

## **Internship training**

At

**THUMBAY UNIVERSITY HOSPITAL, UAE**

(February 2<sup>nd</sup> to April 30<sup>th</sup> 2022)



**“To determine and evaluate the role of human resource practices in affecting employee retention in UAE private hospital “**

By

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**PG/20/096**

Under the Guidance of

**Dr. Preetha GS**

Post – Graduate Diploma in Hospital and Health Management (2020- 2022)



**International Institute of Health Management Research New Delhi**

## ACKNOWLEDGEMENT

It is esteemed pleasure to present this research project by thanking everyone who helped me in this task. I am extremely thankful to everyone at **Thumbay University Hospital, UAE**. for sharing generously their valuable insight and precious time which motivated me to do my best during dissertation. I would like to express my sincere gratitude towards my guide **Dr. Preetha G.S.** ma'am (Mentor), professor IIHMR, who helped me immensely throughout the tenure of my internship. She inspired me greatly to work in this project with her valuable guidance, support, interest, encouragement, involvement, and advice.

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May 01, 2022

To Whom It May Concern

This is to certify that **Ms. Tanvi Taneja** holder of **Indian** Passport Number **M8236338** was working in our institution as a **Management Trainee** from 2<sup>nd</sup> February 2022 to 30<sup>th</sup> April 2022 as a part of dissertation of her **PGDHM (Hospital & Health Management)** program. She has completed the assigned project

We wish her all the best in her future endeavors

For Thumbay University Hospital Complex, Ajman

Dr. Thumbay Moideen  
Founder President



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## **TO WHOMSOEVER IT MAY CONCERN**

This is to certify that **Tanvi Taneja**, student of PGDHM from the IIHMR Delhi has undergone internship training at Thumbay Hospital, UAE from **2<sup>nd</sup> February, 2022** to **30 April, 2022**.

The candidate has successfully fulfilled his roles and responsibilities designated to him during internship training and approach to concerned program have been sincere, scientific, and analytical.

The Internship is in fulfillment of the course requirements.

I wish him all the success in all his shining future



**Dr. Sumesh Kumar**  
**Dean**  
**(Research)**  
**(IIHMR DELHI)**



**Dr. Preetha G.S.**  
**Professor & Dean**  
**(IIHMR DELHI)**

### **Certificate from Dissertation Advisory Committee**

This is to certify that **Ms. Tanvi Taneja**, a graduate student of the PGDHM (Hospital & Health Management) has worked under our guidance and supervision. She is submitting this dissertation titled **"Role of Human Resource practices on employee satisfaction and its role towards organizational commitment among employees and retention practice"** at **Thumbay University Hospital** in partial fulfillment of the requirements for the award of the PGDHM (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. Preetha G.S.**  
Professor and Dean Research  
IIHMR, New Delhi



**Mr. Zameer Pasha**  
Senior Manager HCM  
Thumbay University Hospital

### **Certificate of Approval**

The following dissertation titled **“To determine and evaluate the role of human resource practices in affecting employee retention in UAE private hospital “**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

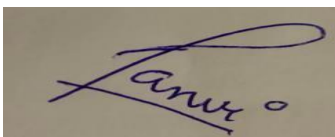
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## **CERTIFICATE BY SCHOLAR**

This is to certify that the report “**To determine and evaluate the role of human resource practices in affecting employee retention in UAE private hospital** “ submitted by **Tanvi Taneja** Enrolment no. PG/20/096 under the supervision of Dr. Preetha G.S., Professor & Dean (Research), IHHMR Delhi for award of PGDHM carried out during the period from **2<sup>nd</sup> Februry May, 2022 to 30 April June, 2022** embodies my original work and has not formed the basis for the award of any degree, diploma associate ship, fellowship, titles in this or any other institute or other similar institution of higher learning.



**Signature**

## FEEDBACK FORM

Name of the student: Ms. Tanvi Taneja

Dissertation organization: Thumbay University Hospital Complex, Ajman

Area of Dissertation: Role of Human Resource practices on employee satisfaction and its role towards organizational commitment among employees and retention practice at Thumbay University Hospital

Objectives achieved: Employee Satisfaction survey as a part of the dissertation program was completed successfully at TUVH and analysis showed that the employees were happy

Deliverables: to Continue work at TUVH. Therefore the study got us an inside and people perception at TUVH

During the dissertation process Ms. Tanvi was found to be a active participant, with eagerness to learn. She has basic HR practices, took active part in training coordination and in other areas.

Strengths:   
→ Good Communication skills,   
→ Gets tasks done, good in follow up   
→ Professionalism.

Suggestions for Improvement:

→ Prioritising Tasks

Signature of the Officer-in-charge/Organization Mentor (Dissertation)



Date:

Place:





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**CERTIFICATE ON PLAGIARISM CHECK**

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Course Specialization (Choose one)	Health Management		
Name of Guide/Supervisor	Dr/ Prof.: Dr. Preetha GS		
Title of the Dissertation/Summer Assignment	To determine and evaluate the role of human resource practices in affecting employee retention in UAE private hospital		
Plagiarism detects software used	"TURNITIN"		
Similar contents acceptable (%)	Up to 15 Percent as per policy		
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Name: **Dr. Preetha GS**

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## SECTION A- PROJECT OUTLINE

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### Chapter: 1

## OVERVIEW OF HOSPITAL

### **1.1 ORGANIZATION PROFILE**

In 1998, Dr. Thumbay Moideen businessman from India founded the Thumbay Group in the UAE. He set up the UAE's first private medical college in Ajman, which later became a full-fledged medical university, the Gulf Medical University (GMU). Confronted with the challenge of providing adequate clinical training opportunities for its students, he built the first private teaching hospital in the region, which laid the foundation of Thumbay Hospitals.

THUMBAY HOSPITAL Ajman was inaugurated on 17<sup>th</sup> October 2002 by His Highness Sheikh Humaid Bin Rashid Al Nuaimi, Member of the Supreme Council, UAE and Ruler of Ajman. It is part of the Gulf Medical University Academic Health System (GMUAHS), the first private academic health system in the region, and provides clinical training to the students of Gulf Medical University. Its inception marked the beginning of Thumbay Group's foray into healthcare, with many more academic hospitals, family clinics and day care hospitals later added to the group's healthcare division. Today, THUMBAY Hospital chain is one of the largest healthcare providers in the region and the largest group of JCI-Accredited private academic hospitals in the region.

Today, Thumbay Hospital serving the patients from over 175 nationalities and having staff from over 20 nationalities, speaking over 50 languages. The hospital network has extended its

services through its hospitals in Dubai, Sharjah, Ajman, Um Al Quwain and Fujairah in the UAE as well as in Hyderabad – India

Thumbay Hospitals also benefit immensely from the biomedical research it undertakes in association with GMU, which greatly enhances the outcome of the clinical care. GMU has established the The Institute of Precision Medicine and Translational Research to pursue excellence in biomedical research, as well as a state-of-the-art Innovation Center to spur medical innovation and offer a platform for healthcare researchers, biomedical innovators and medical scientists in the region.

## **1.2 Founder President'S MESSAGE**

Our goal is to build lasting relationships with people. We believe that the healing process is as much about personal care as medical attention. At Thumbay Hospitals we unite exceptional clinical success rates and superior technology with traditional care and warmth, as we truly feel the world is our extended family.

## **1.3 Vision**

To be the leading network of academic hospitals in the Middle East.

## **1.4 Mission**

To provide patient centered care of the highest quality in an academic set up.

## **1.5 Core values**

- **Excellence** – Provide clients with a consistently high level of service through benchmarking and continual improvement
- **Trust** – Ensure trust, compassion, dignity and mutual respect for colleagues and clients through open communication and dialogue.
- **Client centered** – Always be guided by the needs of our patients and clients.
- **Ethics** – Always follow ethical practices that emphasize honesty, fairness, dignity and respect for the individual.
- **Continuous learning** – Always keeping abreast with new technologies and evidence based clinical practice.

- **Teamwork** – Always working together as a team and drawing strength from our diversity to serve the community.
- **Integrity** – Committed to personal and institutional integrity, make honest commitments and work consistently to honor them.

### **1.6 Facts about Thumbay University Hospital Day , Ajman,UAE**

Thumbay University Hospital is the largest private academic hospital in the Middle East region. Located in Thumbay Medicity, Al Jurf, Ajman, UAE, the hospital is part of the academic hospital network of Thumbay Group, which has a professional workforce of 30 different nationalities serving patients in 50 different languages and serving patients from over 175 countries.

Thumbay University Hospital features a dedicated 100-bed long term care and rehabilitation unit, 10 modern surgical suites for all major specialties, Center for Imaging, Cath Lab, ICU/CCU/NICU/PICU, 10-bed dialysis unit, etc. The hospital also has 10 labour and delivery rooms, NICU, SCBU and Well Baby Unit.

Additional measures to prevent the spread of the virus in the hospital include a unique fever clinic to treat patients with fever and screening them for COVID-19 symptoms, regular and detailed sanitization protocols, chronic medication refill for patients via a simple phone call, 24-hour drive-through pharmacy service at the hospital premises, temperature monitoring of all patients, visitors and staff, emphasizing hand hygiene and wearing masks, hand sanitizer dispensers throughout the hospital, and constant monitoring of staff health.

Thumbay University Hospital is the largest private academic hospital in the Middle East region, with 350 beds. It is a state-of-the-art family healthcare destination having a dedicated 100-bed long term care and rehabilitation unit, Centre for Oncology equipped with PET-CT scan, 10 modern surgical suites for all major specialties, Center for Imaging, Cath Lab, ICU/CCU/NICU/PICU, 10-bed dialysis unit, etc. The Hospital has a dedicated floor for the Mother and Child program including 10 Labor & Delivery Rooms, NICU, SCBU and Well Baby Unit. The hospital offers Marhaba Services – personalized fast track services for patients

– as well as Presidential Suite Rooms, VIP Rooms, Private Rooms, etc. We have a ‘Therapeutic Garden’ for better relaxation and holistic recovery of in-patients.

Amenities for patients and visitors include a multi-restaurant food court, movie theatre, coffee shops, health club, 1000+ free parking spaces, etc. We are part of the academic hospital network of Thumbay Group, which has a professional workforce of 30 different nationalities serving patients in 50 different languages and serving patients from over 175 nationalities.

Thumbay University Hospital excels in offering the best healthcare and Telehealth services. Thus, patients can call the hospital’s telehealth number (054 9955415) to access services such as follow-up consultations, review of reports, refill of medicines, etc., as well as for getting home delivery of medicines and home collection of diagnostic samples. Patients can also consult their regular doctors through video conferencing. These particular services enable people to avoid non-essential physical visits to the hospital.

## Chapter:2

### Introduction

#### Retention

Employee turnover and retention are two concepts that are closely related to one another. Employee turnover refers to the frequency with which employees leave an organization.. The turnover rate is much of the time concentrated on in associations also, when the turnover rate is high, it makes monetary issues.

An Insider's Guide to Finding and Keeping the Best People, make sense of The expense of losing workers by a model from HR Management magazine Article from year 2008. The article noticed that supplanting a worker would cost on normal 100 percent to 125% of a worker's yearly compensation. Holding the representatives who have a decent individual work fit is the key to making the occupation productive to the organization.(1)

Worker maintenance is defined by the Management Study Guide as the association's strategies, methods, and policies that allow the representatives to stay with the organization for the longest amount of time. Stephen Taylor presents two viewpoints on maintenance. The Initial one expresses that diminishing the worker turnover rate is attractive for all organizations, and that as a matter of fact it ought to be the point of drives in the representative Maintenance. It likewise proposes that further developing maintenance/turnover rates overall is Or on the other hand ought to be a focal goal of human asset the board strategy. According to this point of view, high paces of turnover are frequently viewed as proof of fall flatting in human asset capacities. The creator presents additionally another perspective with regards to this issue: after "another universe of work" has arisen, the degrees of consistency.(2)

I have risen as a result of the adaptability of work market. The fact that this is desire makes it said capable, and the associations ought to really zero in their endeavors on the maintenance of The most extraordinary entertainers, those couple of individuals in each segment who can As a matter of fact have an effect in the business. After this, the creator expresses his own View point, that despite the fact that he feels that both of the points of view are right in

## **Job Satisfaction**

Job Satisfaction is significant for a representative in an association and there are a large number Factors that influence work fulfillment. According to the association perspective, work fulfillment in their

Representatives mean quite a bit to the achievement and manageability of the actual association. Work For a representative, having position fulfillment is fundamental as inspiration to play out their best In the work. At the point when a representative is propelled to play out their best, the presentation level is improved and the association will benefit enormously. Because of the significant commitment spurred Representative's plays in an association, bosses should think often about the joy of Their workers. Late measurements show that all through their professions, American specialists hold abnormal of eight positions (3). Negative and horrible perspectives towards the gig Demonstrate work disappointment Armstrong (4). This fulfillment might be emotional: one-Layered abstract build addressing a generally speaking close to home inclination people have About their occupation in general Kleberg . Following beneath, work

Fulfillment is made sense of utilizing authoritative conduct hypotheses.

## **Organizational Commitment**

Organizational Commitment is generally viewed as the element that causes individuals to go about their business and remain in the association: not extremely unique structure the possibility of commitment. However, commitment is a more extensive idea, and as per Jon Hellevig (5) Organizational commitment depends on the free decision of the worker to want to Work for the association and furthermore to the greatest advantage of the association While responsibility is much of the time in view of impulse, by making the sorts of Conditions that the representative feels a sense of urgency to work for the association. He Likewise proposes that responsibility comes from the worker judiciously gauging

The choice and commitment is a greater amount of going with an individual decision. The employee is locked in on the grounds that he needs to be and not on the grounds that he is paid to be or Rebuffed for organizational Commitment is generally viewed as the element that causes individuals to go about their business and Remain in the association: not extremely unique structure the possibility of commitment. However, commitment is a more extensive



idea, and as per Jon Hellevig (6) Organizational commitment depends on the free decision of the worker to want to work for the association and furthermore to the greatest advantage of the association. While responsibility is much of the time in view of impulse, by making the sorts of conditions that the representative feels a sense of urgency to work for the association. He likewise proposes that responsibility comes from the worker judiciously gauging

The connections among representatives and furthermore the administration that help employees get spurred and participated in their work and in the association. (7)

Albeit the hypotheses of inspiration and responsibility are covering with engagement and they are significant elements in making commitment and the drivers of commitment, the three ought not to be confounded as equivalent words to each other. The reason for the definitions is to make a superior understanding about the main hypotheses in connecting with and holding employees, not being. It has likewise been recommended that individuals commit more to their association, and are participated in their work, making a further differentiation between the two peculiarities. (8)

Inspiration implies that an individual has a justification behind following through with something - for instance workers are being paid for going about their business. As indicated by Hellevig, inspiration is a vital driver in representative commitment: it is a base for getting engaged in the work. Inspiration and it is going to rouse in the customary sense outer elements

Impacting the worker, a carrot and a stick technique and a sort of haggling among the executives and the workers. With regards to worker commitment, inspiration is thought as inward inspiration and rousing is finished by making the sorts of conditions for the workers and stressing the connections among representatives and furthermore the administration that help employees get spurred and participated in their work and in the association.(5)

The hypotheses of inspiration and responsibility are covering with engagement and they are significant elements in making commitment and the drivers of commitment, the three ought not to be confounded as equivalent words to each other. These definitions are given as the base to the hypothetical system that is introduced in Chapter 2. The reason for the definitions is to make a superior

Understanding about the main hypotheses in connecting with and holding employees.

## SECTION B- PROJECT OUTLINE

### Chapter: 3

#### **Background of study**

In management, there are human resource management (HRM) practices that can influence worker satisfaction in any industry or organization. It is important to measure worker job satisfaction in an organization to ensure business performance and sustainability. Thus study will observe employee job satisfaction, organizational commitment and the retention practices in Thumbay hospitals. Since its operation in 1998, Thumbay still is a very labour intensive port terminal with more than 2000 employee's s that form the backbone of the 24-hour daily operation. Therefore, throughout the years, Thumbay has invested heavily in training, developing and enhancing necessary skills in their work force to ensure high and consistent productivity in the terminal. Human talent management is a an important asset in PTP and the management has invested heavily in human resource management practices in order to retain and create a harmonious work place for their employees. Hence, it is important to retain talent and ensure continuous and steady labour force in order to ensure minimal disruption to the port operations. Human resource management in Thumbay has taken many initiatives s part of the human resource management.

## **Aim**

To study the impact of human resource practices on employee satisfaction and its role towards organizational commitment among employees and retention practice in Thumbay university hospital Ajman

### **Objective-**

- To determine what human resource practices and organizational culture in the UAE may affect employee retention in the Thumbay university hospital.
- To study the major challenges Thumbay face in relation to employee retention.
- To study and evaluate the influence of factors such as job satisfaction on rate of staff turnover.
- To gain insight about why employees choose to stay at Thumbay group hospital.
- To let employees know and aware that their skills , contributes and dedication are valued and appreciated by Thumbay

### **3.1 Problem Statement**

There are many variables that can decide fulfillment and there are additionally many sorts of fulfillment. The idea of general fulfillment is There is likewise significant help for the connection between Job Satisfaction and human asset the executive's approaches. Work fulfillment implies the sensations of various workers about the various components of their occupations. Work fulfillment might be the overall way of behaving that shows up because of various occasions at the working environment; it very well might be a manager's way of behaving, relationship with peers or the workplace .The degree of fulfillment and disappointment is another perspective which connects with worker work fulfillment. It focused on that a fulfilled labor force can increment hierarchical efficiency through less interruption brought about by truancy or turnover, scarcely any frequencies of damaging conduct and lower clinical expenses

### **3.2 Research question**

- How does Human Resource Practice affect employee retention in Thumbay University Hospital?
- What are the other factors that influence employee retention in Thumbay University Hospital?
- How do Human Resource Practices affect employee commitment and job satisfaction in Thumbay University Hospital?

Chapter: 4

## **Review Literature**

### **3.1 Job satisfaction**

Job satisfaction refers to one's feelings or perspective of the likelihood of their work. Workplace satisfaction can be affected by a variety of factors, including pay practices, the nature of one's relationship with their boss, and the environment in which they work.

Turnover is a measure of the quality of a given affiliation or industry, compared to the rate at which a company hires and fires employees. For instance, if a company is assumed to have a high turnover rate, it is suggested that its delegates have a more constrained residency than those of other affiliations in the same industry. From a broad perspective, work fulfillment and turnover are connected by how each affects the other. (10)

Organization must foster human asset arrangements and techniques, including selection Also, enrollment, getting ready and improvement, and execution the chiefs, that reflect Their

Association should encourage human resource courses of action and methods, including choice Also, enlistment, preparing and improvement, and execution the bosses, that mirror Their

Employee-employer relations, decline turnover, and further encourage risk levels, HRM plans need to contemplate these parts and oversee them consistently.(2)

Right when a representative seeks after the choice to leave a connection, the explanation can seldom be credited to one single variable, for example, a feebleness to be surrendered a progress or lift in remuneration.

Considerably more regularly, one occasion could go likely as an improvement for the expert to leave, yet totally the mystery reasons will be inferable from different occasions during the representative's time at the firm Really making heads or tails of how various variables talk with each other, and the effect that they have on a specific's obligation to a connection, can very challenge.

In addition with different connections all around the planet, support issues are right now on the move in UAE. They are essentially, influencing moderate viability and execution. Supervisors are going toward the preliminary of keeping an eye out for help issues as for broadening

Conflict in the general business local area. It is against this foundation that this examination will investigate worker upkeep issues with a supplement on the socio-economic setting of the UAE. (1) Convictions and guidelines as well as staying aware of satisfactory associations between The board and Employee. Not with standing, some human resource divisions basically devise Strategies that can manage current issues or with prerequisites

### **3.2 HRM PRACTICES**

. n the affiliations or firms, human resource the leaders (HRM) rehearses as a center individual between HRM Strategy and HRM result. Sheppeck and Militello (2000) center HRM system into four social gatherings: Business ability and work, significant solid areas for methodology, execution appraisal and Support and market relationship by which Guest (1997) sections in to three orders. Separated on progression,based on quality and cost-decline. Notwithstanding, there are different definitions in Beforehand researches on HRM procedure, yet all structures used to accomplish a relative progressive objective Through HRM rehearses. Furthermore, work satisfaction is for the most part recognized a higher work fulfillment is associated with broadened efficiency, lower misconduct, and lower worker turnover (Hackman and Oldham, 1975).Chan (2013) looks at the relationship between HR practices and occupation satisfaction of Representatives in the inn business in Malaysia. The HR rehearses are arranging and improvement, Execution evaluation, pay, advantage and security and thriving. A survey was scattered to450 inn delegates in Penang, Kuala Lumpur and Johor and the reactions were

coordinated using Measurement assessment. The disclosures are that availability and improvement contributes the most important to work Fulfillment followed by pay, thriving and success, execution appraisal and benefits. Njenga (2007), this study endeavors to fan out a relationship between HRM rehearses

### **3.3 RETENTION MANAGEMENT**

Retention Specialist have described maintenance support the board as an imperative, clear cycle that starts with an evaluation of the defenses for why delegates join an affiliation. Different components can impact delegate turnover. These consolidate the internal development of the affiliation, enlistment approaches and procedures, calling movement valuable entryways, rewards and benefits, and getting ready and improvement (Fitz-enz, 1990). In request to improve

### **3.4 Organizational Commitment**

Organizational Commitment is in like manner portrayed as the degree of recognizing evidence and commitment that individuals have with their affiliation's principal objective, values and goals. It has been battled that this obligation is impacted by the affiliation's guidelines moreover, practices, and especially by the definitive climate. Offering another viewpoint, Foote, Seipel, Johnson and Duffy confirm that researchers have perceived progressive obligation as both a forerunner moreover, a result of many work-related factors. They add that a large portion of studies describe various leveled liability as obligation assigned expressly toward the relationship as an administrative element. they portray the legitimate liability as.

- (1) The confidence in and affirmation of legitimate goals and targets.
- (2) The enthusiasm to lock in for the affiliation, as a matter of fact.
- (3) An unquestionable assumption to remain in the affiliation.

The hallmark of a mix of analysis facilitated across public, private, and non-profit settings has been the possibility of genuine risk. Considerations of commitment-related perspectives

And commitment-related strategies for dealing with income action were one area of study that attracted a lot of attention in the latter half of the 1970s and early 1980s. Here are some instances where employees working in public spaces tend to have higher levels of obligation to their relationship's goals than employees working in other districts. One of the main factors for this has to do with the fact that public area professionals are better familiar with the company's aims and are the kind of people who are unmistakably concerned with morals.

(5)

## Chapter: 4

### DATA AND METHODOLOGY

#### 3.1 Aim

To study the impact of human resource practices on employee satisfaction and its role towards organizational commitment among employees and retention practice in Thumbay university hospital Ajman.

#### 3.2 Objective

- To determine what human resource practices and organizational culture in the UAE may affect employee retention in the Thumbay university hospital.
- To study the major challenges Thumbay face in relation to employee retention.
- To study and evaluate the influence of factors such as job satisfaction on rate of staff turnover.
- To gain insight about why employees choose to stay at Thumbay group hospital.
- To let employees know and aware that their skills , contributes and dedication are valued and appreciated by Thumbay



### 3.3 Research question

- How does Human Resource Practice affect employee retention in Thumbay University Hospital?
- What are the other factors that influence employee retention in Thumbay University Hospital?
- How do Human Resource Practices affect employee commitment and job satisfaction in Thumbay University Hospital?

### 3.4 Significance of the study–

The employee retention issue and relationship to HRM in a space is presently under research. It has both pragmatic and hypothetical importance. it progresses information and comprehension of key maintenance factors which might influence representative maintenance in private hospital.it may likewise be utilized to help private association in figuring out methodologies to build the consistency standard ,work fulfillment and hierarchical responsibility among employees This study gives to comprehend factors influencing maintenance of representatives of Thumbay .Moreover only selected factors of occupation qualities have been considered for the review. Hence the scope of the review is restricted to the geological area of the example size and furthermore to the chose aspects of individual qualities. The review tosses light through important idea to diminish wearing down level in the association to build the standard for dependability. This study can assist the administration with finding the more vulnerable pieces of the representative feels towards the association and furthermore helps in changing over those more vulnerable part in to more grounded by giving the ideal ideas or arrangements.

### **3.5 Research methodology**

#### **Research Method**

Survey Method

#### **Area of Research Study**

The survey was carried out in Thumbay university Hospital Ajman . A survey was Effective to study impact of human resource practices on employee satisfaction and its role towards organizational commitment among employees and retention practice in Thumbay university hospital Ajman

#### **Research-**

Descriptive (cross-sectional)

#### **Data Source-**

Primary Data – Survey is being conducted and the directly data is taken from samples.

#### **Time period of study-**

2 months (31<sup>st</sup> march -2nd May)

#### **Sample size-**

The sample is 150 employees which includes the employees of Thumbay group

#### **Sampling method-**

Sampling procedure used for this study is convenient sampling

#### **Sample of study-**

The sample is a basic unit consisting of the elements of the population to be sampled. Sample Population includes employees from Thumbay Hospitals in Ajman.

The population includes the employees of the various departments in the organization.

#### **Data Collection tools and techniques**

Primary data was used in this study. The survey was distributed to identify sample population.

The survey was conducted through Google form and was emailed to them .they were given 2 weeks' time to complete the survey. The reminder email will be sent to them to fill them

**Data analysis-** Data was collected from the study was presented as well as analyzed using MS- Excel application and descriptive statistics will be used.

#### **Timelines:**

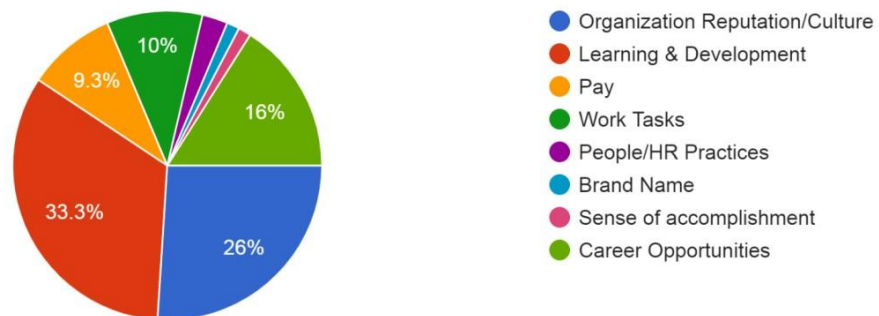
- Start of study : 31<sup>st</sup> march , 2022
- Data Collection : 5 April,2022
- Data analysis - 20 April 2022
- End date : 30 April, 2022

## Chapter: 5

### RESULT

What is the top most factor you might consider important that will continue to keep you here at Thumbay hospitals?

150 responses



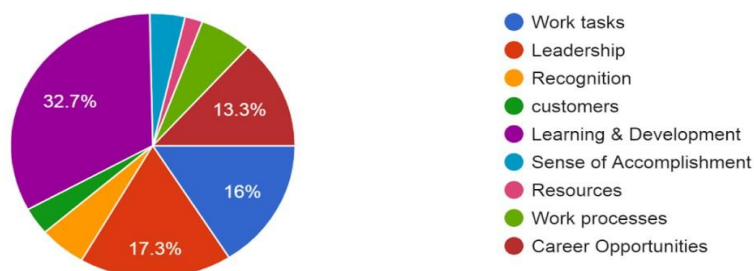
**Figure1: what is the top most factors that you will consider important to keep you here at Thumbay hospital?**

### INTERPREATATION

The above chart addresses that a large portion of the representatives feel the Learning and improvement as the superb motivation to work in this organization. Though assuming we further see We find that 26% representative feel that association, notoriety and culture, which is the reason they decide to work with the organization. 9% representatives feel that they are compensated fairly in this organization and 10% like their work assignments.

What is the best thing about your work?/ what is the best part about working in Thumbay Hospitals ?

150 responses

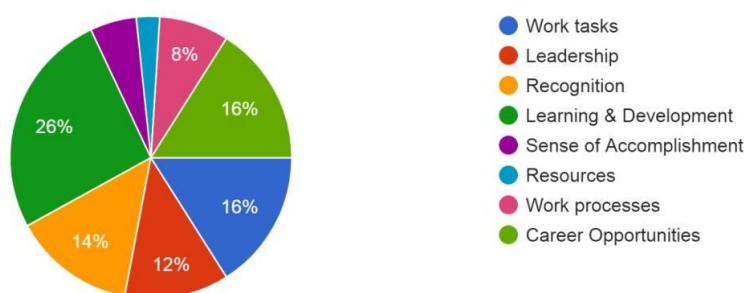


**Figure 2 what is the best thing about your work/ what is the best part about working in Thumbay hospitals**

### INTERPRETATION

The above diagram portrays that 32% workers like the preparation stages and granted to them and they feel that they get greater improvement open doors at Thumbay. The following thing that representatives love about their leadership to them Around 20 representatives love authority abilities in their present Areas of work. The third explanation that the representatives expressed was work undertakings. 17% of the representatives feel love the work errands allotted to them.. In the mean time they additionally foster better relational abilities in the cycles of Interaction and furthermore like the work cycle in emergency clinic

What will motivate you to excel further in your current position & make your job more Satisfying?  
150 responses



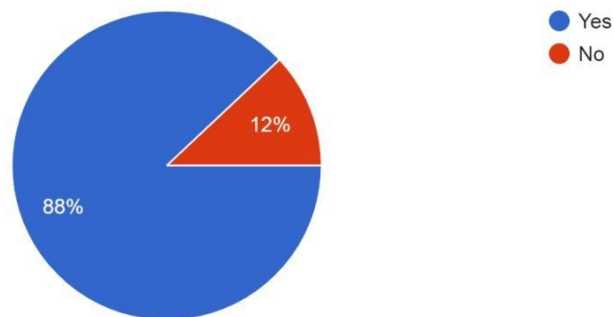
**Figure 3 what will motivate you to excel further in your current position & make the job more satisfying.**

### INTERPRETATION

The main 3 inspirations as demonstrated in the chart is Learning and Development, acknowledgment and work task 16 % of the representatives feel persuaded by their worktasks. They love to go about their responsibilities and the difficulties in their work. Representatives said the help of their seniors spurs them and the administration they are given to deal with projects motivates them. While, the following 15% workers feel roused by the appreciation got from seniors and associates and furthermore they get propelled when their thoughts are acknowledged. The third significant inspiration (27%) is the learning and advancement bestowed to the representatives.

Does Thumbay adequately supports your career goals?

150 responses



**Figure 4 :Does Thumbay adequately supports your career goals?**

### INTERPREATATION

90% of the workers feel that Thumbay enough backings their vocation objectives and is giving Them enough chances to prep their abilities. Though 10 of the representatives feel that they The organization isn't supporting their vocation targets

How can Thumbay support your career goals?

149 responses

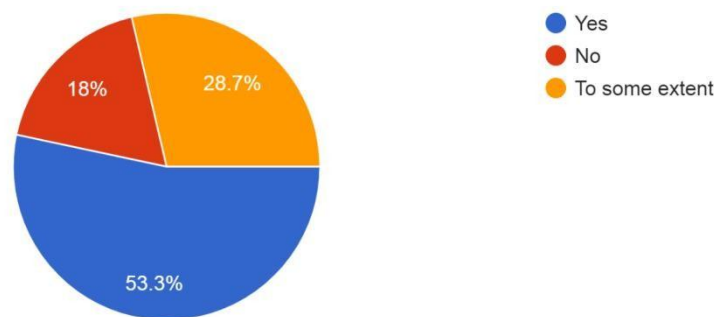


**Figure5: How can Thumbay support your career goals?**

## INTERPRETATION

As a piece of idea for supporting the vocation objectives, 42% representatives recommend that more Specialized preparing ought to be conferred so the representatives gain abilities for their work and they Ought to be given site information The second classification of idea that 25% workers gave was the need to perceive representative qualities. Representatives feel that they are not perceived by their assets which bring down the efficiency. The third idea is given in the space of workspace balance 16% representatives recommend that there is a desire for planning balance between serious and fun activities with the goal that the work culture is kept up with.

**Figure 6 : Do you get enough recognition for your contribution ?**

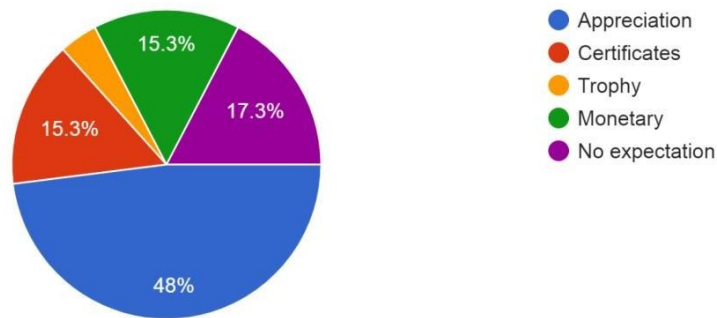


## INTERPRETATION:

The outline shows that by far most of the delegates are seen for their responsibility. The Organization requires a game plan of effort and ensures that responsibility of the agents is seen. The chart clearly communicates that 55% delegates have been seen for their responsibilities. While 18% delegates feel that their responsibilities are not seen by the association. 27% Workers feel that there were minutes when they have been redressed, yet they feel that there Were minutes when they feel that they had an impact which was not seen

What kind of recognition you prefer?

150 responses



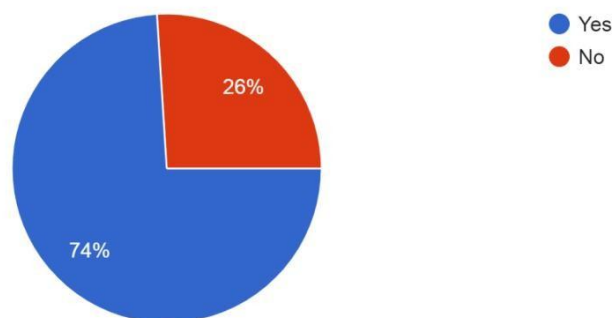
**Figure7 : What kind of you recognition you prefer ?**

### INTERPRETATION:

Of the different sorts of remunerations given by the organization, almost representatives feel that just an Appreciation for their work by their directors spurs them and causes them to feel glad. 17% Representatives lean toward declarations as a piece of acknowledgment. They feel that these letters of credit adds to their accomplishments. 24% representatives favor prize, while simply 20% workers like to have Money related awards for their commitments.

Does Thumbay fully utilizes your talent & skill set?

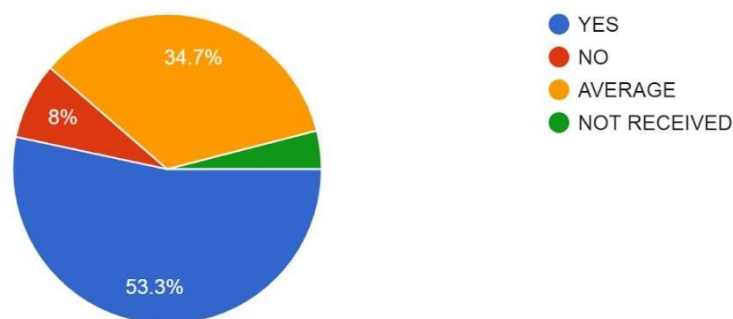
150 responses



**Figure8 : Does Thumbay Fully Utilizes your talent & skill set ?**

The diagram shows that the greater part of the representatives are perceived for their range of abilities. The Organization requires an arrangement of exertion and guarantees that their expertise and ability is been completely used of The diagram plainly expresses that 75% representatives have been utilizing their ability and range of abilities to full skill . 25%Employees feel that ability and ranges of abilities are not are being used by the organization sufficiently

Are the training & development provided by the company adequate & met your needs?  
150 responses



**Figure 9: Are the training & development provided by the company adequate & met your needs?**

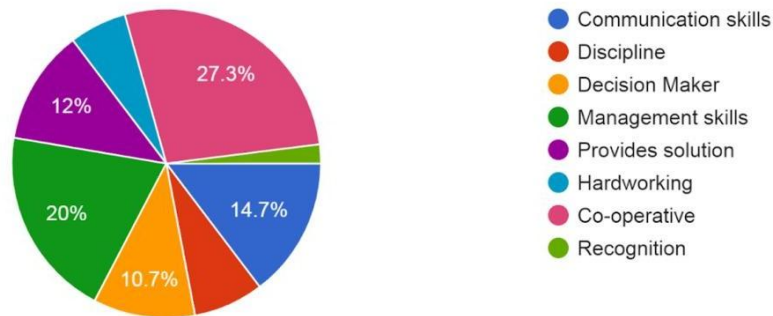
#### INTERPRETATION:

The chart shows that 54% workers are happy with the preparation and improvement Programs. While 34% workers are feel that the preparation and advancement is normal. 8% workers are not content with the stages of preparation conferred representatives .just 4% individuals feel that they haven't gotten any preparation



What do you like or respect most about your Manager /HOD/Supervisor?

150 responses



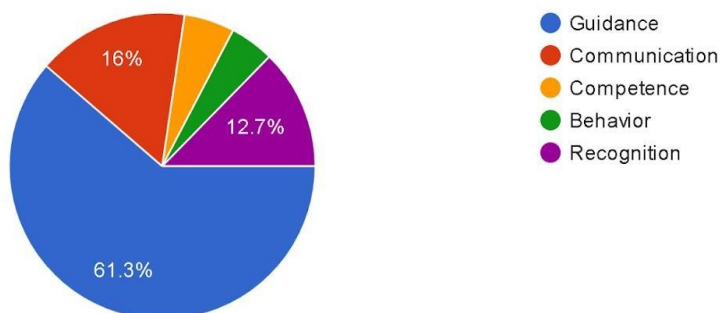
**Figure 10 what do you like or respect most about your manager?**

#### INTERPRETATION:

27%% workers feel that their managers are excellent cooperative . Moving downwards, the chart shows that practically 20% workers feel that their boss has great administration abilities the manner in which he deal with the division . 20% workers like the thinking abilities of their HOD is something to gain from . The rest characteristics that representatives like about their bosses incorporates supervisor'Recognition , relational abilities, his perspective, the opportunity given working (to pursue work in a way which the feels helpful),

In which aspects you think your Manager/HOD/Supervisor can Support ?

150 responses

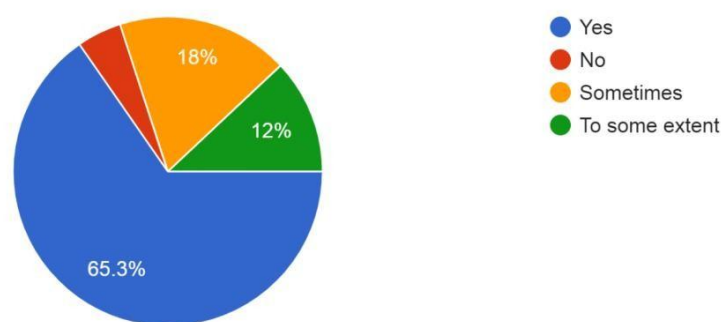


**Figure 11 :In which aspect you think you manager can support?**

## INTERPRETATION:

The above diagram shows that Majority of the workers i.e.60% representatives feel that their managers ought to associate and guide them with respect to their profession prospects as opposed to just examining about case to caseprogress. 16% workers feel that their managers can assist them with further developing their relational abilities

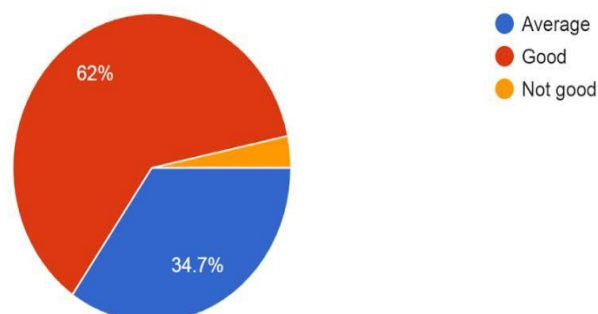
Do you enjoy working here at Thumbay Hospitals ?  
150 responses



**Figure 12: Do you enjoy working here at Thumbay?**

65% employees felt happy moments working in the company whereas 18% employees had no unhappy moments working with Thumbay

Do you think workplace communication is adequate within your department & interdepartmental?  
150 responses



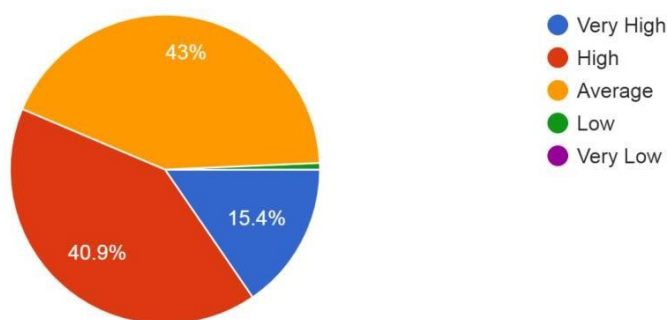
**Figure 13 Do you think workplace communication is adequate within your department & interdepartmental?**

#### INTERPRETATION:

As the diagram shows there is great correspondence inside the office. 62 representatives said That there is great correspondence inside the division. Just 35 workers said that the Working environment correspondence was normal great inside office and 4% representatives said the Correspondence was normal in their specialization.

What is your opinion regarding the Work load?

149 responses



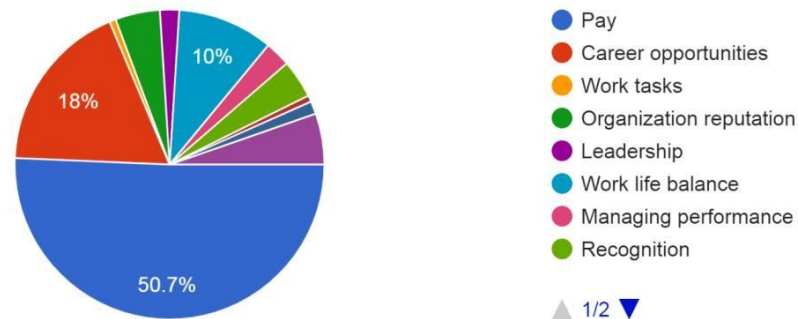
**Figure 14** what is your opinion regarding the work load?

#### INTERPRETATION:

As the graph shows there is a high work load in the company and 40% feel it's not much work load and feel it's an average .but still 16.4% feel it's very high

The top most factors that you might consider leaving Thumbay Hospitals?

150 responses

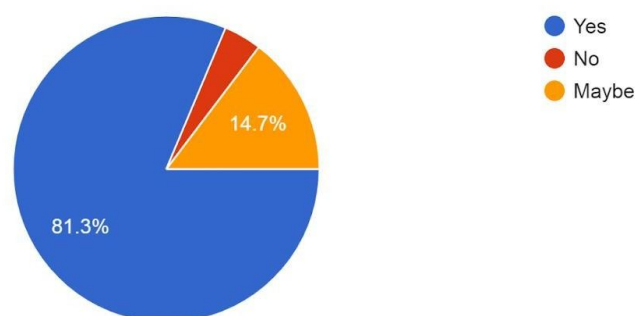


**Figure 15** The top most factors that you might consider leaving Thumbay Hospitals ?

The main 3 reasons expressed by the representatives for leaving the organization is compensation. half workers Feel pay and pay ought to be on time and ought to be paid higher. Say that assuming they are paid higher in other Company they would leave. That's what 18% workers feel assuming they will get better vocation open doors in future they'll search for it. Other 10% feel that they don't get balance between serious and fun activities here . so to keep up with that they'll leave .

Do you think that employee retention helps the development of organization?

150 responses



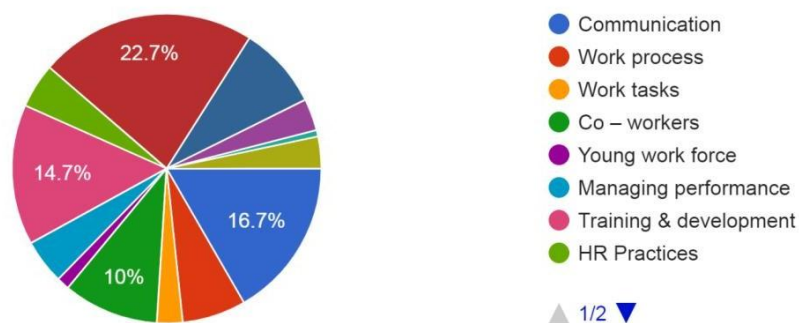
**Figure 16** Do you think employees retention helps the development of organization

## INTERPRETATION:

Half Employees concur that maintenance is a significant piece of the efficiency which will ultimately build the efficiency. Furthermore, 22% individuals feel that it doesn't make any difference what's the standard for dependability the efficiency will in any case be something similar. It doesn't influence the efficiency of the association.

Suggestions for enhancing work environment.

150 responses



**Figure 17 Top most factor for enhancing work environment**

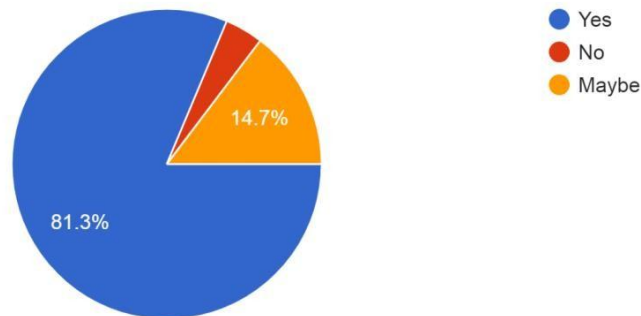
The chart shows that pay ought to likewise be done opportune and individuals ought to get increases on quarterly premise and examinations ought to be finished on convenient premise. The diagram additionally shows that there is need for successful correspondence in order to guarantee smooth working

Furthermore, the organization ought to likewise enlist new gifts. This would prompt inflow of novel thoughts. 16% workers feel that preparation phases ought to happen departmental savvy likewise workshops ought to happen two times every month. There ought to be legitimate using time effectively. One more central point to improve the working environment climate is participation among colleagues and need for inspiration which 12% representatives expressed.

### INTERPRETATION:

Do you think that employee retention helps the development of organization?

150 responses



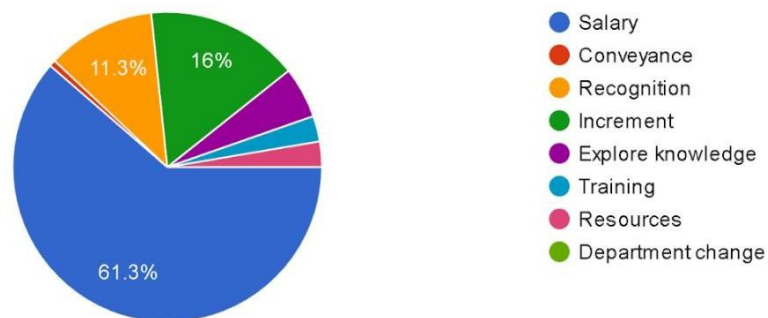
**: Figure 18: Do you think that employee retention helps the development of organization?:**

### INTERPRETATION:

80% of workers feel that maintenance assumes a significant part in the improvement of association and while 15% individuals aren't certain about it.

Top most Suggestion to encourage Retention.

150 responses



**: Figure 19: Top Most Suggestion to encourage retention**

## **INTERPRETATION**

60% workers said that compensation would be the most favored maintenance factor, which is normal For each organization. One more main issue for maintenance is addition. For example 17%. Workers said they ought to be perceived for their commitments and ought to be given legitimate additions. Aside from this preparation, asset prerequisites, office change and so forth were each requested by 8% workers as maintenance factors. Furthermore, different representatives gave different explanations behind their maintenance which is depicted in the accompanying graph:

## Chapter7

### Discussion

- From the above assessment I can say that affiliation culture makes a positive difference and work undertakings make their work really fulfilling.
- Likewise over 60% representatives concurred that work environment correspondence is great in their specialization and interdepartmental
- From the assessment we can say that maintenance assumes Important part
- From the examination done we can say non-cash related factors moreover play a beneficial outcome on delegate upkeep. however, money related is the significant part in holding representative
- Seen shortfall of affirmation was moreover alluded to as an ally of low work satisfaction. A few respondents portrayed a climate where
- When asked what inspirations kept them at Thumbay ,pay and learning advancement were most frequently alluded to. Regardless, different respondents moreover said they adored their work, and believed that it is intriguing.
- Individuals showed that they had incredible working associations and intercommunication between the office is likewise great
- Maintenance arrangements ought to likewise follow both Monetary and non-money related and continue to work.
- There is a positive basic association between unmatched assistance, working environment, work life harmony and affirmation on delegate support
- 53 % representatives concur that acknowledgment is gotten for their commitments.
- 52% representatives concur that preparing is granted occasionally.



## Chapter: 7

### **Limitations**

- The likelihood of a response varies and there is a potential that it will be biased.)
- Sampling is convenient that could create bias
- Only a few factors were taken into account when appraising the study. job satisfaction, organizational commitment, retention as there are many HR practices that are not included.
- The respondents might have not included their genuine viewpoints on a range of organization-related, potentially private, concerns.

## Chapter: 9

### Conclusion

- From the over The consequences of the ongoing survey .The factors of HR practices, work satisfaction, obligation, organization, support, work markets and progressive culture to be certain interface with each other. In particular, HR practices are associated with redesigned agent satisfaction and more unmistakable commitment to work, and through these techniques empower support. The above results show that the more HR practices are believed to be sound and fruitful by agents, the more questionable they are to leave as they are getting the learning and getting ready. Moreover, expecting they are content with their positions, the probability that they will leave the affiliation lessens. Anyway, the fundamental component which is seen as most essential is the remuneration
- The drive style of top leaders and the respectability of the treatment accorded to agents by their supervisors are two important factors that progressive heads need to look into while examining the many factors that affect delegate support in UAE affiliations., an obvious cognizance of what is for the most part expected of them, and being assisted with having an uplifting perspective on their work To deal with this, HR divisions need to consider rehearses that contemplate the future prerequisites, things being what they are, inclination, presenting an exact and fair award structure, and giving compensation benefits and rewards like clinical security

## Chapter: 10

### **Suggestions & Recommendations**

- Retention policies should also follow both Monetary and non-monetary and keep working.
- The organization should start paying their salary at time
- The organization should start appreciating them and their efforts.
- Recognize and value their accomplishments by rewarding them (certificate, monetary and non-economic rewards).
- Offers education and development and personal boom possibilities to the personnel. Personnel education & improvement assistance scheme is undertaken as part of
- Make a contribution in enhancing their effectiveness and overall performance
- Medic claim policy, accidental policy is used for better task delight in addition to Hold the worker.
- To have conferences and training programs quarterly

## Chapter: 11

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