | 20        |
| <b>AGREE</b>             | 1        | 18          | 11          | 35        |
| <b>NEUTRAL</b>           | 3        | 12          | 7           | 22        |
| <b>DISAGREE</b>          | 2        | 9           | 5           | 5         |
| <b>STRONGLY DISAGREE</b> | 1        | 1           | 2           | 0         |
| <b>TOTAL</b>             | <b>7</b> | <b>52</b>   | <b>27</b>   | <b>82</b> |

|                 | MEDICAL | NON MEDICAL | PARAMEDICAL | NURSING |
|-----------------|---------|-------------|-------------|---------|
| <b>AGREE</b>    | 14.28%  | 57.6%       | 44.4%       | 67%     |
| <b>NEUTRAL</b>  | 42.85%  | 23%         | 25.9%       | 26.8%   |
| <b>DISAGREE</b> | 14.28%  | 19.3%       | 25.9%       | 6.09%   |

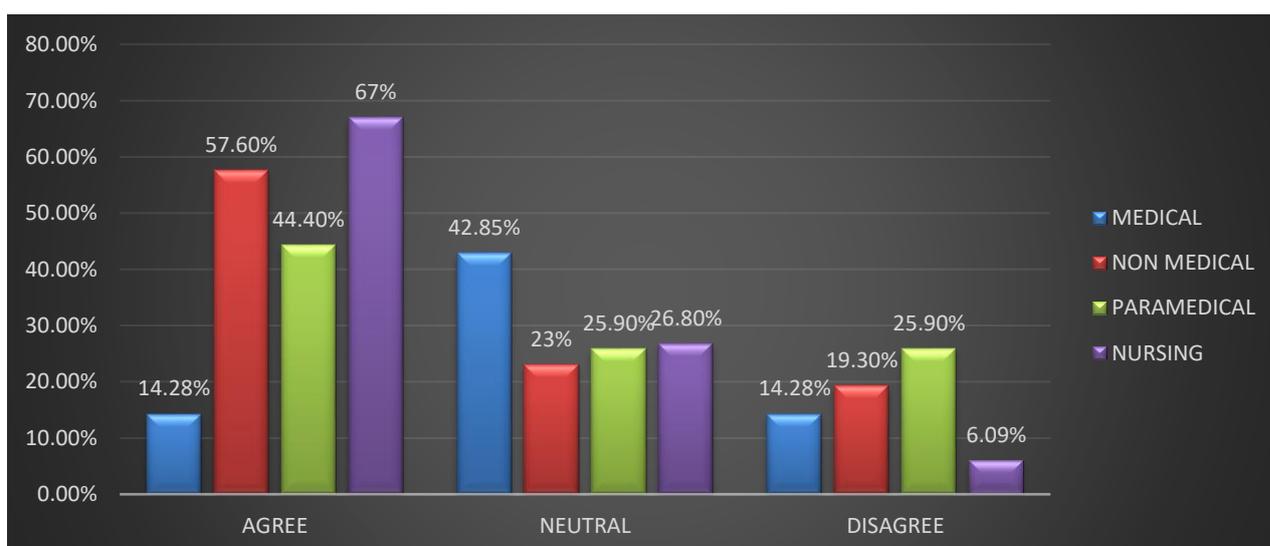
**INTERPRETATION**

14.28% of medical profession agreed to question.

57.6% of non-medical profession agreed to question.

44.4% of paramedical profession agreed to question.

67% of nursing profession agreed to question.



**TABLE18: Employees complaints are handled quickly and efficiently.**

|                          | MEDICAL  | NON MEDICAL | PARAMEDICAL | NURSING   |
|--------------------------|----------|-------------|-------------|-----------|
| <b>STRONGLY AGREE</b>    | 1        | 7           | 3           | 16        |
| <b>AGREE</b>             | 2        | 20          | 8           | 41        |
| <b>NEUTRAL</b>           | 3        | 12          | 6           | 18        |
| <b>DISAGREE</b>          | 1        | 13          | 7           | 6         |
| <b>STRONGLY DISAGREE</b> | 0        | 0           | 3           | 1         |
| <b>TOTAL</b>             | <b>7</b> | <b>52</b>   | <b>27</b>   | <b>82</b> |

|                 | MEDICAL | NON MEDICAL | PARAMEDICAL | NURSING |
|-----------------|---------|-------------|-------------|---------|
| <b>AGREE</b>    | 42.85%  | 51.9%       | 40.7%       | 69.5%   |
| <b>NEUTRAL</b>  | 42.85%  | 23.07%      | 22.2%       | 21.9%   |
| <b>DISAGREE</b> | 0%      | 25%         | 37%         | 8.5%    |

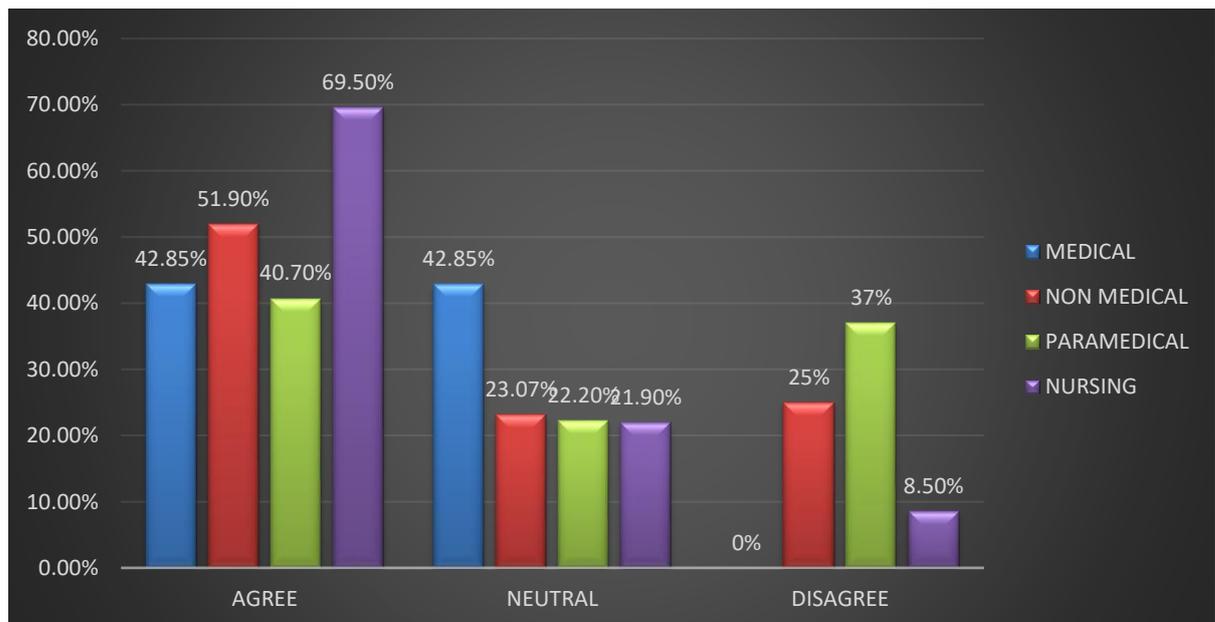
**INTERPRETATION**

42.85% of medical profession agreed to question.

51.9% of non-medical profession agreed to question.

40.9% of paramedical profession agreed to question.

69.5% of nursing profession agreed to question.



**TABLE 19: Employees would recommend employment at this hospital to their friends, family members etc.**

|                          | MEDICAL  | NON MEDICAL | PARAMEDICAL | NURSING   |
|--------------------------|----------|-------------|-------------|-----------|
| <b>STRONGLY AGREE</b>    | 1        | 5           | 1           | 19        |
| <b>AGREE</b>             | 2        | 25          | 10          | 42        |
| <b>NEUTRAL</b>           | 3        | 18          | 11          | 12        |
| <b>DISAGREE</b>          | 1        | 2           | 2           | 7         |
| <b>STRONGLY DISAGREE</b> | 0        | 2           | 3           | 2         |
| <b>TOTAL</b>             | <b>7</b> | <b>52</b>   | <b>27</b>   | <b>82</b> |

|                 | MEDICAL | NON MEDICAL | PARAMEDICAL | NURSING |
|-----------------|---------|-------------|-------------|---------|
| <b>AGREE</b>    | 42.85%  | 57.6%       | 40.7%       | 74.4%   |
| <b>NEUTRAL</b>  | 42.85%  | 34.6%       | 40.7%       | 14.6%   |
| <b>DISAGREE</b> | 14.28%  | 7.7%        | 18.5%       | 10.9%   |

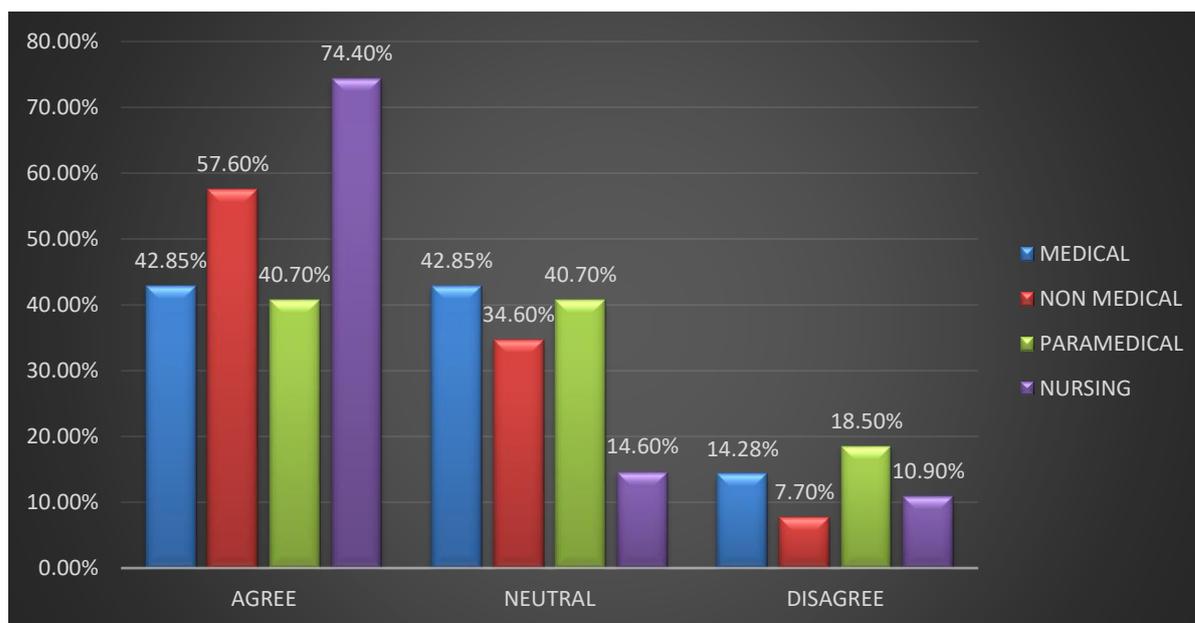
**INTERPRETATION**

42.85% of medical profession agreed to question.

57.6% of non-medical profession agreed to question.

40.7% of paramedical profession agreed to question.

74.4% of nursing profession agreed to question.



**TABLE 20: Employees are overall satisfied with job in this hospital.**

|                          | MEDICAL  | NON MEDICAL | PARAMEDICAL | NURSING   |
|--------------------------|----------|-------------|-------------|-----------|
| <b>STRONGLY AGREE</b>    | 2        | 5           | 5           | 16        |
| <b>AGREE</b>             | 2        | 30          | 13          | 43        |
| <b>NEUTRAL</b>           | 2        | 15          | 5           | 16        |
| <b>DISAGREE</b>          | 0        | 1           | 3           | 6         |
| <b>STRONGLY DISAGREE</b> | 1        | 1           | 1           | 1         |
| <b>TOTAL</b>             | <b>7</b> | <b>52</b>   | <b>27</b>   | <b>82</b> |

|                 | MEDICAL | NON MEDICAL | PARAMEDICAL | NURSING |
|-----------------|---------|-------------|-------------|---------|
| <b>AGREE</b>    | 57.14%  | 67.3%       | 66.6%       | 71.9    |
| <b>NEUTRAL</b>  | 28.5%   | 28.8%       | 18.5%       | 19.5%   |
| <b>DISAGREE</b> | 14.28%  | 3.8%        | 14.8%       | 8.5%    |

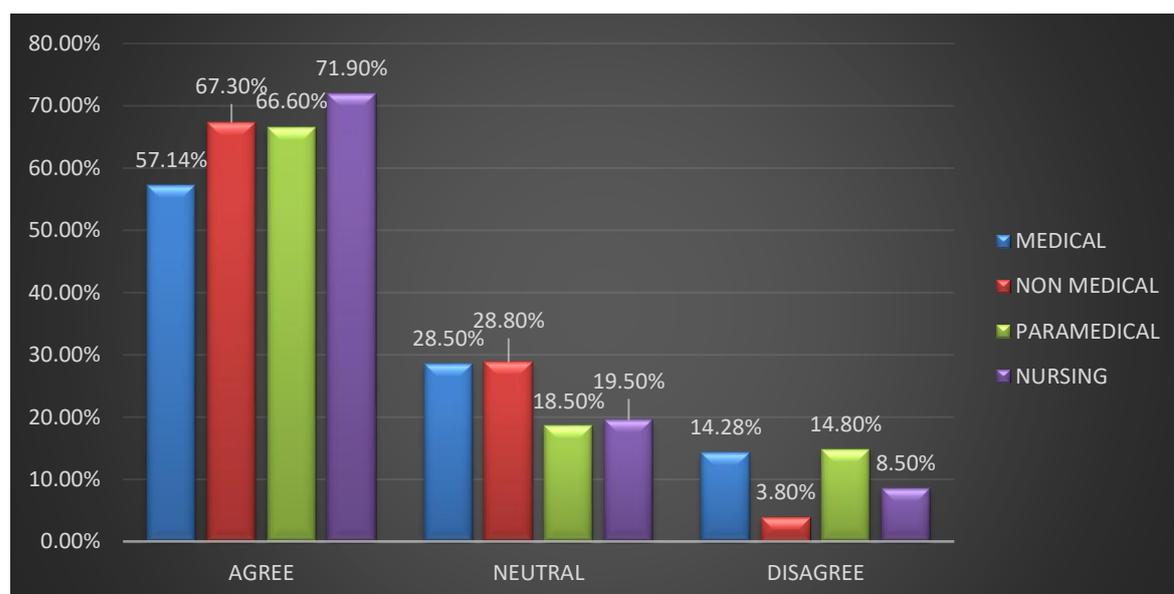
**INTERPRETATION**

57.14% of medical profession agreed to question.

67.3% of non-medical profession agreed to question.

66.6% of paramedical profession agreed to question.

71.9% of nursing profession agreed to question.



## **DISCUSSION**

74.7% of all employees have good, very good and excellent score (71-100) and are most satisfied with their job.

14.7% of employees have average overall score (61-70) and 10.6% has poor overall score (less than 60).

61.8% of non-medical staff has good, very good and excellent overall score.

71.4% of medical staff has good, very good and excellent overall score.

85.4% of nursing staff has good, very good and excellent overall score.

61.8% of paramedical staff has good, very good and excellent overall score.

1. On average 88.95% of medical, non-medical, paramedical and nursing professions agreed that they are aware of the policies and policies of the organization.

2. On average 91.6% of medical, non-medical, paramedical and nursing professions agreed that they are aware of the rights and responsibilities.

3. On average 74.8% of medical, non-medical, paramedical and nursing professions agreed that they are satisfied with their working hours/shifts.

4. On average 59% of medical, non-medical, paramedical and nursing professions agreed that agree that their opinion are heard in the decision making process.

5. On average 80.5% of medical, non-medical, paramedical and nursing professions agreed that they feel part of a team working towards shared goals.

6. An Average of 62.9% medical, non-medical, paramedical and nursing professions feel a part of team working towards shared goals.

7. An Average of 64.8% medical, non-medical, paramedical and nursing professions felt that their job is secured.

8. On average 70.9% of medical, non-medical, paramedical and nursing professions felt that they have better career opportunities.

9. On average 84.05% of medical, non-medical, paramedical and nursing professions agreed that they get adequate training and development opportunities in hospital.
10. On average 63.3% of medical, non-medical, paramedical and nursing professions agreed that the environment in and around work place is safe and cordial.
11. On average 73.58% of medical, non-medical, paramedical and nursing professions are satisfied with their leave policy.
12. On average 70.05% of medical, non-medical, paramedical and nursing professions are satisfied with medical benefits they get from hospital.
13. On average 72.87% of medical, non-medical, paramedical and nursing professions share their problems with their supervisor.
14. On average 79.12 % of medical, non-medical, paramedical and nursing professions believe their supervisor assist them to solve work related challenges.
15. On average 73.5% of medical, non-medical, paramedical and nursing professions agreed that they get verbal praise from their supervisors when a job is done well.
16. On average 69.32% of medical, non-medical, paramedical and nursing professions agreed that the hospital provide a learning environment.
17. On average 45.8% of medical, non-medical, paramedical and nursing professions said that they are not looking for new job opportunities.
18. On average 51.22% of medical, non-medical, paramedical and nursing professions believe that employee complaints are handled quickly and efficiently.
19. On average 53.87% of medical, non-medical, paramedical and nursing professions agreed they can recommend others to join the hospital.
20. On average 65.7% of medical, non-medical, paramedical and nursing professions feel with the join in the hospital.

**What employees had to say when asked for any suggestions, in question 21?**

**NURSING STAFFS**

- Increase salary
- Provide refreshment facilities.
- They needed proper orientation of rules and regulations of hospital.
- 9 night shifts in one month is difficult kindly change it to 7 or 8.
- They want hand over time to be corrected.

**PARAMEDICAL**

- Proper assignment of work and appraisal should be done timely.

**NON MEDICAL**

- According to knowledge and work please identify the staff level and according to qualification promote the staff for better post.
- Increased employee involvement in decision making process, there must opportunity for hearing views of employee.

**MEDICAL**

- Improve team work and interpersonal relationships.
- Provide more training and include recreational activity.

## **REFERENCES**

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