

**Dissertation**

At



(Mar 13<sup>th</sup> 2021 to Jun 13<sup>th</sup> 2021)

**A Study on Employee Satisfaction at Fortis Memorial Research Institute**

By

**Shivani Bhati**

**PG/19/079**

**Dissertation submitted in partial fulfillment of the requirements of the degree PG Hospital  
and Healthcare Management (2019-2021)**



**International Institute of Health Management**

### **Acknowledgement**

Any attempt at any level cannot be satisfactorily completed without the support and guidance of learned people. I owe a great debt to all the professionals at Fortis Memorial Research Institute, Gurugram for sharing generously their knowledge and time, which inspired me to do best during my dissertation training.

I would like to express my immense gratitude to **Ms. Shivani Dhir (Head, Training & development)** for providing support and guidance for my learning in the organization and for directing my thoughts and objective towards the attitude that drives to achieve and other aspects that won as no wise needs to be acquainted with. It has been a privilege to work under her dynamic supervision in the organization.

I am glad to acknowledge **Dr. A.K. Khokhar** (Mentor), for incorporating right attitude into me towards learning and for helping and supporting whenever required, I am grateful to them in giving me an opportunity to learn administrative tricks and styles, so that I came to know about the training & development process in hospital helps to retain and create talent.

Shivani Bhati

PGDHM

IIHMR DELHI

**To Whomsoever It May Concern**

This is to certify that **Shivani Bhati** student of PGDM (Hospital & Health Management) from International Institute of Health Management Research; New Delhi has undergone internship training at **Fortis Memorial Research Institute** from **13<sup>th</sup> March to 13<sup>th</sup> June, 2021.**

The Candidate has successfully carried out the study designated to her during internship training and her approach to the study has been sincere, scientific and analytical.

The Internship is in fulfilment of the course requirements.

I wish her all success in all her future endeavour.

**Ms Divya Aggarwal**

Associate Dean, Academic and Student Affairs

IIHMR, New Delhi

**Dr. A.K Khokhar (Mentor)**

Associate Professor

IIHMR, New Delhi

### Certificate of Approval

The following dissertation of title, **A Study On Employee Satisfaction At Fortis Memorial Research** is hereby approved as a certified study in management carried out and presented in a manner satisfactorily to warrant its acceptance as a prerequisite for the award of **PGDM (Hospital & Health Management)** for which it has been submitted. It is understood that by this approval the undersigned do not necessarily endorse or approve any statement made, opinion expressed or conclusion drawn therein but approve the dissertation only for the purpose it is submitted.

Dissertation Examination Committee for evaluation of dissertation.

Name

Signature

---

---

---

---

---

---

**Certificate from Dissertation Advisory Committee**

This is to certify that Ms Shivani Bhati a graduate student of the PGDM (Hospital & Health Management) has worked under our guidance and supervision. She is submitting this dissertation of titled, A study on Employee Satisfaction at Fortis Memorial Research Institute, Gurugram in partial fulfilment of the requirements for the award of the PGDM (Hospital & Health Management).

This dissertation has the requisite standard and to the best of our knowledge no part of it has been reproduced from any other dissertation, monograph, report or book.

**Dr AK Khokhar**  
Associate Professor  
IIHMR, Delhi



**Ms. Shivani Dhir**  
Head- Training & Development  
FMRI, Gurugram

Completion of Dissertation

The certificate is awarded to

*Ms. Shivani Bhati*

In recognition of having successfully completed her  
Internship in the department of

*Human Resource*

And has successfully completed her Project on

*A study on Employee Satisfaction at Fortis Memorial Research Institute,  
(13<sup>th</sup> March to 13<sup>th</sup> June, 2021)*

At

*Fortis Memorial Research Institute, Gurugram*

She comes across as a committed, sincere & diligent person who has a  
strong drive & zeal for learning.

We wish her all the best for future endeavors.



Ms. Shivani Dhir  
Head-Training & Development



Ms. Pratima Jain  
Unit Head-Human Resources

### CERTIFICATE BY SCHOLAR

This is to certify that the dissertation titled **A study on Employee Satisfaction at Fortis Memorial Research Institute**, submitted by Ms. Shivani Bhati Enrollment No. PG/19/079 under the supervision of Dr. AK Khokhar for award of PGDM (Hospital & Health Management) of the Institute carried out during the period from 13<sup>th</sup> March to 13<sup>th</sup> June, 2021. Embodies of my original work and has not formed the basis for the award of any degree, diploma associate ship, fellowship, titles in this or any other Institute or other similar institution of higher learning.



Signature

### FEEDBACK FORM

Name of the Student: Shivani Bhati

Dissertation Organization: Fortis Research Memorial Institute, Gurugram

Area of Dissertation: Training & Development (HR)

Attendance: out of 100

Shivani has been regular and punctual throughout

Objectives achieved:

She has contributed alot to the department.

Strengths:

> Diligent, Smart, Quick learner, Adaptable with  
good people handling skills.

Deliverables:

Suggestions for Improvement: Shivani has done great work

in all facets of Human Resource. She has never  
refused for any work given to her. She has been an asset  
to the department.

Suggestions for Institute (course curriculum, industry interaction, placement, alumni):

Date: 26/6/2021.

Place: FMRI.

  
Ms. Shivani Dhir  
Head-Training & Development  
FMRI, Gurugram



**Fortis Memorial Research Institute(FMRI),Gurugram**



## **Table of Contents**

### **Acronyms**

#### **Section-1**

<b>1.1-</b>	<b>Introduction.....</b>	<b>12</b>
<b>1.2-</b>	<b>Vision, Mission and values.....</b>	<b>12</b>
<b>1.3-</b>	<b>Facts and Figures.....</b>	<b>13</b>
<b>1.4-</b>	<b>Journey of Fortis.....</b>	<b>14</b>
<b>1.5-</b>	<b>Services.....</b>	<b>15</b>
<b>1.6-</b>	<b>Organogram.....</b>	<b>16</b>
<b>1.7-</b>	<b>Key learnings /Observations.....</b>	<b>17</b>

#### **Section-2**

<b>2.1-</b>	<b>Abstract.....</b>	<b>18</b>
<b>2.2-</b>	<b>Introduction.....</b>	<b>18</b>
<b>2.3-</b>	<b>Determinants of job satisfaction.....</b>	<b>19</b>
<b>2.4-</b>	<b>Review of Literature.....</b>	<b>23</b>
<b>2.5-</b>	<b>Rationale.....</b>	<b>25</b>
<b>2.6-</b>	<b>Objectives.....</b>	<b>25</b>
<b>2.7-</b>	<b>Methodology.....</b>	<b>26</b>
<b>2.8-</b>	<b>Ethical considerations.....</b>	<b>30</b>
<b>2.9-</b>	<b>Results &amp; Data Analysis.....</b>	<b>31</b>
<b>2.10-</b>	<b>Discussion.....</b>	<b>36</b>
<b>2.11-</b>	<b>Conclusion.....</b>	<b>39</b>
<b>2.12-</b>	<b>References.....</b>	<b>40</b>

## LIST OF FIGURES/TABLES

<b>FIGURE NO.</b>	<b>FIGURES</b>	<b>PAGE NO.</b>
1	<b>Descriptive statistics of participants</b>	27
2	<b>Flowchart of sample selection</b>	29
3	<b>Satisfaction levels as per employee category</b>	31
4	<b>Table showing category wise highest and lowest satisfaction driver</b>	31
5	<b>Satisfaction levels as per employee category</b>	32
6	<b>Table showing category wise highest and lowest satisfaction driver</b>	32
7	<b>Satisfaction levels as per employee category</b>	33
8	<b>Table showing category wise highest and lowest satisfaction driver</b>	33
9	<b>Overall satisfaction score of determining factors</b>	34
10	<b>Statistical results of satisfaction levels by gender</b>	35
11	<b>Statistical results of overall satisfaction levels of categories</b>	35

## 1.1 Fortis Healthcare Limited

**In India Fortis Healthcare limited is a pre-eminent unified healthcare service provider. The healthcare dimensions of the company fundamentally comprise diagnostic facilities, day care centres and top tier hospitals.**

As of now the organization works its medical care conveyance administrations in India, Dubai, Mauritius and Sri Lanka with 45 medical care offices (counting projects a work in progress), roughly 10,000 expected beds and more than 330 indicative places.

In a worldwide investigation of the 30 most mechanically progressed emergency clinics on the globe, its lead, the Fortis Memorial Research Institute' (FMRI), was positioned No.2, by 'topmastersinhealthcare.com, and put in front of numerous other extraordinary clinical establishments on the globe.

## Fortis Memorial Research Institute

**Fortis Memorial Research Institute (FMRI) is a multi-super-speciality, quaternary care infirmary with an desirable global faculty, well respected clinicians, including super-sub-specialists and speciality nurses, supported by leading edge automation.**

A superior reference clinic, it tries to be the 'Central hub of Healthcare' for Asia Pacific and past. Set on a roomy 11-section of land grounds with 1000 beds, this 'Cutting edge Hospital' is based on the establishment of 'Trust' and lays on four in number columns: Infrastructure, Technology, Service and Talent.

Fortis Memorial Research Institute's thorough clinical program is driven by presumed specialists, super-sub-trained professionals and strength attendants focused on joining their remarkable clinical aptitude, innovation and advancement to offer the best medical attention.

## 1.2 Vision & Mission

**Mission -** To be globally respected healthcare organization known for clinical excellence and distinctive patient care

**Vision** – Saving and enriching lives.

**Values:**

**Patient Centricity-** Commit to 'best results and experience' for the patients. Give treatment to the patients and their caregivers with compassion, attention and understanding. Patient needs come first.

**Integrity** – Integrity is one of the core values. It should reflect in everything they do.

**Teamwork-** Proactively supports each other and operates as one team. Respect and value people at all levels with not the same experiences and backgrounds.

**Ownership-** Responsibility and take pride in their actions. Take wits and go beyond the call of duty and do commitment towards their work.

**Innovation** - Continuously improve and innovate to exceed expectations. Team adopts a can-do attitude and challenge themselves to do things differently.

### **1.3 FACTS AND FIGURES**

Fortis group is India's 2<sup>nd</sup> largest integrated healthcare service provider and hospital chain with Pan India presence. It has 29 healthcare facilities in India with presence across 14 states & 19 cities, and two facilities outside India with ~4000 operational beds with ~8000 potential bed capacity.

Fortis is the only Indian Hospital network to be a member of ICHOM (International Consortium of Healthcare Outcome Measures) and the first to publish clinical outcomes on its website.

Fortis is the hospital network with maximum number of nursing NABH accreditations- 23 NABH nursing excellence accreditations.

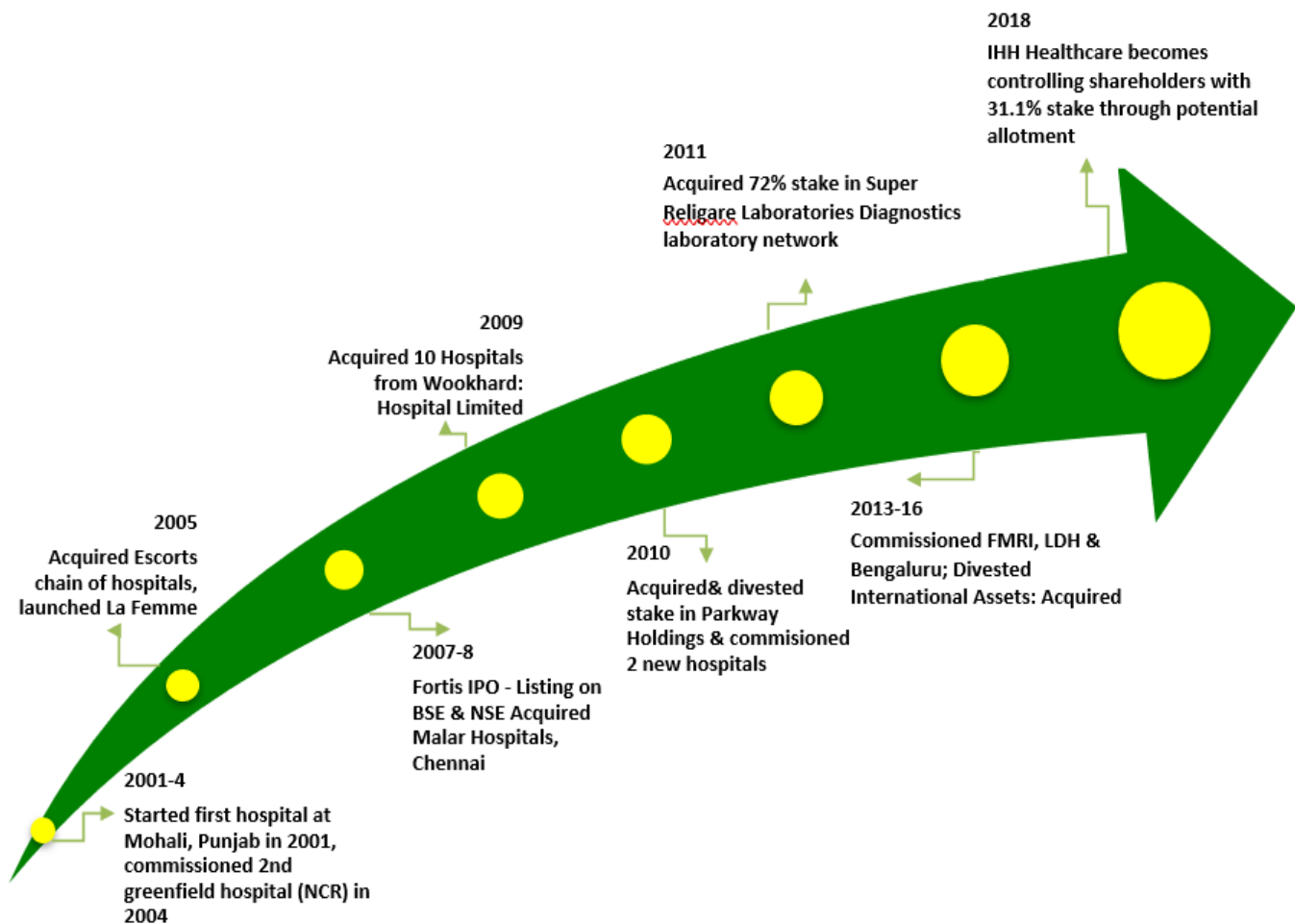
Fortis does the largest number of heart transplants across Asia Pacific. Fortis Anandapur conducted the 1<sup>st</sup> Heart Transplant in West Bengal and Eastern India.

It runs 7 charitable dispensaries where approx. 1.5 lakh patients are treated free of cost.

More than 10,000 babies are delivered every year across Fortis network and till date more than 45,000 individuals have pledged their organs as part of 'More to Give' campaign by Fortis.

## 1.4 JOURNEY

### JOURNEY OF FORTIS



## 1.5 SERVICES

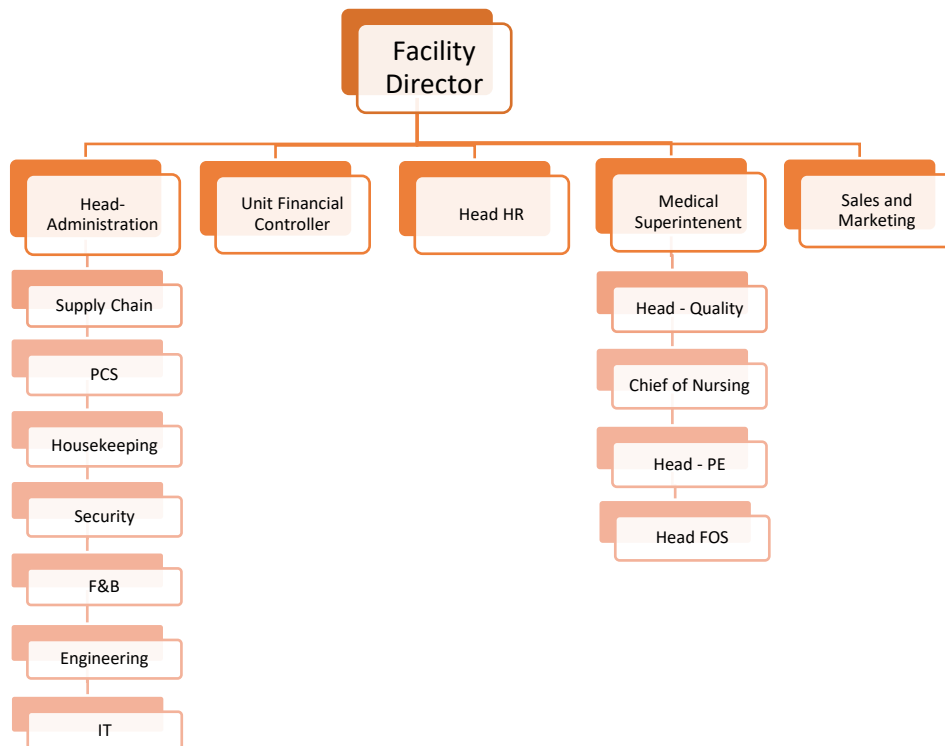
### SPECIALITY

ANAESTHESIOLOGY	GASTROENTEROLOGY AND HEPATOBILIARY SCIENCES	MINIMAL ACCESS, BARIATRIC & GI SURGERY	RENAL SCIENCES +
COSMETIC, RECONSTRUCTIVE & PLASTIC SURGERY	GENERAL SURGERY	MOTHER AND CHILD +	RHEUMATOLOGY AND CLINICAL IMMUNOLOGY +
CRITICAL CARE +	HEPATO-PANCREATO-BILIARY SURGERY	NEUROSCIENCES +	ROBOTIC SURGERY
DENTAL SCIENCES	INFECTIOUS DISEASES	NUCLEAR MEDICINE	STEM CELL THERAPY
DERMATOLOGY	INSTITUTE OF BLOOD DISORDERS AND BONE MARROW TRANSPLANT	OPHTHALMOLOGY	SUPPORT SERVICES +
DIABETES, ENDOCRINOLOGY & METABOLIC DISORDERS	INTERNAL MEDICINE	OTORHINOLARYNGOLOGY (EAR, NOSE AND THROAT)	THORACIC SURGERY
EMERGENCY MEDICINE AND TRAUMA	INTERVENTIONAL RADIOLOGY	PAEDIATRICS +	TRANSFUSION MEDICINE
FORTIS BONE & JOINT INSTITUTE	IVF AND INFERTILITY	PAIN MEDICINE	TRANSPLANT MEDICINE +
FORTIS CANCER INSTITUTE	LIVER TRANSPLANT	PULMONOLOGY, PULMONARY CRITICAL CARE & SLEEP MEDICINE	URO-ONCOLOGY AND ROBOTIC SURGERY
FORTIS HEART & VASCULAR INSTITUTE +	MENTAL HEALTH & BEHAVIORAL SCIENCES	RADIOLOGY	

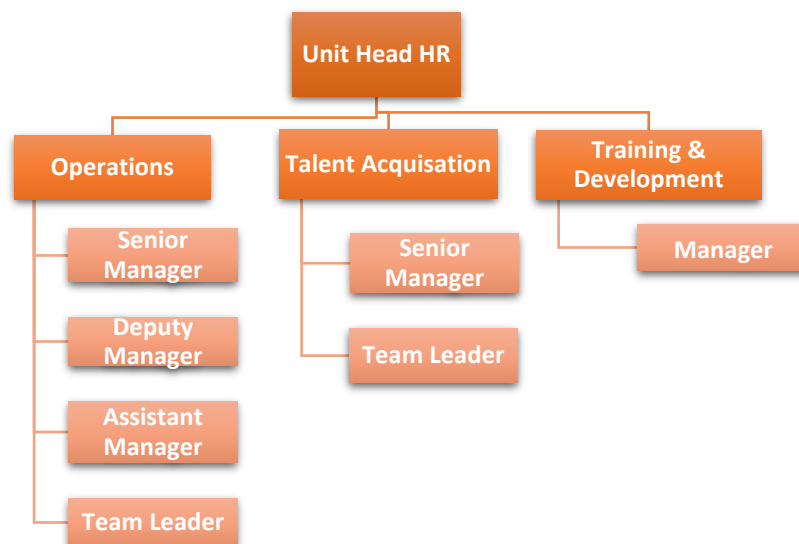
### CENTRES OF EXCELLENCE

FORTIS BONE & JOINT INSTITUTE	INSTITUTE OF BLOOD DISORDERS AND BONE MARROW TRANSPLANT	PAEDIATRICS +
FORTIS CANCER INSTITUTE +	MINIMAL ACCESS, BARIATRIC & GI SURGERY	RENAL SCIENCES +
FORTIS HEART & VASCULAR INSTITUTE +	NEUROSCIENCES +	ROBOTIC SURGERY

## 1.6 ORGANIZATIONAL ORGANOGRAM



## AREA WORKED IN – HUMAN RESOURCE DEPARTMENT





## 1.7 KEY LEARNINGS/OBSERVATIONS –

1. Documentation and filing: It is related with maintaining updated employee records. It is commanded by law, these records assist employers with recognizing ledge holes in hiring process and to dissect demographic information and follow guidelines. They likewise contain individual subtleties and crisis contacts for every representative.  
Files were rechecked for all the crucial documents by assessing through checklists.
2. Recruitment: Recruitment aims to identify, attract, interview, select, hire and on-board employees. All in all, it refers to everything from the identification of a staffing need to filling it. The identification and filtering was done for numerous positions like nurses, dietician, housekeeping supervisor etc through job platforms like naukri.com, old interview records and professional networks.

Creating vacancy in Oracle software (used in the hospital) and hiring on system.

Joining of the new employees

Salary structure and its components

## 2.1 ABSTRACT

**Background-** Job satisfaction is one of the most widely researched subjects in the area of organizational behaviour and human resource management. Satisfied employees are likely to be more productive and committed to their job and committed employee implies low turnover. Due to globalization of health sector there is a lot of migration of employees towards good opportunities, overall growth and satisfied job. Health care sector is more people centric service sector which is growing rapidly in recent years. Ensuring hospital employee job satisfaction is important to retain the employees and to deliver health services effectively. This research aims at assessing employee satisfaction at Fortis Memorial Research Institute and to now the factors affecting it.

**Aim-** To assess the level of employee satisfaction in FMRI and to identify the key factors that contribute to employee satisfaction.

**Results-** The overall satisfaction achieved by FMRI was above the set benchmark. This indicates a good health of the hospital. Benefits, perks and culture provided by the organization can be a prominent reason for higher satisfaction levels in certain drivers such as employee wellbeing, training and development and job security.

**Conclusion-** Employee engagement is critical to worker commitment. Drawn in representatives perform extraordinarily well in their work. The research featured the most affecting indicators of employee engagement in the hospital. Hospitals can be achieve success by concentrating on enhancing satisfaction and performance. It is in the wellbeing for them to decide approaches to improve representative fulfilment. One sure path is to ensure that the perfect individuals are chosen for the right occupations

**Keywords:** Job satisfaction, hospital employees, factors affecting job satisfaction

## 2.2 INTRODUCTION

Employee satisfaction is one of the most studied dimension of Human Resource Management. It is of prominent importance for any organization. For an organization employees are of great value as they play major part in achieving the organizations goals and objectives and hence it tries to keep their employees happy, engaged and satisfied. To continuously raise and maintain the levels of engagement and satisfaction HR professionals have to face challenges.

The realm of employee engagement and employee satisfaction is a core part in management of human resource and is exhaustively researched in current times and hospitals are trying to hire and retain their best personnel's satisfied and engaged in order to increase productivity and decrease turnover.

There has been a lot of research led on how associations can turn out to be more serious and beneficial. A piece of that exploration demonstrates that there are three components that effective organizations share: job satisfaction and solid execution for representatives just as commitment with the business. Employee satisfaction is one of the significant components of the association to upgrade the usefulness of employee. Fruitful blend of two components (finance and non-finance) is the result of legitimate work fulfilment. The executive's job is moreover considered as a significant factor that gives legitimate work fulfilment to the representative.

Medical clinic faculty experience issues in addressing the requirements of patients, if their own necessities are not met. Accordingly, emergency clinic administrators have obligations to both staff and patients. Employee satisfaction and patient satisfaction both are significant from the medical clinic perspective. Patient satisfaction structures one of the fundamental results for quality for patient in emergency clinic. Employee satisfaction is a significant variable particularly in medical care settings. Generally development and occupation satisfaction are significant components to hold clinic representatives over the long haul. Subsequently work satisfaction has become an indispensable piece of hypotheses of inspiration and commitment to

work. Guaranteeing hospital representatives job satisfaction and inspiration is essential to viably convey wellbeing administrations and to hold workers. In a medical clinic setting, representative satisfaction has been discovered to be decidedly identified with quality administration and patient fulfilment. Workers can straightforwardly impact patient fulfilment due to their inclusion and collaboration with patients.

Satisfaction being a constant practice begins from the first day and gets supported with the time which contingent upon the meaning of the various elements considered being fundamental for the all the worker. Dedication towards the association begins to develop at the point when the worker keeps on getting the positive fortifications on different significant perspectives for the term of the employment.

The present serious world has presented numerous difficulties to associations as different socioeconomic, complex techniques of contenders, changing client base, labor force issues and numerous others. Supporting in such a circumstance requires an association to have submitted and steadfast workers. It is likewise fundamental that these representatives ensure significant levels of efficiency. Administrations have guaranteed that they have every one of the fundamental projects and drives to fulfil their workers. Simultaneously they know that job satisfaction may not continuously bring about efficiency. Fulfilled representatives may simply be attempting to satisfy the needs of the work. Such endeavours don't prompt higher efficiency. Examination has shown that it is engaged employees that guarantees higher efficiency in associations. Henceforth, the pattern is towards planning programs to upgrade the degree of employee engagement through fulfilled representatives. Employees are supposed to be engaged when they show an uplifting perspective towards their association also, express an allegiance to stay with the association.

### 2.3 Determining factors of employee satisfaction

Employee satisfaction is a multi-variable and indescribable idea. There are a significant number of variables that control employee fulfilment. . These elements can be divided into two classifications. 1. Organizational factors and 2. Personal factors-

**A) Organizational factors:** The authoritative determinants of worker fulfilment play a very significant job.

1) Overall individual fulfilment: Employees be ought to fulfil with the association.

2) Compensation and advantages: Compensation can be depicted as the measure of reward that a specialist anticipates from the work. Representatives ought to be given cutthroat compensation bundles.

3) Nature of work: Employee fulfilment is profoundly out of line by the idea of work. Workers are happy with work that includes insight, abilities and extension for more prominent opportunity in work.

4) Work climate and conditions: Workers are very propelled with great working conditions as they give a sensation of wellbeing, solace and inspiration. Neatness is of most extreme significance as there are a monstrous number of labourers working at a particular employment place.

5) Job content: Factors like affirmation, responsibility, improvement, achievement and so forth can be alluded to as occupation content.

6) Job fulfilment: Job fulfilment is affected by work plan and state of work. Occupations that are wealthy in certain social essentials, for example, autonomy, task suggestion and

criticism likewise add to worker's fulfilment. Every component of the natural framework can draw in or diminish from work fulfilment.

7) Organizational level: The positions that are at more significant levels are seen as powerful, regarded and opening for poise.

8) Opportunities for advancement: Promotion can be shared as a huge achievement in the life. It guarantees more compensation, responsibility, power, self-assurance and position.

9) Work bunch: There is a characteristic craving of individuals to associate with others and so presence of gatherings in associations is a normal discernible certainty. The work gatherings additionally impacts the work fulfilment of labourers. The fulfilment of a person is subject to the association with the bunch individuals, bunch cohesiveness and his own requirement for alliance.

10) Leadership styles: The fulfilment level on the work can be controlled by the initiative styles. Vote based pioneers advance fellowship, regard and warmth in connections among the staff.

11) Communication techniques: When authoritative strategies and exceptionally significant declarations are imparted to the representatives, it upgrades their certainty. The techniques picked for correspondence likewise assume an imperative part in association.

12) Safety concerns: A business should make sure that he/she gives a protected climate to his/her worker. The safety efforts outside office incorporate safety officers and stopping office. While inside the workplace, there should be presented safe climate for male and female representatives to work.

There should be no segregation or provocation rehearsed and the representative ought to be offered equivalent chance to develop as a person regardless of being male or female.

**B) Personal factors:** The individual determinants assist every one of the representatives with keeping up the inspiration of representatives. Representative fulfilment can be connected to mental factors thus number of individual variables decides the representative fulfilment.

1) Personality: The character of an individual can be dictated by noticing his individual mental conditions. The factors that decide the fulfilment of people and his mental conditions is discernment, perspectives and learning.

2) Age: Age is one of the significant factor to rationale every one of the workers.

3) Education: Education plays a critical factor of representative fulfilment as it gives a chance for fostering one's character, disposition and scholarly degree of a person.

4) Gender contrasts: The sexual orientation and challenge of the representatives plays significant determinants of Employee satisfaction. Ladies, the more attractive gender are bound to be fulfilled than their male partner.

The worker satisfaction can likewise be controlled by different variables like learning, expertise independence, work qualities, fair-minded demeanour of the executives, social status and so forth It is significant for every one of the supervisors to contemplate this load of variables in evaluating the joy of the staff furthermore, heightening their degree of representative satisfaction.

## **2.4 REVIEW OF LITERATURE**

Mohammad Sayed. A., & Akhtar N. 5 (2014) studied the impacts of apparent balance between personal and professional life and occupation satisfaction on hierarchical responsibility among medical services workers. It was anticipated that apparent balance between personal and professional life encourages work fulfilment which prompts the hierarchical responsibility among representatives over the long haul. Results showed that respondents have moderate degree of balance between personal and professional life, work fulfilment and hierarchical responsibility. Author presumes that balance between work and personal life and job satisfaction are significant for creating and improving hierarchical responsibility among hospital employees.

Singh Rajkumar G. 6 (2013) directed an examination on hospital staff to test the elements impacting job satisfaction. Author expresses that positive conduct of worker in the hospital is a result of his good professional training. Study researched the components affecting the work fulfilment among the private emergency clinic representatives of Manipur in India. There was a critical relationship between job satisfaction of representatives and relationship conduct elements, pay and pay factors and preparing and vocation development factors. Pay and remuneration factors were the main factors emphatically connected with staff's occupation satisfaction.

Elarabi.H. M., & Johari F. 7 (2013) examined the components that influence work satisfaction and occupation performance and the connection between these two. Study recognized four elements: work solace, job treatment, compensation, motivations and assessed their effect on work satisfaction of the clinical staff working in government medical clinics in Libya. Workers and clinical staff were not happy with every one of the variables influencing job satisfaction which lead to low occupation performance in the



hospital. The research presumed that the performance of clinical staff and clinical benefit quality in hospitals could be improved when workers are fulfilled and are very much treated by their supervisors notwithstanding great compensations and powerful motivating force framework.

Sharma. M., et.al. 8 (2012) directed a cross-sectional investigation with the help of extensive personalized questionnaire among Indian doctors to evaluate the degree of satisfaction from their work and furthermore to recognize the elements affecting it. An aggregate of 170 doctors were chosen from two clinical organizations utilizing multistage testing technique. Fifteen aspects of occupation satisfaction were worked upon with 42 inquiries. The results of this investigation showed that about 74% of doctors were fulfilled from their work. Actual work conditions, opportunity to pick wanted way for working, demeanour of fellow colleagues, acknowledgment for great work, behaviour of supervisor, pace of pay, freedom to utilize capacities, inter and intra departmental administration, consideration paid to the ideas were the nine factors altogether connected with work fulfilment of doctors. As indicated by Author the pattern of high extent of work fulfilment of the Indian doctors revealed was similar to doctors' satisfaction working especially in developed nations.

Bagheri S., et.al.9 (2012) in his examination explored factors influencing job satisfaction from the viewpoint of staff working in the healthcare framework. He carried out eight group discussions and factors influencing work fulfilment of the representatives of healthcare framework were examined. The variables distinguished from writings were classified in four gatherings: primary and administrative, social, work in itself, climate and welfare of employees. The discoveries affirmed the meaning of structural and administrative, social, work in itself, climate and government assistance factors in degree of occupation satisfaction. Another factor identified with individual qualities like staff's individual qualities and advancement was recognized during focus group conversations.

Author presumes that individual qualities of the worker ought to be considered as a factor influencing job satisfaction.

## **2.5 RATIONALE OF THE STUDY**

These days an ever increasing number of associations approach with the psyche to improve worker satisfaction level as it is the way to fruitful ascending of employee spirit and consequently usefulness. It likewise helps in limiting attrition rates. The research is for determining the degree of employee satisfaction in the hospital and recognizing what fulfils and disappoints a representative.

## **2.6 OBJECTIVES OF THE STUDY**

- 1) To assess the level of employee satisfaction in FMRI.
- 2) To identify the key factors that contribute to employee satisfaction.

## **2.7 METHODOLOGY**

### **Study setting**

The study was carried out for 3 months between 11 March 2021 to 11 June 2021 at Fortis Memorial Research Institute in the city Gurugram, state Haryana, North India. Fortis Memorial Research Institute (FMRI) is a reputed multi-super-speciality, quaternary care 1000 bed capacity infirmary with a desirable global faculty, well respected clinicians, including super-sub-specialists and speciality nurses, supported by leading edge automation.

### **Study design**

Cross-sectional study

### **Study participants**

A list of eligible healthcare providers at Fortis Memorial Research Institute for derived from the database. The list included employees from all categories- doctors, nurses, paramedics, staff and executives and service.

### **Selection criteria**

Inclusion -

- Active employees in record
- Employees having above 6 months experience in FMRI
- Both male and female employees
- Employees of all age group

Exclusion

- Inactive employees in record
- Employees on probation period of 6 months

### Sample size and sampling technique

The sample size was taken as 322 participants which was 25% of 1288 total employees in the database. Simple random sampling was done using random number function (RAND) in Microsoft Excel and every participant had an equal chance of being selected.

Category	Total Number	Selected Number
Doctors	176	44
Nurses	584	146
Paramedics	164	41
Staff & Executive	284	71
Service	80	20
<b>Total</b>	1288	322

**Figure 1: Descriptive statistics of participants**

### Data Collection

The employees at Fortis can be categorized into 5 categories- doctors, nurses, paramedics, staff & executive and service. Each category is further classified into bands according to their position and pay grade. Doctors category has 18 bands namely fellow, registrar, resident, medical officer, senior fellow, senior registrar, senior resident, clinical associate, senior medical officer, associate consultant, attending consultant, principal medical officer, consultant, executive director, additional director, principal consultant, senior consultant and director.

Nurses category has 6 bands namely- staff nurse 1, staff nurse 2, staff nurse 3, nursing incharge, senior nursing incharge and nursing supervisor.

Paramedics has 7 bands namely- technician, senior lab attendant, senior technician, assistant technical supervisor, technical supervisor, senior technical supervisor and team leader.

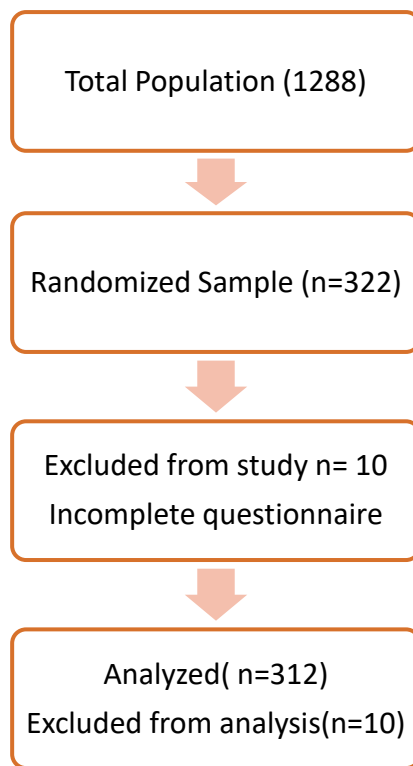
Staff and executives has 21 bands namely- assistant, operator, pharmacist, senior assistant senior operator, senior pharmacist, assistant officer, assistant supervisor, officer, supervisor, senior officer, senior supervisor, team leader, assistant manager, deputy manager, manager, senior manager, associate general manager, deputy general manager, general manager and associate vice president.

Samples from each band of each category was selected.

### **Instrument**

- On the basis on Maslow's need hierarchy and various other employee satisfaction theories 12 drivers/indicators were formulated.
- A questionnaire was drafted using 12 drivers of employee satisfaction.
- Promotions of the survey was done through invitation on mail of employees.
- Flyers were made to make the employees aware of the survey.
- The questionnaire was circulated among 322 employees who were randomly allocated into the study.
- 5 point Likert scale was used to measure the responses
- Their responses were collected and the data was analyzed.

The questionnaire comprised demographic data like department, sub department, grade, designation, gender, highest qualification and experience in Fortis and total experience. Part B of questionnaire contained 28 questions of job satisfaction based on 12 identified drivers/indicators.



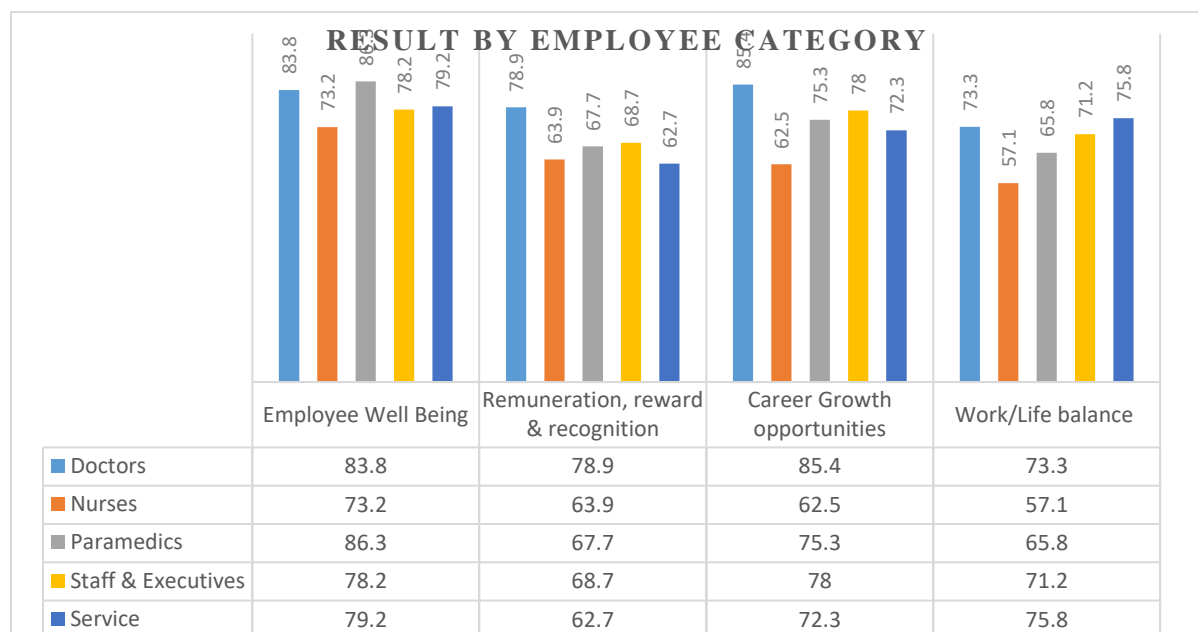
**Figure 2: Flowchart of sample selection**

## **2.8 Ethical considerations**

Since the research ethics is a core aspect of any research work, following aspects have been kept in mind while preparing questionnaires for employees:

1. Specific research questions were designed to gauge the effectiveness of the factors affecting job satisfaction.
2. The participation of the individuals was purely on voluntary basis and informed consent was obtained before they participated in the survey.
3. The confidentiality aspect of the participants was strictly adhered to.
4. No risk or harm was caused to any of the participant during the course of the study.

## 2.9 RESULTS



**Figure 3: Satisfaction levels as per employee category**

CATEGORY	HIGHEST	LOWEST
Doctors	Career Growth & Opportunities	Work life balance
Nurses	Employee well being	Work life balance
Paramedics	Employee well being	Work life balance
Staff & Executives	Employee well being	Remuneration, reward & recognition
Service	Employee well being	Remuneration, reward & recognition

**Figure 4: Table showing category wise highest and lowest satisfaction driver**

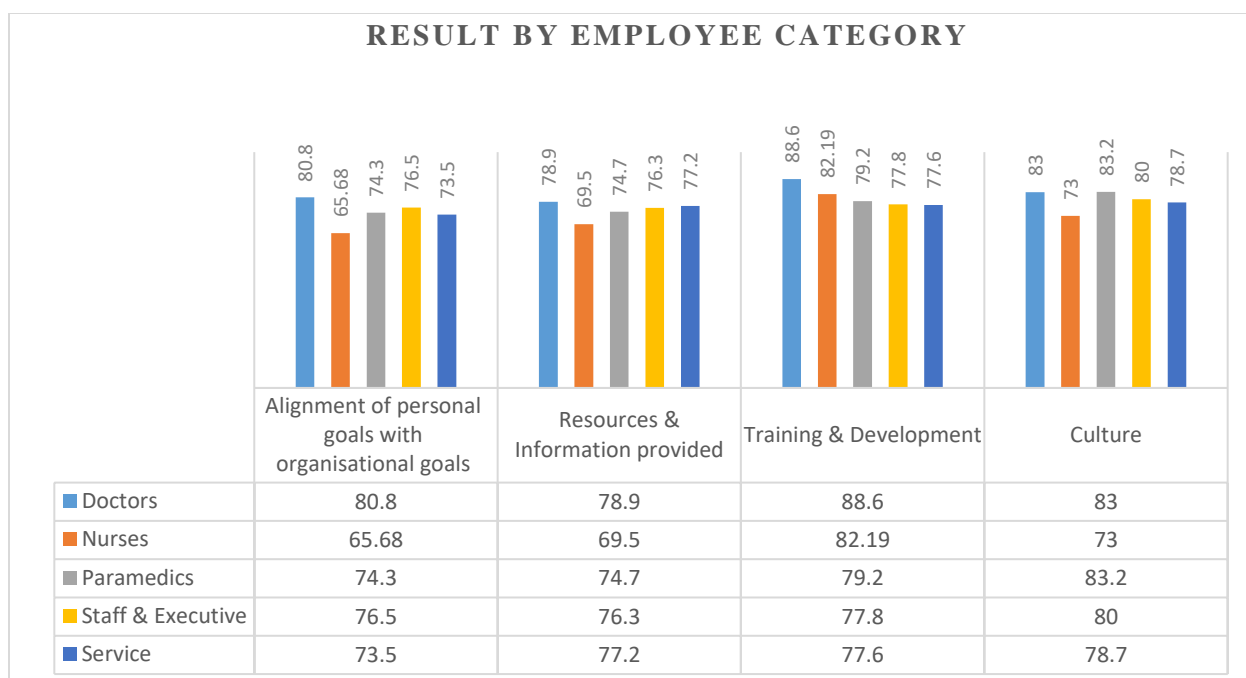




**Figure 5: Satisfaction levels as per employee category**

CATEGORY	HIGHEST	LOWEST
Doctors	Job Security	Relationship with Supervisor
Nurses	Job Security	Relationship with Supervisor
Paramedics	Relationship with Supervisor	Fairness at work
Staff & Executives	Feedback	Job Security
Service	Feedback	Job Security

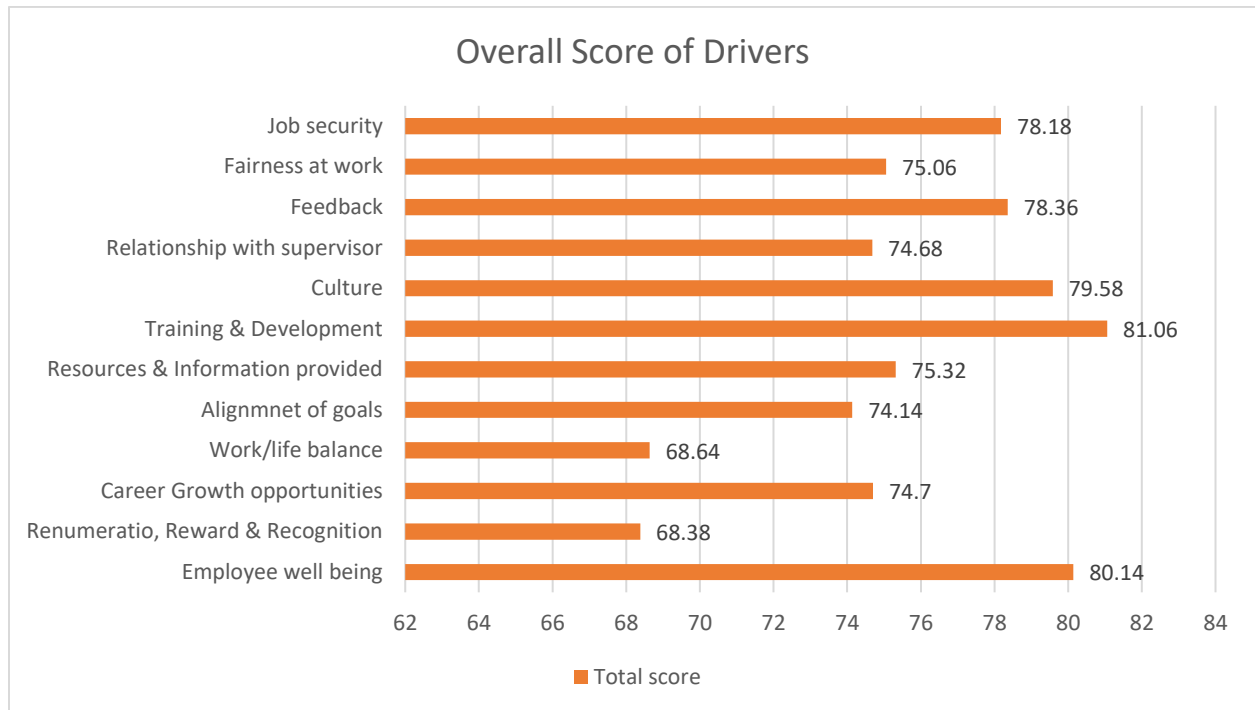
**Figure 6: Table showing category wise highest and lowest satisfaction driver**



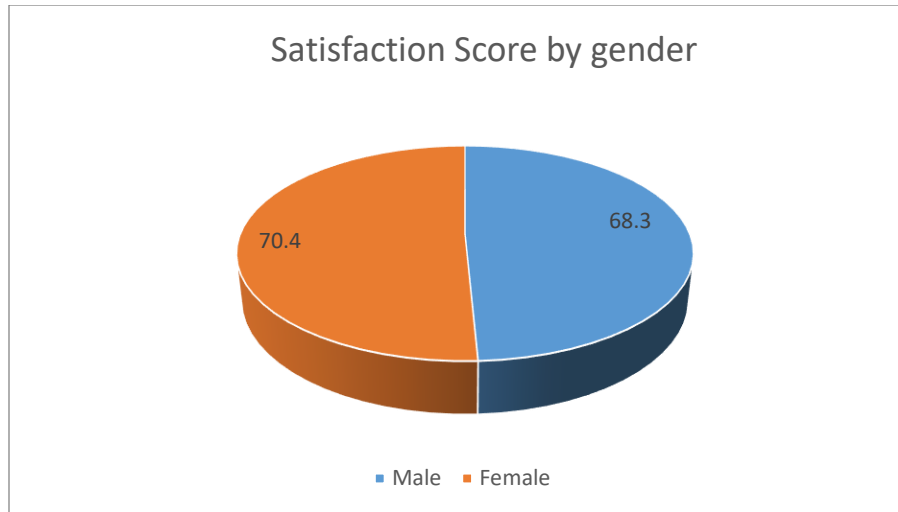
**Figure 7: Satisfaction levels as per employee category**

CATEGORY	HIGHEST	LOWEST
Doctors	Training & Development	Resources & Information Provided
Nurses	Training & Development	Alignment of Personal Goals with Organization Goals
Paramedics	Culture	Alignment of Personal Goals with Organization Goals
Staff & Executives	Culture	Resources & Information Provided
Service	Culture	Alignment of Personal Goals with Organization Goals

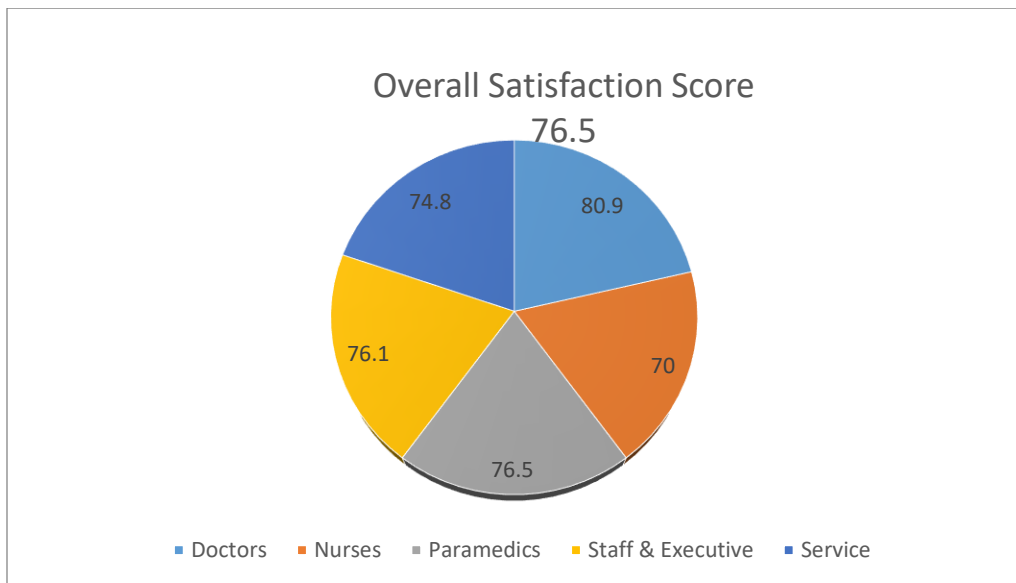
**Figure 8: Table showing category wise highest and lowest satisfaction driver**



**Figure 9: Overall satisfaction score of determining factors**



**Figure 10: Statistical results of satisfaction levels by gender**



**Figure 11: Statistical results of overall satisfaction levels of categories**

## **2.10 DICUSSION**

The overall satisfaction achieved by FMRI was above the set benchmark. This indicates a good health of the hospital. Benefits, perks and culture provided by the organization can be a prominent reason for higher satisfaction levels in certain drivers such as employee wellbeing, training and development and job security. Higher job satisfaction level of hospital staff results in higher competitiveness and performance of the hospital.

The study revealed that training and development is the highest scored indicator for employee satisfaction in FMRI. This is the result of extensively prepared training modules that are developed differently for different staff categories considering their needs and scope. FMRI invests significant amount of time and finance to conduct timely training sessions such as induction, LEAP, CCDC and specific departmental trainings that are effective and efficient on the organizational as well as employee level. These well- structured periodic trainings help in professional as well as personal growth of the employees. The precise execution of the trainings is the major reason for highest scoring of this indicator. These trainings help in boosting confidence, enhancing communication, refining technical and soft skills of employees and providing sufficient information so that employees can smoothly and stress free carry out their daily tasks.

Employees are also asked for immediate feedback of the module and trainers. This helps in training satisfaction of employees and helps the hospital to amend the training as per the feedback. Impact of the training is also analyzed through observing changes in the performance of the employee and then evaluation is also conducted. This impact evaluation is not only for the employee performance but it also indicates the success of the training given to the employee. Henceforth it can be said that efforts put in by FMRI for training and development of their employees are remarkable.

Employee wellbeing, culture and feedback were also highly scored indicators for employee satisfaction. The prominent reasons can be the efforts put in by the organization to ensure mental and physical wellbeing of their employees especially during covid pandemic. Any staff who came covid positive was given treatment free of cost by the hospital, healthcare

staff who were deployed in covid ICU's were given monetary incentives. Transporting, lodging and food facilities were arranged by the hospital to ensure the health of the employees. Other benefits such as additional insurance coverage, timely sanitization and hygienic environment, timely face mask distribution were additional benefits provided.

Employees feel that they receive constructive feedback from their supervisors and feedback given by the employees relate to their work is also heard and appreciated by their supervisors. All these functionalities and conducts contribute to a well appreciated and highly scored work culture of FMRI.

Work life balance is the lowest scored among all the determinants of satisfaction yet within satisfactory range. Healthcare and hospital industry demand a significant amount of exertion and time from the employees. The uncertainty of working shifts and working hours due to high patient footfall and high standards of FMRI as a patient centric hospital calls for high expectations from employees.

The study revealed that paramedic Staff of FMRI have a highest sense of employee wellbeing while the nurses have the lowest score. This can be a result of varying working hours and direct patient dealing for nurses.

For Remuneration, Rewards and recognition Doctors were the highest satisfied category while Service staff being the lowest. Difference in qualifications and difference in

technicality of job can be a prominent factor for determining the measures of satisfaction for remuneration.

Doctors are having the highest satisfaction level under the driver alignment of personal goals with organizational goals and nurses are at the minimum satisfaction level. As per our study we inferred that the nurses had to increase their connect with the supervisors.

Service staff have highest balance of Work and Personal life while Nurses are highly dissatisfied. This can be due to variation in length and timings of duties and day night shifts.

Nurses feel that they lack in Resources and information provided for carrying out their task while Doctors are satisfied enough with the Infrastructure. Indistinct communication can be inferred as a reason for information ambiguity.

Doctors are provided the adequate amount of training and development required for performing their tasks while service category is at minimum satisfaction level. Service category should communicate their supervisors for the required facets of training needed.

The Culture of FMRI has been found most suitable by paramedics and doctors while nurses slightly disagree.

Paramedics' staff have best relationship with supervisors while for other categories it was satisfactory. Team building exercises and enhanced communication can be a resolution.

Doctors in FMRI believe that there is high level of Fairness at work while nurses are dissatisfied with fairness levels.

All categories except service staff believe that there job is secure.

## **2.11 CONCLUSION**

Employee engagement is critical to worker commitment. Drawn in representatives perform extraordinarily well in their work. The research featured the most affecting indicators of employee engagement in the hospital. Hospitals can be achieve success by concentrating on enhancing satisfaction and performance. It is in the wellbeing for them to decide approaches to improve representative fulfilment. One sure path is to ensure that the perfect individuals are chosen for the right occupations. On the off chance that this isn't done, both fulfilment and execution will endure.

Worker engagement can likewise add to hierarchical achievement. Having fulfilled workers who perform better and are in the right positions, helps encourage commitment. Having representatives who are available and committed are additionally key elements. Connected workers need great correspondence with their bosses, work that means something for them and inspires them, and it's anything but a protected place to work.

Accomplished hospitals comprehend the advantages of jovial staff, fantastic execution and representatives being plighted. There is, mostly, better monetary performance and an inspired staff. Understanding these standards can be the distinction among progress and failure.



## 2.12 REFERENCES

1. Singh T, Kaur M, Verma M, Kumar R. (2019) *Job satisfaction among health care providers: A cross-sectional study in public health facilities of Punjab, India. Journal of Family Medicine and Primary Care. IP: 253.33.5.156*
2. Cheema S, Akram A, Javed F. (2015) *Employee Engagement and Visionary Leadership: Impact on Customer and Employee Satisfaction. Journal of Business Studies Quarterly 2015, Volume 7, Number 2, ISSN 2152-1034*
3. Jaiswal P, Gadpayle A.K, Sachdeva S, Modi R.K, Padaria R. (2015) *Job satisfaction among hospital staff working in a Government teaching hospital of India. Medical Journal of Dr. D.Y. Patil University, Vol 8, Issue 2*
4. Mrs.Suji U, Priya B.V. (2020) *A study on job satisfaction among the employees at fortis hospital in banglore. International Research Journal of Engineering and Technology (IRJET) e-ISSN: 2395-0056 Volume: 07 Issue: 04*
5. Prof. (Dr) Chatterjee S, Dr Priya S. (2016) *Employee Satisfaction Level – A Study on Multispeciality Hospital. International Journal of Emerging Trends in Science and Technology. Vol.||03||Issue||12||Pages 4910-4918*
6. Dr. Abraham S. (2012) *Development of Employee Engagement Programme on the basis of Employee Satisfaction Survey. Journal of Economic Development, Management, IT, Finance and Marketing, 4(1), 27-37*
7. Nemmaniwar A.G, Dr. Deshpande M.S. (2016) *Job Satisfaction among Hospital Employees: A Review of Literature. IOSR Journal of Business and Management (IOSR-JBM) e-ISSN: 2278-487X, p-ISSN: 2319-7668. Volume 18, Issue 6 .Ver. III , PP 27-31*
8. Abdulwahab S. Bin Shmailan. (2016) *The relationship between job satisfaction, job performance and employee engagement: An explorative study. Issues in Business Management and Economics Vol.4 (1), pp. 1-8*
9. Heriyati P, Ramadhan A.S. (2012) *Int. Journal of Economics and Management 6(1): 191 – 200*
10. Chandiok S. (2018) *Job Satisfaction of Employees in Multispecialty Hospitals in Delhi and NCR. Indian Journals. Volume 9, Issue 2*

## INSTRUMENTATION

### EMPLOYEE SATISFACTION SURVEY

Age:

Gender:

Department:

Category:

Band:

The questionnaire is for research purpose on voluntary basis and responses will remain strictly confidential. You don't have to reveal your name anywhere. Please be honest as possible.

*Please rate your response on a scale of 1 to 5 for the below questions.*

*1= Strongly Disagree, 2= Disagree, 3= Neutral, 4 =Agree, 5=Strongly Agree*

<u>S.NO.</u>	CONTENTS	YOUR RESPONSE
1.	Do you feel safe at work place?	
2.	Do you feel the infrastructure of the organization promotes healthy work environment?	
3.	Do you get due recognition for your work?	
4.	Does the organization award you for your contribution towards the organization	
5.	Do you feel your remuneration is as per the market standards?	
6.	Do you feel there is a scope for personal growth such as skill enhancement?	
7.	Do you feel that the organization offers career growth opportunities for your domain?	
8.	Do you think the environment at work helps you strike the right balance between your work life and personal life?	

9.	Does your job cause an unreasonable amount of stress to you?	
10.	Is it clear to you what your role demands in meeting the company objectives?	
11.	Do you believe that there is an opportunity for individual career growth and development within the company?	
12.	Will you be working for the same organization in next 2 years?	
13.	Are you satisfied with your Job overall?	
14.	Do you struggle to get information to make better decisions at work?	
15.	If something unusual comes up, do you know who to go for a solution?	
16.	Does the organization inform you about all the resources and tools to perform your duties well?	
17.	Do you experience personal growth such as upgrading your skills and learning other tasks apart from your regular to-dos?	
18.	Do you think you have had enough training to solve customer issues?	
20.	Does your team provide you support at work whenever needed?	
21.	Do you have a sense of belongingness to your team?	
22.	Do you feel engaged with the organization?	
23.	Do your seniors, managers encourage you to give your best effort?	
24.	Do you feel that your opinions are heard and valued by your superior?	
25.	Do you receive constructive feedback from your manager?	
26.	Does your manager praise you when you have done a good job?	
27.	Do you think your manager treats all the team members equally?	
28.	Do you feel that the management is just towards administering policies concerning employees?	
29.	Do you feel a sense of job security at work place?	

*THANK YOU*

## Dissertation SB

### ORIGINALITY REPORT

9%

SIMILARITY INDEX

7%

INTERNET SOURCES

0%

PUBLICATIONS

8%

STUDENT PAPERS

### PRIMARY SOURCES

1

[www.fmri.in](http://www.fmri.in)

Internet Source

3%

2

Submitted to IIHMR University

Student Paper

1%

3

[themedicalcity.blogspot.com](http://themedicalcity.blogspot.com)

Internet Source

1%

4

Submitted to Teerthanker Mahaveer University

Student Paper

1%

5

Submitted to Westcliff University

Student Paper

1%

6

Submitted to Queensland University of Technology

Student Paper

1%

7

[www.qualityhealth.in](http://www.qualityhealth.in)

Internet Source

<1%

8

Submitted to Indian School of Business

Student Paper

<1%

9

[www.medtravels.in](http://www.medtravels.in)