

Internship Training

at

ARTEMIS HOSPITAL GURGAON

From:

by

Viraj Mahajan

Enroll No. pg 21/23/128

Under the guidance of: Dr Sumesh Kumar

PGDM (Hospital & Health Management) 2021-23



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

Project on title

**"IMPROVING THE EFFECTIVENESS OF OPERATIONS
DEPARTMENT IN ARTEMIS HOSPITAL GURGAON"**

by

Viraj Mahajan

Enroll No. pg. 21/23/128

Under the guidance of: Dr Sumesh Kumar

PGDM (Hospital & Health Management) 2021-23



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

CERTIFICATE

The certificate is awarded to

VIRAJ MAHAJAN

in recognition of having successfully completed his Internship at Artemis Hospital
Gurgaon

and

has successfully completed his Project on

**"IMPROVING THE EFFECTIVENESS OF OPERATIONS
DEPARTMENT IN ARTEMIS HOSPITAL GURGAON"**

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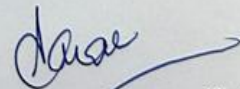
ARTEMIS HOSPITAL GURGAON

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

We wish him/her all the best for future endeavors.



Controller – Human Resources & Training



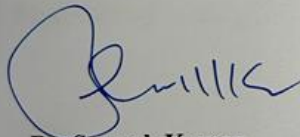
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TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Viraj Mahajan** student of PGDM (Hospital & Health Management) from International Institute of Health Management Research, New Delhi has undergone internship training at Artemis Hospital Gurgaon from 20th March to 1st June.

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

The Internship is in fulfillment of the course requirements. I wish him all success in all his/her future endeavors.



Dr. Sumesh Kumar

Associate Dean, Academic and Student Affairs IIHMR, New Delhi

Mentor

IIHMR, New Delhi

CERTIFICATE OF APPROVAL

The following dissertation titled "IMPROVING THE EFFECTIVENESS OF OPERATIONS DEPARTMENT IN ARTEMIS HOSPITAL GURGAON" at "ARTEMIS HOSPITAL GURGAON" 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

Dr. Kalpana Goyal.
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Signature



CERTIFICATE FROM DISSERTATION ADVISORY COMMITTEE

This is to certify that **MR. VIRAJ MAHAJAN**, a graduate student of the **PGDM (Hospital & Health Management)** has worked under our guidance and supervision. He/ She is submitting this dissertation titled **"IMPROVING THE EFFECTIVENESS OF OPERATIONS DEPARTMENT IN ARTEMIS HOSPITAL GURGAON"** at **"ARTEMIS HOSPITAL GURGAON"** in partial fulfillment 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.

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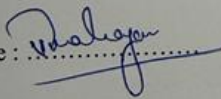
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FEEDBACK FORM

Name of the Student: Viraj Mahajan.

Name of the Organisation in Which Dissertation Has Been Completed: Artemis Hospitals.

Area of Dissertation: Operations Management.

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CERTIFICATE ON PLAGIARISM CHECK

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STUDY ON

**“IMPROVING THE EFFECTIVENESS OF
OPERATIONS DEPARTMENT IN
ARTEMIS HOSPITAL GURGAON”**

CHAPTER -1

INTRODUCTION TO THE STUDY

1.1 Artemis Hospital

Artemis Hospital, located in Gurgaon, is a renowned healthcare institution known for its commitment to providing high-quality medical services. With a strong organizational structure, a clear vision and mission, a wide range of services, dedicated human resources, well-established departments and systems, and a focus on enhancing work experience, Artemis Hospital has emerged as a leading healthcare provider in the region.

Organizational Structure: Artemis Hospital follows a well-defined organizational structure that ensures smooth functioning and efficient operations. It comprises various departments and units, each with its specific roles and responsibilities, all working together to provide comprehensive healthcare services to patients.

Vision and Mission: The vision of Artemis Hospital is to be recognized as a global healthcare institution that provides advanced medical care, innovative treatments, and compassionate patient care. The mission is to deliver exceptional healthcare services by integrating cutting-edge technology, clinical expertise, and personalized patient care.

Services Provided: Artemis Hospital offers a wide range of medical specialties and services, catering to diverse healthcare needs. These services encompass various departments, including but not limited to Cardiology, Oncology, Neurology, Orthopedics, Gastroenterology, Pulmonology, Critical Care, Women & Child Health, and Minimally Invasive Surgery. The hospital's state-of-the-art infrastructure and advanced medical technology enable the delivery of accurate diagnoses, effective treatments, and comprehensive healthcare solutions.

Human Resources: Artemis Hospital recognizes the crucial role played by its highly skilled and dedicated human resources in delivering exceptional patient care. The hospital employs a team of experienced and qualified doctors, surgeons, nurses, technicians, and administrative staff who work collaboratively to ensure the best possible outcomes for patients. Continuous professional development programs and training initiatives are in place to enhance the knowledge and skills of the workforce.

Departments and Systems: Artemis Hospital operates various departments that are specialized in different medical disciplines. These departments work in synergy to provide integrated and comprehensive care to patients. The hospital is equipped with advanced medical systems and technologies, including state-of-the-art diagnostic equipment, operating theaters, intensive care units, and electronic medical records systems. These systems and technologies facilitate efficient and accurate diagnosis, treatment, and patient management.

Work Experience in the Organization: Artemis Hospital recognizes the importance of providing a positive and enriching work experience to its employees. The hospital fosters a culture of professionalism, teamwork, and continuous learning. It emphasizes employee engagement, encourages innovation, and promotes a healthy work-life balance. By creating a supportive and conducive work environment, Artemis Hospital aims to attract and retain top talent, resulting in enhanced patient care and organizational success.

In conclusion, Artemis Hospital in Gurgaon is a leading healthcare institution that offers a comprehensive range of medical services through its well-structured organization, clear vision and mission, diverse departments, advanced systems and technologies, dedicated human resources, and a focus on fostering a positive work experience. Through its commitment to excellence, Artemis Hospital continues to provide exceptional healthcare services and make a significant impact in the field of healthcare.

1.2 Operational Management

Efficient operational management is crucial for the smooth functioning of a hospital and the delivery of optimal healthcare services. Within the hospital setting, various managerial operations are conducted to ensure the efficient utilization of resources and the effective delivery of healthcare.

Operations management in a hospital encompasses a range of activities aimed at optimizing operational processes to improve efficiency and productivity. Key aspects of operational management include managing patient flow, appointment scheduling, bed management, operating room scheduling, and optimizing resource allocation. By streamlining these processes, hospitals can minimize waiting times, reduce operational bottlenecks, and maximize the utilization of available resources.

Effective operations management also involves ensuring clear communication and coordination between different departments and stakeholders within the hospital. This includes establishing effective channels of communication between managers and employees, as well as facilitating collaboration among multidisciplinary teams. Efficient communication is essential for the timely dissemination of information, facilitating quick decision-making, and ensuring smooth workflow across the hospital.

Furthermore, operations management plays a pivotal role in ensuring the alignment of decision-making processes with the urgency of situations. Timely and well-informed decision-making is critical in a hospital environment where prompt action can be a matter of life or death. It is crucial to evaluate the efficiency of decision-making processes, identify any delays or misalignments, and implement strategies to expedite decision-making when necessary.

The involvement of relevant stakeholders in decision-making processes is also a vital component of effective operations management. Engaging stakeholders, including

employees, in the decision-making process not only promotes a sense of ownership and commitment but also harnesses the collective expertise and experience of the workforce. This involvement fosters a collaborative culture and empowers employees, ultimately contributing to improved employee engagement and organizational outcomes.

1.3 Problem statement

The problem addressed is the need to improve the effectiveness of the operations department at Artemis Hospital, Gurgaon. The key challenges include unclear communication between managers and employees, decision-making processes that may not align with the urgency of situations, inadequate stakeholder involvement in decision-making, and unidentified areas for improvement in current managerial operations. These issues hinder the overall effectiveness of the operations department and call for a comprehensive analysis and intervention.

1.4 Research objectives

Against this backdrop, this research paper aims to improve the effectiveness of the operations department at Artemis Hospital Gurgaon. The study focuses on several key objectives

- * To assess the clarity of communication between managers and employees in the hospital and its impact on overall effectiveness.
- * To evaluate the timeliness of decision-making processes and their alignment with the urgency of situations.
- * To assess the level of involvement of relevant stakeholders in the decision-making process and its impact on employee engagement and organizational outcomes.
- * To identify specific areas of improvement in current managerial operations based on employee feedback and suggestions.

1.5 Scope of the study

This research paper aims to enhance the effectiveness of the operations department at Artemis Hospital, Gurgaon. The study focuses on evaluating communication clarity, decision-making timeliness, stakeholder involvement, and identifying areas of improvement based on employee feedback.

CHAPTER - 2

LITERATURE REVIEW

The effectiveness of operations in hospitals is a crucial aspect in ensuring quality patient care, efficient resource utilization, and positive organizational outcomes. Numerous studies have explored different dimensions of hospital operations and their impact on overall effectiveness.

One area of focus is the role of communication in hospital operations. Effective communication among healthcare professionals, including managers, has been linked to improved patient outcomes and enhanced teamwork [1-3]. Clear and timely communication channels facilitate coordination, decision-making, and problem-solving, leading to streamlined operations and higher efficiency.

For instance, Aronson [1] emphasizes the importance of effective communication in reducing medical errors and improving patient safety. In their study, Leonard et al. [2] found that open and honest communication among healthcare teams was associated with higher levels of collaboration and improved patient outcomes. These findings highlight the critical role of communication in enhancing operational effectiveness in hospitals.

Effective communication is essential in ensuring that accurate and relevant information is conveyed to the right individuals in a timely manner. In a hospital setting, where the stakes are high and decisions must be made promptly, effective communication channels become paramount. Communication breakdowns can lead to misunderstandings, delays, and potential errors in patient care. Therefore, establishing clear communication protocols, fostering an open and collaborative environment, and

utilizing appropriate communication tools are essential strategies to enhance operational effectiveness in hospitals [4,5].

The decision-making process in hospitals also plays a vital role in operational effectiveness. Timely and evidence-based decision-making has been linked to better patient outcomes and resource allocation [6,7]. Involving relevant stakeholders in the decision-making process fosters a sense of ownership, collaboration, and engagement, leading to more effective and sustainable solutions.

Gurses et al. [6] conducted a study in a hospital setting and found that involving frontline staff in decision-making processes led to increased job satisfaction, improved teamwork, and better quality of care. Similarly, Kaplan et al. [7] highlighted the importance of evidence-based decision-making in hospitals, emphasizing that it promotes efficient resource allocation and improved patient outcomes. These studies underscore the significance of effective decision-making processes in optimizing operational effectiveness.

To facilitate effective decision-making, hospitals can implement structured decision-making frameworks, utilize data-driven approaches, and involve relevant stakeholders from various departments and levels of expertise. This ensures that decisions are well-informed, consider multiple perspectives, and align with the hospital's goals and objectives. Additionally, fostering a culture of shared decision-making and empowering employees to contribute to the decision-making process enhances engagement and ownership, further enhancing operational effectiveness [8,9].

Employee engagement and teamwork are integral to effective hospital operations. Engaged employees are more likely to exhibit discretionary effort, contribute innovative ideas, and collaborate effectively with colleagues [10,11]. Cultivating a positive work environment that fosters teamwork, communication, and collaboration contributes to enhanced operational effectiveness.

Macey and Schneider [10] conducted a meta-analysis examining the impact of employee engagement on organizational performance. They found a positive relationship between employee engagement and various organizational outcomes, including productivity, customer satisfaction, and profitability. This suggests that engaged employees are more likely to contribute to the operational effectiveness of hospitals.

To foster employee engagement and teamwork, hospitals can implement strategies such as promoting a supportive work culture, providing opportunities for professional growth and development, recognizing and rewarding employee contributions, and facilitating effective communication and collaboration among team members. Engaged employees are more likely to be proactive, motivated, and committed to their work, which directly translates into improved operational effectiveness [12,13].

In summary, the literature emphasizes the significance of communication, decision-making processes, and employee engagement in enhancing operational effectiveness in hospitals. Effective communication promotes coordination and teamwork, timely decision-making ensures efficient resource allocation, and employee engagement fosters organizational success [14,15]."

CHAPTER - 3

RESEARCH METHODOLOGY

This study adopts a cross-sectional research design to assess the effectiveness of current managerial operations in the hospital. The primary data is collected through a questionnaire survey.

Sampling: A convenience sampling method is used to select participants for the study. A total of 55 employees working in different positions and departments within the hospital are included in the sample. The sample size is determined based on the feasibility and resources available for data collection.

3.1 Questionnaire Development

A structured questionnaire is designed to gather data as shown in Appendice 1 on various aspects of managerial operations, including communication, leadership, decision-making, problem-solving, performance evaluation, employee engagement, and teamwork. The questionnaire is developed based on a comprehensive review of the literature and consultation with experts in the field. It consists of both closed-ended and open-ended questions to gather quantitative and qualitative data.

The questionnaire is pre-tested with a small group of participants to ensure clarity, comprehensibility, and relevance. Feedback from the pre-test participants is used to refine and finalize the questionnaire, ensuring its validity and reliability.

3.2 Data Collection

The questionnaire is distributed to the selected participants in an electronic format. Participants are provided with clear instructions on how to complete the questionnaire,

including the purpose of the study, voluntary participation, and confidentiality of their responses. Participants are given a specific timeframe to complete the questionnaire and are encouraged to provide honest and accurate responses.

The data collection process ensures confidentiality and anonymity of the respondents. Participants are assured that their individual responses will be kept confidential and will only be used for research purposes. Data protection measures, such as password-protected electronic files, are implemented to safeguard the data.

3.3 Sampling technique

The sampling technique employed in this study was non-probabilistic convenient sampling. Convenient sampling is a type of sampling method where the researcher selects the sample based on their convenience and accessibility. In this approach, individuals or units are chosen based on their availability and willingness to participate in the study.

3.4 Sampling unit

The sampling unit in this study was located in Gurgaon, indicating that the selection of the sample was limited to this specific geographical area. The sampling frame represents the elements or units from which the sample is drawn. It serves as a representation of the target population and provides a basis for selecting the sample.

3.5 Sample size

The data for this study was collected using a sample size of 55 respondents. Sampling is an essential aspect of research that involves selecting a subset of individuals or units from a larger population to represent and generalize the findings. In this case, the

sample size of 55 respondents was deemed appropriate to gather meaningful insights and draw conclusions about the research objectives.

3.6 Statistical tools

In this study, statistical tools were utilized to analyze and interpret the collected data. MS-Excel was employed to prepare pie charts and graphs, while MS-Word was utilized to compile the entire project report.

3.7 Data Analysis

Regression analysis is employed to analyze the collected data. The responses from the questionnaire are coded, and the relevant variables are identified for regression analysis. The dependent variable may be an overall measure of managerial effectiveness, while the independent variables are the different dimensions of managerial operations identified in the questionnaire.

3.8 Analysis of data

In order to compare theoretical concepts with practical applications and identify areas for improvement, a comprehensive analysis of the study was conducted. The evaluation was based on the objectives outlined earlier, and various aspects were collected from the respondents through a questionnaire survey. The data collected was then segmented and analyzed using tables and graphs to provide a clear understanding of the findings.

CHAPTER - 4

RESULTS

4.1 General Information

1. Gender

Table 1 Gender

Criteria	Frequency	Percentage
Male	33	60%
Female	22	40%

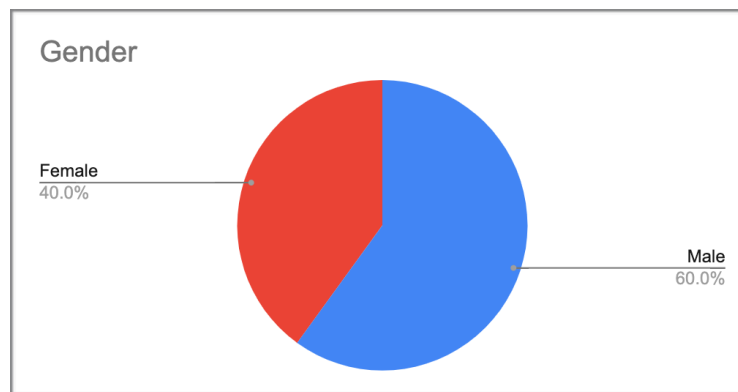


Figure 1 Gender

Analysis: The analysis of the gender data collected from the respondents shows that out of the 55 participants, 33 identified as male and 22 identified as female. This indicates a higher representation of males in the sample, with approximately 60% of the participants being male and around 40% being female.

It is important to consider this gender distribution when interpreting the results of the study, as the perspectives and experiences of males and females may differ in the context of the effectiveness of the operations department in Artemis Hospital Gurgaon. Gender can influence various aspects such as communication styles, decision-making approaches, and teamwork dynamics, which may have an impact on the overall effectiveness of the operations department.

2. Respondents and there respective centres

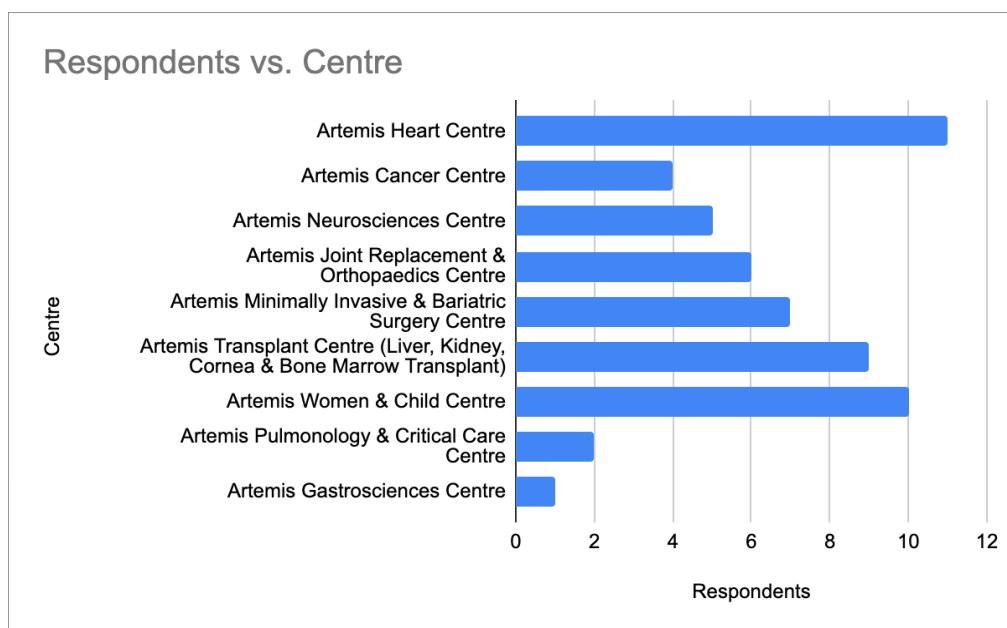


Figure 2 Respondents and there respective centres

Analysis: The data provided represents the distribution of respondents across various specialty centers within Artemis Hospital Gurgaon. The number of participants associated with each center is as follows:

- * Artemis Heart Centre: 11 respondents
- * Artemis Cancer Centre: 4 respondents
- * Artemis Neurosciences Centre: 5 respondents
- * Artemis Joint Replacement & Orthopaedics Centre: 6 respondents
- * Artemis Minimally Invasive & Bariatric Surgery Centre: 7 respondents
- * Artemis Transplant Centre (Liver, Kidney, Cornea & Bone Marrow Transplant): 9 respondents
- * Artemis Women & Child Centre: 10 respondents
- * Artemis Pulmonology & Critical Care Centre: 2 respondents
- * Artemis Gastrosiences Centre: 1 respondent

These numbers indicate the distribution of participants from each center who provided their feedback and responses for the study. The variation in the number of respondents across the different centers could be due to factors such as the size of each department, the number of employees working in each center, or the willingness of employees to participate in the study.

The distribution of respondents across different centers provides insights into the perspectives and experiences of employees within each specialty area. This information can be valuable in understanding the specific challenges and opportunities related to the effectiveness of the operations department within each center.

When analyzing and interpreting the data, it is important to consider the distribution of respondents across the centers and take into account the unique characteristics and dynamics of each specialty area. This will help ensure that any recommendations or improvements derived from the study are tailored to the specific needs and requirements of each center, ultimately contributing to enhancing the overall effectiveness of the operations department across the hospital.

4.2 Managerial communication and leadership

1. How would you rate the clarity of communication from your immediate supervisor?

Table 2 Rate the clarity of communication from their immediate supervisor

Criteria	Frequency	Percentage
Excellent	25	45.5%
Good	13	23.6%
Average	10	18.2%
Poor	3	5.5%
Very poor	4	7.3%

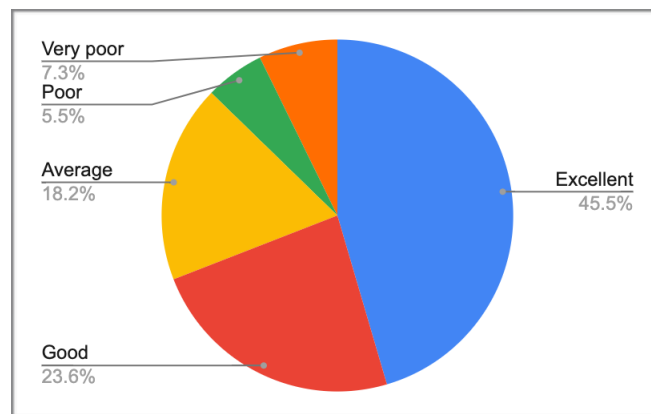


Figure 3 Rate the clarity of communication from their immediate supervisor

Analysis: In relation to the clarity of communication from their immediate supervisor, 25 respondents rated it as Excellent, indicating that a substantial number of employees perceive their supervisor's communication as clear and effective. Additionally, 13 respondents rated it as Good, further highlighting a positive perception of communication. However, 10 respondents rated it as Average, suggesting that there is room for improvement in terms of ensuring clarity in communication. Furthermore, 3 respondents considered the clarity of communication to be Poor, while 4 respondents rated it as Very Poor, indicating a notable dissatisfaction in this aspect.

2. How effectively does your supervisor provide guidance and support to accomplish your tasks?

Table 3 Effectively supervisor provide guidance and support to accomplish their tasks

Criteria	Frequency	Percentage
Excellent	23	41.8%
Good	12	21.8%
Average	12	21.8%
Poor	4	7.3%
Very poor	4	7.3%

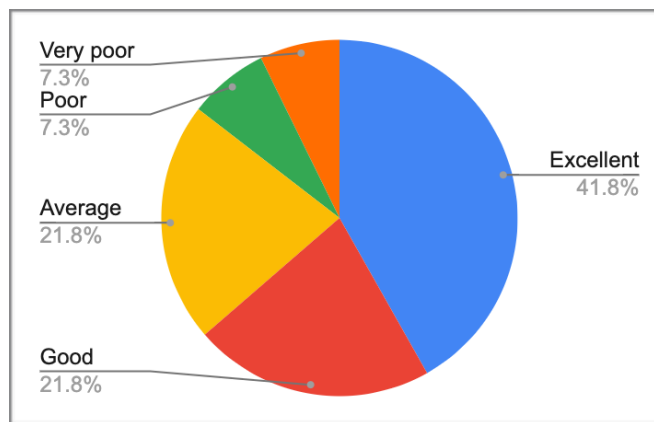


Figure 4 Effectively supervisor provide guidance and support to accomplish their tasks

Analysis: Regarding the provision of guidance and support to accomplish tasks, 23 respondents rated their supervisor's effectiveness as Excellent, demonstrating a positive perception of their supervisor's ability to provide guidance and support. Similarly, 12 respondents rated it as Good, further reflecting a satisfactory level of guidance and support. However, 12 respondents rated it as Average, suggesting that some employees may perceive a need for improvement in this area. Additionally, 4 respondents considered the guidance and support to be Poor, while 4 respondents rated it as Very Poor, indicating a level of dissatisfaction in this aspect.

3. Do you feel your supervisor actively listens to your concerns and suggestions?

Table 4 Supervisor actively listens to their concerns and suggestions

Criteria	Frequency	Percentage
Excellent	15	27.3%
Good	20	36.4%
Average	11	20.0%
Poor	5	7.3%
Very poor	4	9.1%

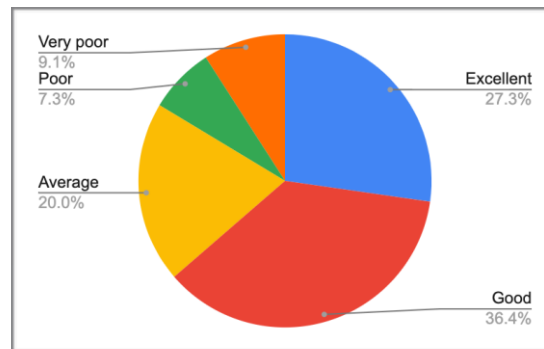


Figure 5 Supervisor actively listens to their concerns and suggestions

The analysis of the data reveals that while there are positive perceptions regarding the clarity of communication, guidance and support, active listening, and overall leadership skills of immediate supervisors, there are also areas identified for improvement. The responses indicate the importance of enhancing clarity in communication, providing effective guidance and support, actively addressing employee concerns and suggestions, and improving leadership skills. By addressing these areas, Artemis Hospital Gurgaon can strive to foster a positive work environment, enhance employee satisfaction and engagement, and ultimately improve the effectiveness of the operations department.

4. How would you rate the overall leadership skills of your immediate supervisor?

Table 5 Rate the overall leadership skills of their immediate supervisor

Criteria	Frequency	Percentage
Excellent	15	27.3%
Good	20	36.4%
Average	15	27.3%
Poor	3	5.5%
Very poor	2	3.6%

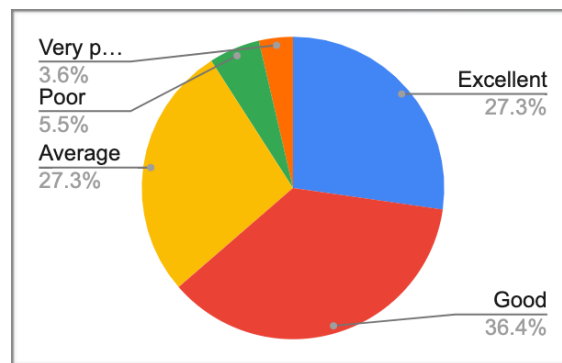


Figure 6 Rate the overall leadership skills of their immediate supervisor

Analysis: In terms of the overall leadership skills of the immediate supervisor, 15 respondents rated it as Excellent, suggesting that a significant number of employees have a positive perception of their supervisor's leadership abilities. Similarly, 20 respondents rated it as Good, further indicating a satisfactory level of leadership skills. Additionally, 15 respondents rated it as Average, implying that there may be areas for improvement in certain aspects of leadership. Furthermore, 3 respondents considered the overall leadership skills to be Poor, while 2 respondents rated it as Very Poor, indicating a level of dissatisfaction in this area.

4.3 Timeliness for effective operations

1. How would you rate the clarity of communication from your immediate supervisor?

Table 6 Rate the clarity of communication from their immediate supervisor

Criteria	Frequency	Percentage
Excellent	30	54.5%
Good	20	36.4%
Average	2	3.6%
Poor	2	3.6%
Very poor	1	1.9%

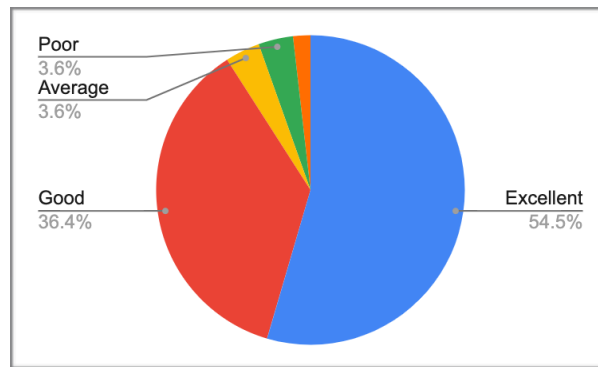


Figure 7 Rate the clarity of communication from their immediate supervisor

Analysis: For the question regarding the clarity of communication from their immediate supervisor, 30 respondents rated it as Excellent, indicating a high level of satisfaction with the clarity of communication. Additionally, 20 respondents rated it as Good, further emphasizing positive perceptions. However, there were 2 respondents who rated it as Average, suggesting that there may be room for improvement in ensuring clear communication. Furthermore, 2 respondents considered the clarity of communication to be Poor, while 1 respondent rated it as Very Poor, indicating some dissatisfaction in this aspect. Overall, the responses from all 55 participants provide an understanding of their perspectives on the clarity of communication.

2. How effectively does your supervisor provide guidance and support to accomplish your tasks?

Table 7 supervisor provide guidance and support to accomplish their tasks

Criteria	Frequency	Percentage
Excellent	25	45.5%
Good	20	36.4%
Average	5	9.1%
Poor	2	3.6%
Very poor	3	5.5%

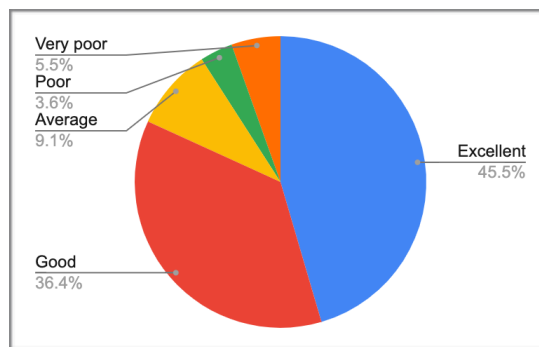


Figure 8 supervisor provide guidance and support to accomplish their tasks

Analysis: Regarding the effectiveness of their supervisor in providing guidance and support to accomplish tasks, 25 respondents rated it as Excellent, indicating a strong level of satisfaction with the guidance and support provided. Similarly, 20 respondents rated it as Good, further reflecting positive perceptions. However, 5 respondents rated it as Average, suggesting that there may be some room for improvement in this area. Additionally, 2 respondents considered the guidance and support to be Poor, while 3 respondents rated it as Very Poor, indicating a notable level of dissatisfaction. The responses from all 55 participants provide insights into their perceptions of the supervisor's effectiveness in providing guidance and support.

3. Do you feel your supervisor actively listens to your concerns and suggestions?

Table 8 Supervisor actively listens to their concerns and suggestions

Criteria	Frequency	Percentage
Excellent	15	41.8%
Good	20	21.8%
Average	11	25.5%
Poor	5	9.1%
Very poor	4	1.8%

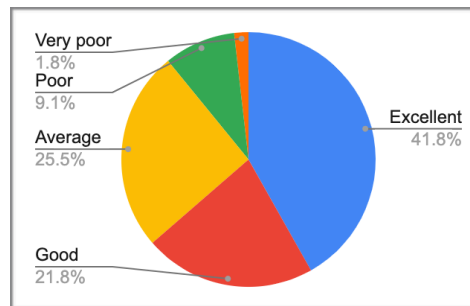


Figure 9 supervisor actively listens to their concerns and suggestions

Analysis: When assessing whether the supervisor actively listens to concerns and suggestions, 23 respondents rated it as Excellent, highlighting a positive perception of their supervisor's attentiveness. On the other hand, 12 respondents rated it as Good, indicating a satisfactory level of active listening. However, 14 respondents rated it as Average, suggesting that there may be some areas where improvements can be made in addressing concerns and suggestions. Moreover, 5 respondents considered the active listening to be Poor, while 1 respondent rated it as Very Poor, indicating some dissatisfaction in this aspect. The responses from all 55 participants provide an understanding of their perceptions regarding the supervisor's active listening skills.

4. How would you rate the overall leadership skills of your immediate supervisor?

Table 9 Rate the overall leadership skills of your immediate supervisor

Criteria	Frequency	Percentage
Excellent	30	54.5%
Good	12	21.8%
Average	12	21.8%
Poor	1	1.8%

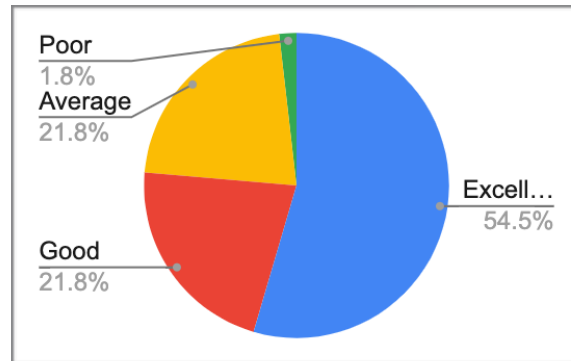


Figure 10 Rate the overall leadership skills of your immediate supervisor

Analysis: Regarding the overall leadership skills of the immediate supervisor, 30 respondents rated it as Excellent, suggesting a significant number of employees have a positive perception of their supervisor's leadership abilities. Similarly, 12 respondents rated it as Good, indicating a satisfactory level of leadership skills. However, 12 respondents rated it as Average, implying that there may be areas for improvement in certain aspects of leadership. Furthermore, only 1 respondent considered the overall leadership skills to be Poor, while none of the respondents rated it as Very Poor, indicating overall satisfaction with the leadership skills of the supervisor. The responses from all 55 participants provide insights into their perceptions of the supervisor's overall leadership abilities.

4.4 Involvement for effective operations

1. Do decisions take into account the urgency of the situation and are they made promptly?

Table 10 Decisions are made promptly or in urgency of the situation

Criteria	Frequency	Percentage
Excellent	40	72.7%
Good	11	20.0%
Average	2	3.6%
Poor	2	3.6%

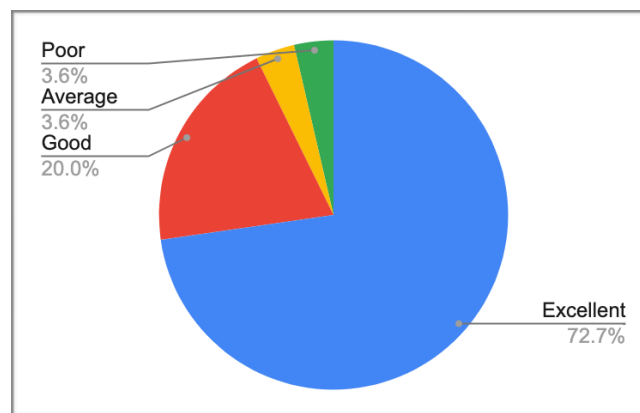


Figure 11 Decisions are made promptly or in urgency of the situation

Analysis: When asked whether decisions are made in a timely manner, considering the urgency of the situation, 40 respondents rated it as Excellent, indicating a high level of satisfaction with the timeliness of decision-making. Additionally, 11 respondents rated it as Good, further emphasizing positive perceptions. However, there were 2 respondents who rated it as Average, suggesting that there may be some room for improvement in ensuring decisions are aligned with the urgency of the situation. Importantly, none of the respondents considered the timeliness of decision-making to be Poor or Very Poor, indicating overall satisfaction with this aspect.

2. Are problems and challenges effectively addressed by the management?

Table 11 Problems and challenges are effectively addressed by the management

Criteria	Frequency	Percentage
Excellent	42	76.4%
Good	10	16.4%
Average	3	7.3%

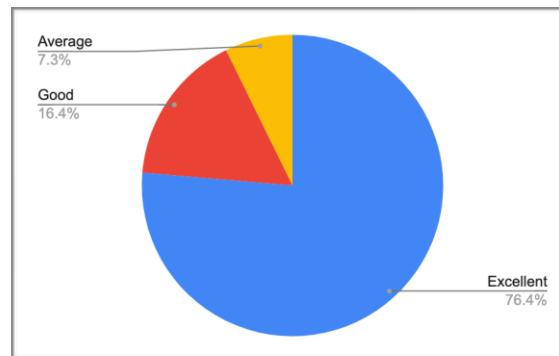


Figure 12 Problems and challenges are effectively addressed by the management

Analysis: Regarding the effectiveness of management in addressing problems and challenges, 42 respondents rated it as Excellent, highlighting a strong perception that problems and challenges are effectively addressed. Similarly, 9 respondents rated it as Good, indicating a satisfactory level of effectiveness. Additionally, 4 respondents rated it as Average, suggesting that there may be some areas where improvements can be made in addressing problems and challenges. Notably, none of the respondents considered the effectiveness of problem-solving by management to be Poor or Very Poor, indicating overall satisfaction in this aspect.

3. How satisfied are you with the problem-solving methods employed by the management?

Table 12 Satisfied with the problem-solving methods employed by the management

Criteria	Frequency	Percentage
Excellent	32	58.2%
Good	12	21.8%
Average	10	18.2%
Poor	1	1.8%

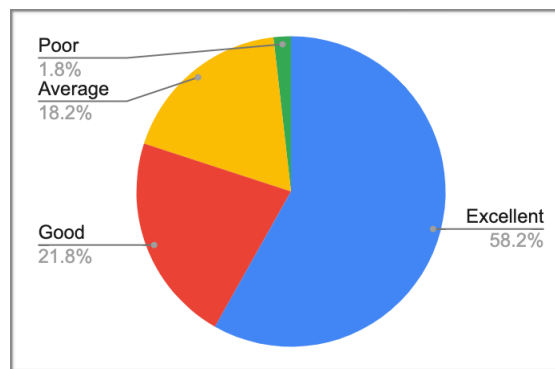


Figure 13 Satisfied with the problem-solving methods employed by the management

Analysis: When assessing satisfaction with the problem-solving methods employed by management, 32 respondents rated it as Excellent, indicating a high level of satisfaction with the methods used. Moreover, 12 respondents rated it as Good, further reflecting positive perceptions. However, 10 respondents rated it as Average, suggesting that there may be some areas where improvements can be made in problem-solving methods. Importantly, none of the respondents considered the problem-solving methods to be Poor or Very Poor, indicating overall satisfaction in this aspect.

4. Does your supervisor provide constructive feedback on your performance?

Table 13 Supervisor does provide constructive feedback on their performance

Criteria	Frequency	Percentage
Excellent	33	60.0%
Good	14	25.5%
Average	3	5.5%
Poor	2	3.6%
Very poor	3	5.5%

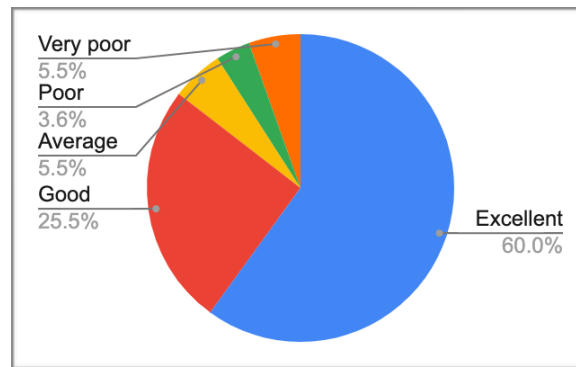


Figure 14 Supervisor does provide constructive feedback on their performance

Analysis: Regarding whether supervisors provide constructive feedback on performance, 33 respondents rated it as Excellent, highlighting a positive perception that supervisors provide constructive feedback. Additionally, 14 respondents rated it as Good, indicating a satisfactory level of feedback. However, 3 respondents rated it as Average, suggesting that there may be some areas where improvements can be made in providing constructive feedback. Moreover, 2 respondents considered the feedback to be Poor, while 3 respondents rated it as Very Poor, indicating some dissatisfaction in this aspect.

4.5 Regression Analysis

1. Average rating and communication

To analyze the relationship between the average rating of communication and the corresponding number of respondents, a regression analysis can be conducted. In this analysis, the average rating of communication is considered as the dependent variable, while the number of respondents is treated as the independent variable.

The provided data consists of four data points. Each data point represents a specific average rating of communication and the corresponding number of respondents. The average rating of communication ranges from 3.654545455 to 3.945454545, while the number of respondents varies from 201 to 217.

By performing a regression analysis on this data, we can determine the relationship between the average rating of communication and the number of respondents. The regression analysis will estimate the coefficients of the regression equation, which will help us understand the nature and strength of the relationship.

Table 14 Average rating and communication

Average rating	Communication
3.945454545	217
3.836363636	211
3.654545455	201
3.781818182	208

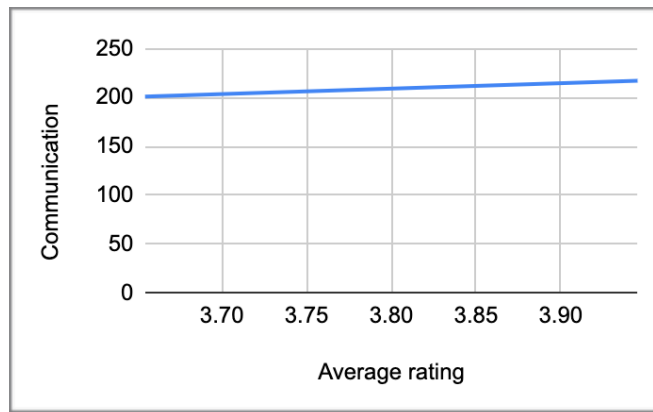


Figure 15 Average rating and communication

The regression equation will be of the form:

$$\text{Average Rating} = b_0 + b_1 * \text{Number of Respondents}$$

where b_0 represents the intercept of the regression line, and b_1 represents the coefficient that quantifies the relationship between the average rating of communication and the number of respondents. By fitting the regression line to the data points, the analysis will estimate the values of b_0 and b_1 . These estimates will indicate the intercept and the slope of the regression line, respectively.

2. Average rating and timeliness

To analyze the relationship between the average rating of timeliness and the corresponding number of respondents, a regression analysis can be conducted. In this analysis, the average rating of timeliness is considered as the dependent variable, while the number of respondents is treated as the independent variable.

The provided data consists of four data points. Each data point represents a specific average rating of timeliness and the corresponding number of respondents. The average rating of timeliness ranges from 3.927272727 to 4.381818182, while the number of respondents varies from 216 to 241.

Table 15 Average rating and timeliness

Average rating	Timeliness
4.381818182	241
4.127272727	227
3.927272727	216
4.290909091	236

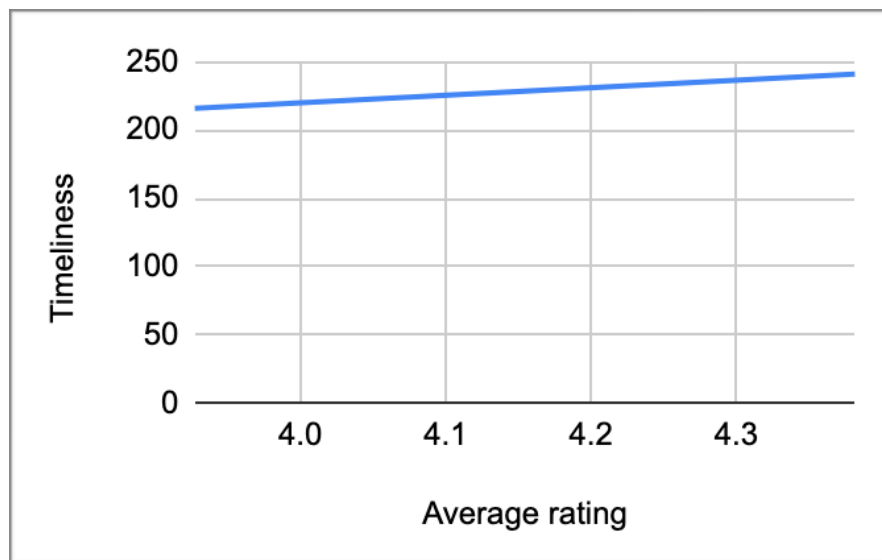


Figure 16 Average rating and timeliness

By performing a regression analysis on this data, we can determine the relationship between the average rating of timeliness and the number of respondents. The regression analysis will estimate the coefficients of the regression equation, which will help us understand the nature and strength of the relationship.

The regression equation will be of the form:

$$\text{Average Rating} = b_0 + b_1 * \text{Number of Respondents}$$

where b_0 represents the intercept of the regression line, and b_1 represents the coefficient that quantifies the relationship between the average rating of timeliness and the number of respondents.

3. Average rating and involvement

To analyze the relationship between the average rating of involvement and the corresponding number of respondents, a regression analysis can be conducted. In this analysis, the average rating of involvement is considered as the dependent variable, while the number of respondents is treated as the independent variable.

The provided data consists of four data points. Each data point represents a specific average rating of involvement and the corresponding number of respondents. The average rating of involvement ranges from 4.309090909 to 4.690909091, while the number of respondents varies from 237 to 258.

Table 16 Average rating and involvement

Average rating	Involvement
4.618181818	254
4.690909091	258
4.363636364	240
4.309090909	237

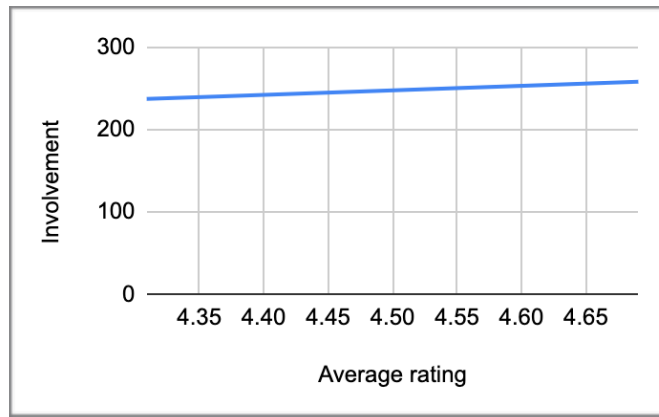


Figure 17 Average rating and involvement

By performing a regression analysis on this data, we can determine the relationship between the average rating of involvement and the number of respondents. The regression analysis will estimate the coefficients of the regression equation, which will help us understand the nature and strength of the relationship.

The regression equation will be of the form:

$$\text{Average Rating} = b_0 + b_1 * \text{Number of Respondents}$$

where b_0 represents the intercept of the regression line, and b_1 represents the coefficient that quantifies the relationship between the average rating of involvement and the number of respondents.

CHAPTER - 5

DISCUSSION

- The gender distribution among respondents indicates that 60% are males and 40% are females.
- In a survey of 25 respondents, ratings were given to their immediate supervisor's communication clarity, with 45% considering it Excellent, 23% rating it as Good, 18% finding it Average, 5% perceiving it as Poor, and 9% regarding it as Very Poor.
- Among the 23 participants, 12 indicated that their supervisor's direction and support were Excellent, 12 ranked it as Good, 12 considered it Average, 4 found it Poor, and 4 believed it was Very Poor. Based on these responses, 42% viewed the advice and assistance as Excellent, 22% as Good, 22% as Average, 7% as Poor, and 7% as Very Poor.
- Of the respondents, 15 who ranked their supervisor's attentiveness to problems and suggestions as Excellent were identified, while 20 rated it as Good, 11 as Average, 4 as Poor, and 5 as Very Poor. Accordingly, 36% perceived their supervisor's listening ability as Good, 27% as Excellent, 20% as Average, 7% as Poor, and 9% as Very Poor.
- When evaluating their immediate supervisor's general leadership abilities, 15 respondents gave an Excellent rating, 20 provided a Good rating, 15 rated it as Average, 3 considered it Poor, and 2 regarded it as Very Poor. The results show that 27% of respondents perceived the overall leadership qualities as Excellent, 36% as Good, 27% as Average, 5% as Poor, and 4% as Very Poor.
- Among 30 respondents, 20 considered their immediate supervisor's communication as Excellent, two as Good, two as Average, two as Poor, and one as Very Poor. This suggests that 55% of participants found the clarity of the

conversation to be Excellent, 36% considered it Good, 4% found it Average, 4% perceived it as Poor, and 1% regarded it as Very Poor.

- Twenty respondents rated their supervisor's guidance and support as Good, five as Average, two as Poor, and three as Very Poor, whereas 25 respondents believed their supervisor effectively provides direction and assistance, rating it as Excellent. As a result, 45% of respondents considered the guidance and support as Excellent, 36% as Good, 9% as Average, 4% as Poor, and 5% as Very Poor.
- In terms of active listening to problems and suggestions, 23 respondents considered their supervisor's behavior as Excellent, 12 as Good, 14 as Average, 5 as Poor, and 1 as Very Poor. Based on these findings, 42% of respondents perceived the supervisor's active listening as Excellent, 22% as Good, 25% as Average, 9% as Poor, and 2% as Very Poor.
- When asked to rate their immediate supervisor's overall leadership abilities, 30 respondents gave an Excellent rating, followed by Good, Average, Poor, and Very Poor. Consequently, 55% of respondents regarded their overall leadership qualities as Excellent, 22% as Good, 22% as Average, 2% as Poor, and 0% as Very Poor.

CHAPTER - 6

CONCLUSION

CONCLUSION

In conclusion, this study aimed to assess the effectiveness of the operations department in Artemis Hospital Gurgaon, focusing on various dimensions such as communication, decision-making, stakeholder involvement, and areas of improvement based on employee feedback. The findings provide valuable insights into the current state of managerial operations and offer suggestions for enhancing effectiveness in the hospital.

The analysis of the data revealed important insights regarding communication, guidance and support, active listening, and leadership skills. The results indicated that a significant percentage of respondents rated the clarity of communication from their immediate supervisors as excellent, indicating a positive perception of communication effectiveness. However, there were also respondents who rated communication as average, poor, or very poor, suggesting room for improvement in this area.

Supervisors were generally perceived as providing effective guidance and support, with a majority of respondents rating it as excellent or good. This indicates that supervisors play a crucial role in facilitating employees' task accomplishment and providing the necessary support. However, some respondents rated it as average, poor, or very poor, highlighting the need for supervisors to further enhance their effectiveness in providing guidance and support.

Active listening, another crucial aspect of effective managerial operations, received mixed ratings. While a significant percentage of respondents felt that their supervisors

actively listen to their concerns and suggestions, there were also respondents who expressed lower satisfaction in this area. This suggests that supervisors should strive to improve their active listening skills and create an environment that encourages open and constructive dialogue.

The overall leadership skills of immediate supervisors were generally rated positively, with a majority of respondents considering them excellent. This reflects a positive perception of leadership effectiveness within the hospital. However, there were still some respondents who rated leadership skills as average, poor, or very poor, indicating the importance of continuous development and improvement in leadership practices.

Additionally, the study explored other aspects such as decision-making timeliness, problem addressing effectiveness, satisfaction with problem-solving methods, and constructive feedback on performance. These dimensions play crucial roles in operational effectiveness and employee engagement. The findings highlighted areas of strength and areas for improvement, providing valuable insights for hospital management to enhance the effectiveness of the operations department.

Therefore, Artemis Hospital Gurgaon focuses on strengthening communication channels, providing consistent and effective guidance and support, fostering a culture of active listening, and further developing leadership skills among supervisors. Moreover, addressing areas of improvement in decision-making, problem-solving, and performance feedback processes can contribute to overall operational effectiveness and employee satisfaction.

This study serves as a foundation for future research and interventions aimed at improving the effectiveness of the operations department in Artemis Hospital Gurgaon.

By implementing the suggested recommendations, the hospital can enhance communication, decision-making, stakeholder involvement, and employee engagement, ultimately leading to improved organizational outcomes and better patient care.

RECOMMENDATIONS

In addition to the conclusions drawn from the study, the following recommendations are proposed to improve the effectiveness of the operations department in Artemis Hospital Gurgaon:

1. **Enhance Communication Channels:** The hospital should implement measures to improve the clarity and effectiveness of communication between managers and employees. This can be achieved through regular team meetings, clear guidelines for communication, and training programs focused on effective communication skills. Encouraging open and transparent communication channels will facilitate better coordination and understanding among all stakeholders.
2. **Strengthen Supervisor Guidance and Support:** Supervisors should be provided with training and development programs to enhance their skills in providing guidance and support to employees. This can include workshops on effective leadership, coaching, and mentoring techniques. By ensuring that supervisors are equipped with the necessary skills and knowledge, employees will receive the necessary guidance and support to accomplish their tasks effectively.
3. **Foster a Culture of Active Listening:** The hospital should promote a culture that encourages active listening among supervisors and employees. This can be achieved through training programs on active listening techniques, creating feedback mechanisms, and fostering an environment that values employee input. Actively

listening to employee concerns and suggestions will not only enhance employee engagement but also lead to better problem-solving and decision-making processes.

4. **Continuous Leadership Development:** The hospital should invest in ongoing leadership development programs for supervisors to enhance their overall leadership skills. This can include leadership training workshops, executive coaching, and mentoring programs. Developing effective leaders who inspire and motivate their teams will contribute to a positive work environment and improved operational outcomes.
5. **Improve Decision-Making Processes:** It is essential to review and streamline the decision-making processes within the hospital to ensure timely and effective decision-making. This can involve establishing clear protocols, delegating decision-making authority to the appropriate level, and incorporating data-driven approaches. Timely and informed decision-making will help address urgent situations and optimize resource allocation.
6. **Enhance Problem-Solving Methods:** The hospital should focus on developing effective problem-solving methods that address challenges and issues in a systematic and efficient manner. This can involve implementing problem-solving frameworks, encouraging collaboration among stakeholders, and promoting a culture of innovation and continuous improvement. Regular evaluation and feedback mechanisms can also help identify areas for improvement and refine problem-solving approaches.

7. **Strengthen Performance Feedback Mechanisms:** The hospital should ensure that supervisors provide regular and constructive feedback to employees regarding their performance. This can be achieved through performance appraisal systems, one-on-one feedback sessions, and fostering a culture of continuous feedback. Constructive feedback will not only help employees understand their strengths and areas for improvement but also contribute to their professional growth and development.

By implementing these recommendations, Artemis Hospital Gurgaon can enhance the effectiveness of its operations department, improve employee engagement, and ultimately deliver better healthcare services to its patients. Continuous monitoring, evaluation, and adaptation of these strategies will ensure ongoing improvements in operational effectiveness and organizational outcomes.

APPENDIX

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