

Internship Training

At

Rajiv Gandhi Cancer Institute & Research Center

Employee Satisfaction at RGC I & RC

By

Rohan Pradhan

PG/22/145

Under the guidance of

Dr. Ekta Saroha

PGDM (Hospital & Health Management)2022-24



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

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

Annexure D

TO WHOMSOEVER IT MAY CONCERN

This is to certify that Adham Pradhan student of PGDM (Hospital & Health Management) from International Institute of Health Management Research, New Delhi has undergone internship training at RCI/CRC from 18 March 2024 to 17 June 2024

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 "Employee Satisfaction at RGC & RC" at "RGC & RC" 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. Sumant Swain

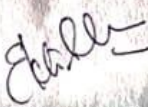
Signature

[Signature]


Certificate from Dissertation Advisory Committee

This is to certify that **Mr. Rohan Pradhan**, a graduate student of the **PGDM (Hospital & Health Management)** has worked under our guidance and supervision. He is submitting dissertation, titled "Employee satisfaction survey at **Rajiv Gandhi Cancer Institute and Research Center, Rohini, Delhi, India** during the month of **May 2024**", 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.


Dr. Ekta Saroha,
Associate Prof,

IIHMR


Bishwajeet Das
Chief People Officer,

RGCI &



Annexure E

INTERNATIONAL INSTITUTE OF HEALTH MANAGEMENT RESEARCH,
NEW DELHI

CERTIFICATE BY SCHOLAR

This is to certify that the dissertation titled Employee Satisfaction at RGCIRC

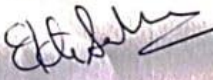
and submitted by (Name) Rohan Pradhan

Enrollment No. PG/23/145

under the supervision of Dr. Ekta Sarda

for award of PGDM (Hospital & Health Management) of the Institute carried out during the period from 17th March 23 to 17th June 24

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

Annexure F

FEEDBACK FORM

Name of the Student: Rohan Pradhan.

Name of the Organisation in Which Dissertation Has Been Completed: RGCI & RC
(Rajiv Gandhi Cancer Institute And Research Centre)

Area of Dissertation: Human Resources

Attendance: 100%

Objectives achieved: Yes

Deliverables:

Strengths: Determined, Consistent, Hard working

Suggestions for Improvement: - NA

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

Signature of the Officer-in-Charge/ Organisation Mentor (Dissertation)

Date: 18-06-24
Place: RGCI, Rohini

JEEVAN SINGH
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17/06/2024

HR/2024

TO WHOMSOEVER IT MAY CONCERN

Rajiv Gandhi Cancer Institute and Research Centre is today counter amongst Asia's premier exclusive cancer centers that offer unique advantage of cutting edge technology, put to use by renowned super specialists. This potent combination of man and machine ensures world-class cancer care to not only patients from India, but also from neighboring SAARC countries and others. We are fortunate to have touched lives of more than 3.5 lakh patients since inception in 1996.

The Institute offers super specialized tertiary care services in Medical, surgical and Radiation Oncology, streamlined into dedicated Site-specific teams. Super Specialists at RGCIRC practice an organ specific multi-disciplinary approach to cancer diagnosis and treatment, with the Tumor Board acting as second opinion clinic for cases that are more critical than others.

RGCIRC has been consistently ranked amongst India's Best Oncology Hospitals, and has been the recipient of many awards, including National Business Leadership & Service Excellence Award 2017 for Best Oncology Hospital in India, Indwood Medical Excellence Award 2017, Most Trusted Hospital in Oncology 2017 by India Today (Reader's Digest), India's Most Trusted Hospital for Oncology (Reader's Digest Most Trusted Brands 2016) and Runner up in Finest India Skills & Talent Award 2020 organised by Fire & Security Association of India, Ranked no. 1 (Best Oncology Hospital) in Delhi 2023 by Outlook, Best Specialized Hospital in Asia Pacific region specializing in oncology 2023 by an American Leading Magazine News Week and World's Best Specialized Hospital 2024 specializing in oncology by News Week.

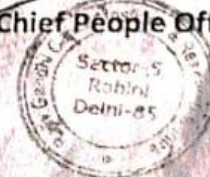
This is to certify that Mr. Rohan Pradhan has completed his Internship in our Institute in the Department of Human Resources from 18th March 2024 to 17th June 2024.

During this period his conduct and behavior was found to be good.

We wish him all the best for his future endeavor.


Rekha Sharma
Senior Manager - HR


Bishwajit Das
Chief People Officer





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CERTIFICATE ON PLAGIARISM CHECK

Name of Student (in block letter)	Dr./Mr./Ms.: Rohan Pradhan		
Enrollment/Roll No.	PG/22/145	Batch Year	2022-24
Course Specialization (Choose one)	Hospital Management	Health Management	Healthcare IT
Name of Guide/Supervisor	Dr./ Prof.: Ekta Saroha		
Title of the Dissertation/Summer Assignment	Employee Satisfaction at RGI & RC		
Plagiarism detect software used	"TURNITIN"		
Similar contents acceptable (%)	Up to 15 Percent as per policy		
Total words and % of similar contents Identified	13.7.		
Date of validation (DD/MM/YYYY)	16/12/2024		

Guide/Supervisor

Name:

Signature:

Ekta Saroha

Student

Name:

Signature:

Rohan Pradhan

Report checked by

Institute Librarian

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Date:

Library Seal



Dean (Academics and Student Affairs)

Signature:

Date:

(Seal)

Acknowledgments

I would like to express my sincere gratitude to all those who have contributed to the completion of this dissertation.

First and foremost, I would like to thank my Mentor, Dr. Ekta Saroha, for their invaluable guidance, support, and encouragement throughout this research. Their insightful feedback and unwavering patience have been instrumental in shaping this work.

I am also deeply grateful to Mrs. Rekha Sharma (organization mentor) for their constructive criticism and thoughtful suggestions, which have greatly enhanced the quality of this dissertation.

My heartfelt thanks go to my colleagues for their emotional support and understanding during this challenging process.

I would also like to acknowledge the IIHMR for providing the financial support that made this research possible.

Lastly, I wish to thank all those who contributed in various ways to this project, whether through discussions, technical support, or simply offering words of encouragement.

Thank you all for your contributions and support.

Abstract

This dissertation explores employee satisfaction at Rajiv Gandhi Cancer Institute & Research Center (RGCI & RC). The study aims to understand the factors influencing employee satisfaction and its impact on organizational performance. By analyzing various dimensions such as job security, compensation, work-life balance, and professional growth opportunities, the research provides insights into how these factors affect employee morale and productivity.

The methodology involves a cross-sectional email survey distributed to all employees of RGCI & RC, with data collected through structured questionnaires. The results highlight the significance of employee satisfaction in enhancing organizational commitment, reducing turnover rates, and fostering a positive workplace culture. Key findings indicate that employees value professional development, adequate resources, and a supportive work environment.

The study concludes with practical recommendations for improving employee satisfaction, including enhancing training programs, providing regular feedback, and fostering a culture of respect and dignity. These strategies are essential for creating a motivated and engaged workforce, ultimately contributing to the overall success of the organization.

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Introduction

In today's rapidly evolving business environment, understanding the factors that influence employee satisfaction has become increasingly vital for organizational success. Employee satisfaction, defined as the extent to which employees feel content and fulfilled with their work environment and job roles, is a key determinant of organizational performance and employee retention. It impacts not only individual well-being but also overall productivity, job commitment, and organizational culture.

The significance of employee satisfaction extends beyond mere job contentment; it encompasses various dimensions including job security, compensation, work-life balance, and opportunities for professional growth. As organizations strive to remain competitive and adapt to changing market dynamics, addressing these factors has become a strategic priority. Companies with high levels of employee satisfaction often experience lower turnover rates, enhanced performance, and a more positive workplace atmosphere.

This dissertation aims to explore the multifaceted nature of employee satisfaction, investigating its determinants, implications, and the strategies that organizations can employ to enhance it. By analyzing current research and case studies, the study provides insights into how satisfaction levels impact organizational outcomes and offer practical recommendations for improving employee engagement and satisfaction.

The research is focused on the following key areas: the relationship between job satisfaction and employee performance, the role of management practices in influencing satisfaction, and the impact of organizational culture and work environment. Through a comprehensive review of existing literature and empirical data, this dissertation seeks to contribute to a deeper understanding of employee satisfaction and its critical role in fostering a productive and harmonious workplace.

Review of Literature

1. "A Study on Employee Satisfaction and Organizational Commitment" by Ayyagari, Maruti Sriram, and Lathabhavan (2020)

Introduction:

This research explores the relationship between employee satisfaction and organizational commitment. The research highlights how factors such as workload, respect, recognition, rewards, and fringe benefits impact employee satisfaction and commitment.

The study is based on primary data collected through structured questionnaires and provides insights into the factors that influence employee motivation and retention. Employee satisfaction and organizational commitment are critical factors influencing the overall performance and retention rates within organizations. Numerous studies have explored the intricate relationship between these two constructs, highlighting various antecedents and outcomes.

Literature Review:

The discussion section effectively interprets the results, linking them back to the theoretical framework and previous research. The authors provide practical implications for organizations, emphasizing the importance of addressing employee satisfaction to foster organizational commitment. The discussion is insightful but could benefit from exploring alternative explanations or factors that might influence the observed relationships. Additionally, discussing the limitations of the study would provide a more balanced view.

Organizational Commitment:

Organizational commitment is the psychological attachment an employee feels towards their organization. It is often categorized into three dimensions: affective commitment (emotional attachment), continuance commitment (awareness of costs associated with leaving), and normative commitment (feeling of obligation to stay). High organizational commitment is linked to lower absenteeism, higher job performance, and greater willingness to go above and beyond job requirements.

Relationship Between Employee Satisfaction and Organizational Commitment:

Research indicates a strong positive correlation between employee satisfaction and organizational commitment. Satisfied employees are more likely to develop a strong emotional attachment to their organization, leading to higher levels of affective commitment. Conversely, dissatisfaction can lead to decreased commitment and increased turnover intentions.

Influencing Factors Several factors influence both employee satisfaction and organizational commitment, including leadership styles, organizational culture, job characteristics, and perceived organizational support. For instance, transformational leadership has been shown to enhance both

satisfaction and commitment by fostering a supportive and motivating work environment.

Summary:

The conclusion summarizes the key findings and reinforces the importance of fostering employee satisfaction to enhance organizational commitment. The authors offer practical recommendations for organizations, **such as improving work conditions and providing opportunities for professional growth.** The conclusion also suggests avenues for future research, which is valuable for further exploration of the topic. However, a more detailed summary of the study's limitations and their impact on the findings would strengthen the conclusion.

Understanding the relationship between employee satisfaction and organizational commitment is essential for organizations aiming to improve employee retention and performance. By addressing the factors that influence these constructs, organizations can create a more engaged and committed workforce.

2."Job Satisfaction: Knowledge, Attitudes, and Practices Analysis in a Well-Educated Population" by Montuori, Sorrentino, Sarnacchiaro, et al.

Introduction

Job satisfaction is a critical aspect of organizational behavior, reflecting the extent to which employees feel content with their jobs. It encompasses various dimensions, including emotional responses to job experiences, overall life quality, and the impact on social relationships, family connections, and perceived health status. High job satisfaction is associated with improved job performance, reduced absenteeism, and lower turnover rates. The study by Montuori et al. (2022) aims to analyze the knowledge, attitudes, and practices related to job satisfaction within a well-educated population in a large metropolitan area.

Literature Review

The concept of job satisfaction has been extensively studied over the past decades. It is defined as a pleasurable or positive emotional state resulting from the appraisal of one's job experiences. Factors influencing job satisfaction include workload, recognition, respect, rewards, and work-life balance. Previous research has shown that job satisfaction significantly affects overall life quality, influencing social relationships, family dynamics, and health outcomes.

Montuori et al. (2022) conducted a cross-sectional survey involving 1043 participants with an average age of 35.24 years. The study found that only 30% of respondents were satisfied with their jobs. Key factors negatively impacting job satisfaction included intimidation by superiors (reported by 12% of participants) and waking up unhappy to go to work (reported by 23% of participants). Marital status and having children were also found to negatively influence job satisfaction.

The study also explored the relationships between knowledge, attitudes, and practices regarding job satisfaction. It was found that knowledge negatively correlated with practices, suggesting that higher knowledge does not necessarily translate into better practices. However, attitudes played a mediating role, significantly affecting both knowledge and practices. This indicates that improving attitudes towards job satisfaction could lead to better practices and higher overall satisfaction.

Conclusion

The study by Montuori et al. (2022) provides valuable insights into the factors influencing job satisfaction in a well-educated population. It highlights the complex interplay between knowledge, attitudes, and practices, suggesting that interventions aimed at improving attitudes could enhance job satisfaction. The findings underscore the importance of addressing workplace issues such as intimidation and work-life balance to improve employee satisfaction and overall well-being.

3. "The Nature and Causes of Job Satisfaction" by Edwin A. Locke, published in the *Handbook of Industrial and Organizational Psychology* (1976)

Introduction

Edwin A. Locke's seminal work, "The Nature and Causes of Job Satisfaction," published in the *Handbook of Industrial and Organizational Psychology* (1976), is a foundational text in the field of organizational behavior. Locke's research delves into the multifaceted nature of job satisfaction, exploring its antecedents and consequences. This work has significantly influenced subsequent studies and theories on job satisfaction, making it a cornerstone in understanding employee attitudes and behaviors in the workplace.

Literature Review

Locke's comprehensive review identifies several key factors that contribute to job satisfaction. He categorizes these factors into intrinsic and extrinsic elements. Intrinsic factors include aspects related to the job itself, such as the nature of the work, opportunities for personal growth, and the sense of achievement. Extrinsic factors encompass external conditions like pay, work conditions, and relationships with colleagues and supervisors.

Locke also discusses various theories related to job satisfaction, including:

- **Discrepancy Theory:** This theory posits that job satisfaction is determined by the gap between what employees expect from their job and what they actually receive.
- **Equity Theory:** This theory suggests that employees assess job satisfaction based on the fairness of their work outcomes relative to their inputs and the outcomes of others.
- **Two-Factor Theory:** Proposed by Herzberg, this theory distinguishes between hygiene factors (which can cause dissatisfaction if missing but do not necessarily increase satisfaction if present) and motivators (which truly enhance job satisfaction when present).

Locke's work emphasizes the importance of cognitive processes in job satisfaction, arguing that employees' perceptions and evaluations of their job experiences play a crucial role in determining their overall satisfaction. He also highlights the role of individual differences, such as personality traits and values, in shaping job satisfaction.

Conclusion

Locke's "The Nature and Causes of Job Satisfaction" provides a thorough examination of the factors influencing job satisfaction and the theoretical frameworks that explain these influences. His work underscores the complexity of job satisfaction, involving both objective job characteristics and subjective employee perceptions. By integrating various theories and empirical findings, Locke's research offers a comprehensive understanding of job satisfaction, which continues to inform contemporary studies and organizational practices aimed at enhancing employee well-being and productivity.

4. **The relationship between job satisfaction and burnout: A study of human service professionals.** *Administration in Mental Health*, 15(3), pp.157-165. Penn, M., Romano, J.L. and Foat, D., 1988.

Introduction

The study by Penn, Romano, and Foat (1988) explores the intricate relationship between job satisfaction and burnout among human service professionals. Given the high-stress nature of human service roles, understanding these dynamics is crucial for improving workplace conditions and employee well-being. The authors utilized the Job Descriptive Index (JDI) and the Maslach Burnout Inventory (MBI) to measure job satisfaction and burnout, respectively, among 75 professionals who had graduated from an undergraduate human services training program over a ten-year period.

Literature Review

Previous research has consistently highlighted the prevalence of burnout in human service professions, characterized by emotional exhaustion, depersonalization, and a reduced sense of personal accomplishment (Maslach & Jackson, 1982). Studies by Cherniss (1980) and Freudemberger (1974) have shown that burnout is particularly high among those in helping professions due to the emotional demands of their work.

The study by Penn et al. (1988) builds on this foundation by examining how job satisfaction can mitigate the effects of burnout. They found that job satisfaction was inversely related to burnout, meaning that higher job satisfaction was associated with lower levels of burnout. This aligns with the findings of Jayaratne and Chess (1984), who noted that emotional support and job satisfaction can significantly reduce perceived job stress and strain.

One of the key findings of Penn et al.'s study was the **importance of professional development opportunities. Those who had more opportunities for professional growth reported higher job satisfaction and lower burnout levels.** This supports the work of Karasek (1979), who emphasized the role of job demands and decision latitude in mental strain and job redesign.

Conclusion

The study by Penn, Romano, and Foat (1988) underscores the critical role of job satisfaction in mitigating burnout among human service professionals. By providing opportunities for professional development and emotional support, organizations can enhance job satisfaction and reduce burnout. This has important implications for training programs and employment settings, suggesting that fostering a supportive and growth-oriented work environment can significantly improve employee well-being and performance.

5. Multivariate relationship and discriminant validity between job satisfaction and burnout. *Journal of Managerial Psychology* Tsigilis, N., Koustelios, A. and Togia, A., 2004, 19(7), pp.666-675.

Introduction

The study by Tsigilis, Koustelios, and Togia (2004) investigates the complex relationship between job satisfaction and burnout, focusing on their multivariate relationship and discriminant validity. Job satisfaction and burnout are critical constructs in organizational psychology, representing employees' affective responses to their work environment. This study aims to determine whether these constructs, despite being highly correlated, are distinct and to what extent they influence each other.

Literature Review

Previous research has established that job satisfaction and burnout are multidimensional constructs. Burnout, typically characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment, has been extensively studied in high-stress professions (Maslach & Jackson, 1981). Job satisfaction, on the other hand, encompasses various facets such as work itself, pay, promotion opportunities, supervision, and co-workers (Smith, Kendall, & Hulin, 1969).

Tsigilis et al. (2004) utilized self-reported questionnaires, including the Maslach Burnout Inventory (MBI) and the Employee Satisfaction Inventory (ESI), to assess these constructs among 135 academic librarians. Their findings indicated a strong negative correlation between job satisfaction and burnout ($r = -0.75$), suggesting that higher job satisfaction is associated with lower burnout levels. However, through structural equation modeling, they demonstrated that job satisfaction and burnout, while related, are distinct constructs. This supports the discriminant validity of the two measures, indicating that they represent different aspects of employees' work experiences.

The study also aligns with the work of Lee and Ashforth (1996), who found that job satisfaction can act as a buffer against burnout. Additionally, the findings are consistent with those of Schaufeli and Enzmann (1998), who emphasized the importance of addressing both job satisfaction and burnout to improve overall employee well-being.

Conclusion

The research by Tsigilis, Koustelios, and Togia (2004) highlights the significant yet distinct relationship between job satisfaction and burnout. Their study confirms that while these constructs are highly correlated, they represent separate dimensions of employees' affective responses to their work environment. This distinction is crucial for developing targeted interventions aimed at enhancing job satisfaction and reducing burnout. Organizations should focus on creating supportive work environments that foster job satisfaction to mitigate the adverse effects of burnout.

6. **"How Emotional Intelligence Relates to Job Satisfaction and Burnout in Public Service Jobs"** by Hyun Jung Lee, published in the *International Review of Administrative Sciences* in 2018:

Introduction

The study by Hyun Jung Lee (2018) investigates the relationship between emotional intelligence (EI) and its impact on job satisfaction and burnout among public service workers. Public service roles often involve high levels of emotional labor, which can lead to significant stress and burnout. This research aims to explore how different dimensions of EI, such as emotional self-awareness and emotion regulation, relate to job satisfaction and burnout in this context.

Literature Review

Emotional intelligence has been widely studied in organizational psychology, particularly its impact on job performance, satisfaction, and well-being. Goleman (1995) popularized the concept, defining EI as the ability to recognize, understand, and manage our own emotions and the emotions of others. Mayer and Salovey (1997) further refined this definition, emphasizing the role of EI in facilitating thinking and behavior.

Lee's (2018) study builds on this foundation by focusing on public service workers, a group particularly susceptible to burnout due to the emotionally demanding nature of their work. Previous research by Maslach and Jackson (1981) identified emotional exhaustion, depersonalization, and reduced personal accomplishment as key components of burnout. Studies have shown that high EI can mitigate these effects by enhancing emotional regulation and resilience (Schutte et al., 2007). In Lee's study, a sample of 167 public service workers in the US was surveyed using structural equation modeling. The findings revealed that emotion regulation, a key component of EI, was significantly and negatively related to burnout. This means that workers who were better at managing their emotions experienced lower levels of burnout. Additionally, emotional self-awareness was found to be significantly and positively related to job satisfaction, indicating that workers who were more aware of their emotions reported higher job satisfaction.

These findings align with the work of Cherniss (2001), who highlighted the importance of EI in managing work-related stress and improving job satisfaction. Moreover, the study supports the notion that training programs aimed at enhancing EI can be beneficial for public service workers, potentially leading to better job outcomes and reduced burnout (Bar-On, 2006).

Conclusion

Hyun Jung Lee's (2018) study underscores the critical role of emotional intelligence in public service jobs. By demonstrating that higher levels of EI, particularly in emotion regulation and self-awareness, are associated with greater job satisfaction and lower burnout, the research provides valuable insights for public service organizations. Implementing EI training programs could be a strategic approach to enhance employee well-being and performance, ultimately leading to more effective and sustainable public service delivery.

7. **"Healthcare professionals' exposure to mobbing behaviors and relation of mobbing with job satisfaction and organizational commitment. "Erdogan, Vesile, and Aytolan Yildirim. *Procedia Computer Science* 120 (2017): 931-938.**

Introduction

The study by Erdogan and Yildirim (2017) investigates the prevalence of mobbing behaviors among healthcare professionals and examines how these behaviors relate to job satisfaction and organizational commitment. Mobbing, or workplace bullying, is a significant issue in healthcare settings, where high-stress environments can exacerbate interpersonal conflicts. Understanding the impact of mobbing on job satisfaction and organizational commitment is crucial for developing strategies to improve workplace conditions and employee well-being.

Literature Review

Mobbing behaviors in the workplace include actions such as isolation, attacks on professional status, attacks on personality, and direct negative behaviors. Previous research has shown that mobbing can lead to severe psychological and physical health issues, decreased job satisfaction, and reduced organizational commitment (Leymann, 1996; Einarsen et al., 2003).

Erdogan and Yildirim (2017) conducted a study involving 479 healthcare professionals, using the Mobbing Behaviors Scale, the Minnesota Satisfaction Questionnaire, and the Organizational Commitment Scale to gather data. Their findings revealed that a significant proportion of healthcare professionals experienced mobbing behaviors, with 66.4% reporting isolation, 71.8% experiencing attacks on professional status, 78.1% facing attacks on personality, and 28.4% encountering direct negative behaviors.

The study found that exposure to mobbing was negatively correlated with job satisfaction. Specifically, attacks on personality and direct negative behaviors were strongly associated with lower internal satisfaction. This aligns with the findings of Vartia (2001), who noted that mobbing significantly reduces job satisfaction and can lead to increased turnover intentions. However, the study also found that organizational commitment was not as strongly affected by mobbing behaviors, suggesting that while job satisfaction may decrease, employees' commitment to their organization might remain relatively stable.

Conclusion

Erdogan and Yildirim's (2017) study highlight the high prevalence of mobbing behaviors among healthcare professionals and their detrimental impact on job satisfaction. Although organizational commitment was not significantly affected, the negative correlation between mobbing and job satisfaction underscores the need for interventions to address workplace bullying. Implementing policies and training programs to prevent mobbing and support affected employees can enhance job satisfaction and overall workplace well-being.

8. How emotional intelligence relates to job satisfaction and burnout in public service jobs.
International Review of Administrative Sciences, 84(4), Lee, H.J., 2018. pp.729-745.

Introduction

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valuable insights for public service organizations. Implementing EI training programs could be a strategic approach to enhance employee well-being and performance, ultimately leading to more effective and sustainable public service delivery.

Methodology

1. Research Question

Following would be the research question:

“What is the level of satisfaction among the employees of Rajiv Gandhi Cancer Institute and Research Center?”

Aim would be to analyze what are the needs of the employees and what could be done to increase the productivity of the employees and communicate them to the management.

2. RATIONALE OF STUDY

Assessment of employee satisfaction is a principle of human resource management which is integral to the success of institutions.

Assessment of employee satisfaction is indeed a cornerstone of effective human resource management (HRM) and plays a crucial role in the overall success of institutions. Here's an in-depth elaboration on this principle:

Importance of Employee Satisfaction in HRM.

Foundation of Employee Well-being:

- Employee satisfaction is directly linked to the well-being of the workforce. When employees feel satisfied with their jobs, they are more likely to be motivated, engaged, and productive. HRM focuses on creating a work environment that promotes satisfaction by addressing factors like compensation, work-life balance, career development, and recognition.

Retention and Turnover:

- High levels of employee satisfaction often led to higher retention rates. Satisfied employees are less likely to seek employment elsewhere, reducing turnover costs, and maintaining institutional knowledge within the organization. Effective HRM practices aim to understand and improve the factors that contribute to job satisfaction, thereby minimizing turnover.

Impact on Productivity:

- Satisfied employees are typically more productive. They tend to be more committed to their work, contribute to a positive work culture, and are willing to go above and beyond their job

descriptions. HRM strategies that prioritize employee satisfaction can lead to enhanced organizational productivity and performance.

Organizational Culture and Morale:

- Employee satisfaction is closely tied to the overall morale and culture within an organization. HRM practices that foster a positive and inclusive work environment help build a strong organizational culture where employees feel valued and respected. This, in turn, promotes teamwork, innovation, and a sense of belonging.

Customer Satisfaction and Business Success:

- There is a strong correlation between employee satisfaction and customer satisfaction. Happy employees are more likely to deliver better customer service, leading to improved customer loyalty and business success. HRM's role in enhancing employee satisfaction can thus have a direct impact on an institution's reputation and profitability.

Feedback Mechanism:

- Regular assessment of employee satisfaction through surveys and other feedback mechanisms is vital for identifying areas of improvement within the organization. HRM uses this data to implement changes, address concerns, and enhance policies that contribute to employee well-being.

3. Study population:

Inclusion Criteria

All employees of Rajiv Gandhi Cancer Institute and Research Center, we have decided to include all the employees of RGC I who are willing to take part in the survey. They were mailed an online questionnaire through email on their email addresses.

4. Study Design:

Cross-sectional email survey. We have decided to mail the employees of the RGCI and get their responses through email.

A cross-sectional email survey is a type of survey research method where data is collected from a specific population at a single point in time. This method is often used to gather information about the current attitudes, opinions, behaviors, or characteristics of a group. Here's a brief overview of how it works:

Key Features:

- **Single Point in Time:** The survey is administered once, and the data collected reflects the participants' responses at that particular moment.
- **Email Delivery:** The survey is distributed via email, allowing participants to complete it at their convenience. This method is efficient for reaching a large and geographically dispersed audience.
- **Anonymity and Confidentiality:** Email surveys can be designed to ensure respondent anonymity and confidentiality, which may increase the likelihood of honest and candid responses.
- **Quantitative Data:** The survey typically includes closed-ended questions (e.g., multiple-choice, Likert scales) that provide quantitative data, which can be analyzed statistically.
- **Sample Selection:** A representative sample of the population is selected to participate, ensuring that the survey results are generalizable to the broader group.

Advantages:

- **Cost-Effective:** Email surveys are relatively inexpensive compared to other methods.
- **Quick Data Collection:** Responses can be collected quickly, allowing for timely analysis.
- **Wide Reach:** Can reach participants across different locations easily

5. Study Duration:

Study duration is 90 days.

6. Procedure of data collection

A structured questionnaire along with a consent form was emailed to all employees of RGCI with more than 10 years. Employees were requested to email back the questionnaire within 7 days. A reminder was sent on the 7th and 10th day. All questionnaires (complete or incomplete) were analyzed to determine the number and proportions for each component of job satisfaction.

Results

Employee satisfaction is a critical component of any successful healthcare organization. In a hospital setting, where the quality of patient care is directly influenced by the well-being and morale of the staff, understanding and improving employee satisfaction is paramount. This report aims to analyze the current levels of employee satisfaction within our hospital, identify key factors contributing to staff morale, and provide actionable recommendations for enhancing the work environment.

The analysis was based on data collected through employee surveys, interviews, and feedback sessions. By examining various aspects such as job satisfaction, work-life balance, professional development opportunities, and workplace culture, we seek to gain a comprehensive understanding of the factors that influence employee satisfaction. This report was also benchmarking our findings against industry standards to highlight areas of strength and opportunities for improvements.

Ultimately, the goal of this report is to foster a supportive and engaging work environment that not only enhances employee satisfaction but also improves patient care and organizational efficiency.



Fig.i.

Analysis by Department and Years of Experience

To gain a deeper understanding of employee satisfaction, we segmented the survey respondents based on their respective departments and years of experience.

Identifying Department-Specific Issues

- **Tailored Solutions:** Different departments may face unique challenges. For example, the needs and stressors of the emergency department staff might differ significantly from those in administration. By segmenting data, you can develop targeted strategies to address specific issues within each department.
- **Resource Allocation:** Understanding which departments have higher or lower satisfaction can help in allocating resources more effectively. Departments with lower satisfaction might need more support or interventions.

Understanding Experience-Based Trends

- **Career Stage Insights:** Employees at different stages of their careers may have varying expectations and satisfaction levels. For instance, newer employees might prioritize training and mentorship, while more experienced staff might value career advancement opportunities and recognition.
- **Retention Strategies:** By analyzing satisfaction based on years of experience, you can identify trends that affect employee retention. For example, if mid-career employees show a dip in satisfaction, targeted retention strategies can be developed to address their specific needs.

Enhancing Professional Development

- **Customized Training Programs:** Different experience levels may require different types of professional development. Segmenting data helps in designing training programs that are more relevant and effective for each group.
- **Mentorship Opportunities:** Identifying satisfaction levels across experience ranges can help in creating mentorship programs where more experienced employees support newer staff, fostering a collaborative and supportive work environment.

Benchmarking and Best Practices

- **Comparative Analysis:** Segmenting allows for a more detailed comparative analysis. You can benchmark satisfaction levels within departments or experience groups against industry standards or other hospitals.
- **Sharing Successes:** Departments or experience groups with high satisfaction can serve as models. Best practices from these segments can be shared and implemented across the organization.

Comprehensive Understanding

- **Holistic View:** Segmenting provides a more nuanced and comprehensive understanding of employee satisfaction. It helps in identifying not just overall trends but also the underlying factors

that contribute to satisfaction or dissatisfaction.

- **Informed Decision-Making:** With detailed insights, management can make more informed decisions that are based on specific data rather than general assumptions.
- By segmenting employee satisfaction data, you can gain deeper insights and develop more effective strategies to enhance the work environment, ultimately leading to improved employee morale and better patient care.

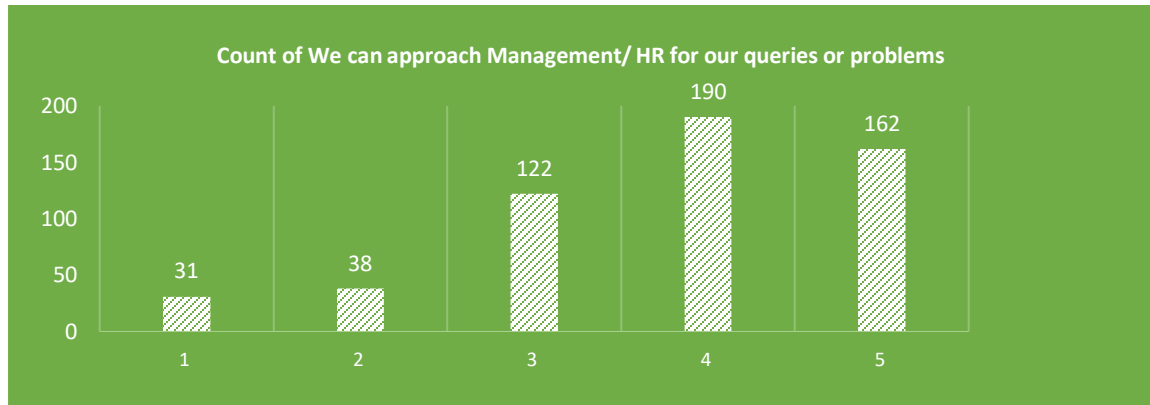


Fig.ii

In any workplace, it's essential for employees to feel comfortable reaching out to management or HR with their questions and concerns. Whether it's about understanding workplace policies, resolving conflicts, or seeking career development opportunities, HR and management play a crucial role in providing support and guidance. By fostering an open and supportive environment, companies can ensure that employees have the resources they need to address their issues effectively. Regular check-ins, anonymous reporting channels, and training sessions are just a few ways organizations can encourage open communication and create a positive work culture.

Employees can approach management or HR for their queries or problems:

1. Workplace Policies and Procedures
2. Compensation and Benefits
3. Conflict Resolution
4. Career Development and Training Opportunities
5. Health and Safety Concerns

We observed that employees provided positive feedback on the company's policies, with the majority rating this aspect highly, giving it an average of 4 points. This indicates a general satisfaction among employees regarding the effectiveness and clarity of the policies in place. Such positive reviews suggest that the policies are well-communicated, fair, and supportive, contributing to a positive work environment. Maintaining this level of satisfaction is crucial for ongoing employee engagement and productivity. It also reflects the company's commitment to creating a supportive and transparent workplace culture.

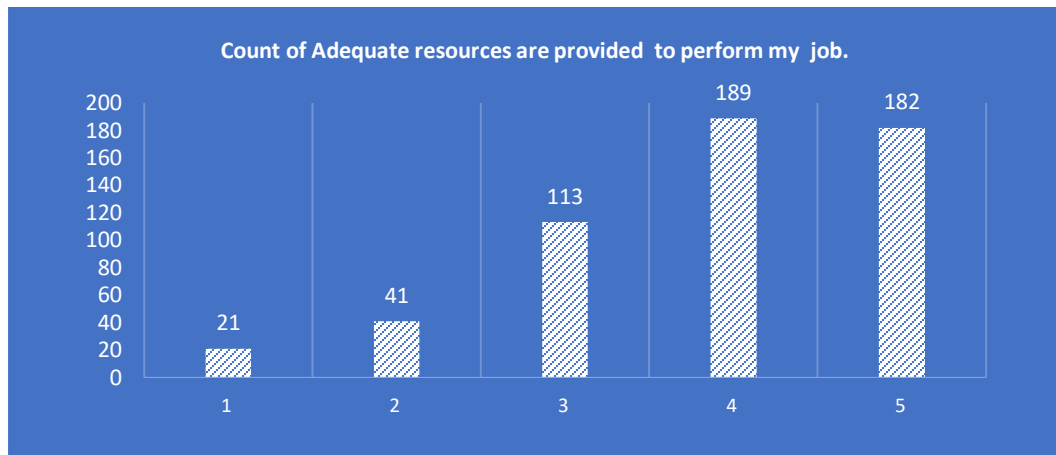


Fig.iii

Ensuring that employees have adequate resources to perform their jobs is a fundamental aspect of any successful organization. Adequate resources can include access to necessary tools, technology, training, and support systems that enable employees to perform their tasks efficiently and effectively. When employees feel well-equipped, they are more likely to be productive, satisfied, and engaged in their work. This not only enhances individual performance but also contributes to the overall success of the organization. Regular assessments and feedback from employees can help identify any gaps in resources and ensure continuous improvement in providing the necessary support.

Having the right tools and equipment is essential for employees to perform their tasks efficiently. This includes everything from computers and software to specialized machinery and office supplies. Ensuring that these tools are up-to-date and functioning properly can significantly impact productivity and job satisfaction.

Access to reliable technology and infrastructure, such as high-speed internet, secure networks, and modern communication tools, is crucial. This enables employees to collaborate effectively, access necessary information, and perform their duties without unnecessary interruptions.

A significant majority of employees rated the resources highly, with 189 employees giving 4 points and 182 employees giving 5 points. This suggests that most employees feel well-supported and equipped to perform their jobs effectively.

A notable portion of employees (113) rated the resources with 3 points, indicating that while they find the resources adequate, there is room for improvement.

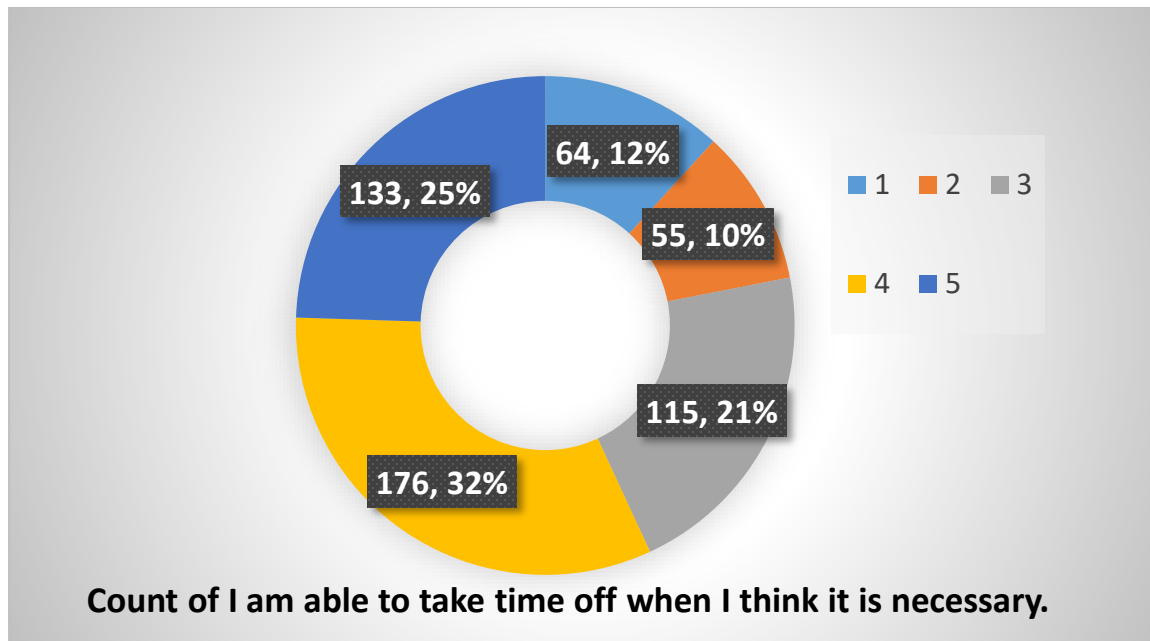


Fig.iv

Ensuring that employees can take time off when they think it is necessary is a crucial aspect of fostering a healthy and productive work environment. Flexibility in taking time off allows employees to manage their personal and professional lives effectively, leading to higher job satisfaction, reduced stress, and improved overall well-being. This flexibility can include various types of leave, such as paid time off (PTO), sick leave, and personal days, which enable employees to address personal matters, recover from illness, or simply recharge. By supporting employees' needs for time off, companies can enhance employee morale, retention, and productivity.

The survey results for the question on whether employees feel they can take time off when necessary are as follows:

- **133 employees (25%)** rated this aspect with **5 points**.
- **176 employees (32%)** rated it with **4 points**.
- **115 employees (21%)** rated it with **3 points**.

Key Insights

- 1. High Satisfaction (5 points):**
 - **25% of employees** gave the highest rating, indicating that a significant portion of the workforce feels very confident and satisfied with the time-off policies. These employees likely find the policies flexible and supportive of their needs.
- 2. Moderate to High Satisfaction (4 points):**
 - **32% of employees** rated this aspect with 4 points. This suggests that while these employees are generally satisfied, there may be minor areas for improvement to reach the highest level of satisfaction.
- 3. Moderate Satisfaction (3 points):**
 - **21% of employees** rated it with 3 points, indicating that there are some concerns or limitations in the current time-off policies that need to be addressed. These

employees might feel that while the policies are adequate, they could be more flexible or better communicated.

The survey results show a generally positive perception of the time-off policies, with a majority of employees rating them highly. However, there is room for improvement, particularly in addressing the concerns of those who rated the policies with 3 and 4 points. By taking steps to enhance flexibility, communication, and support, the company can further improve employee satisfaction and well-being.

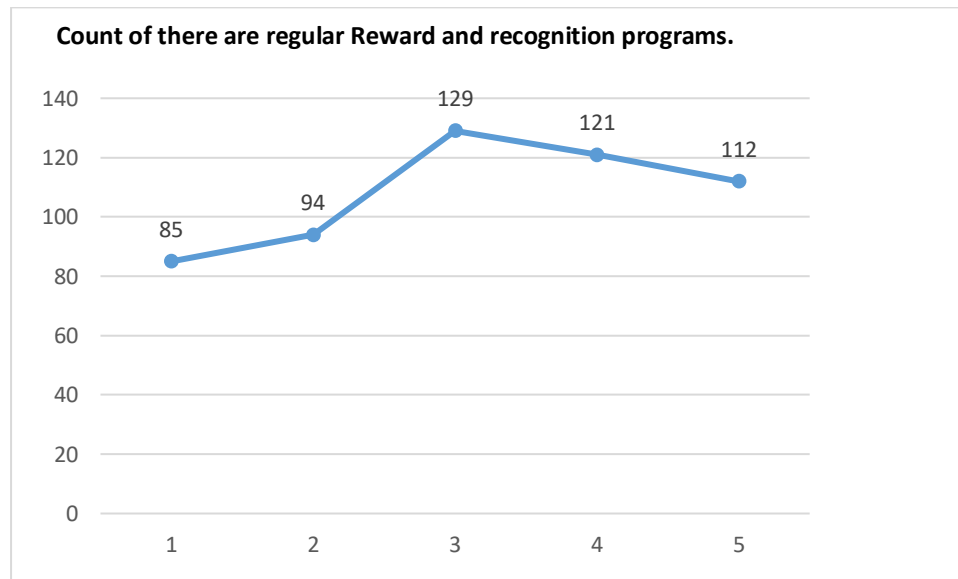


Fig.v

Reward and recognition programs are essential components of a positive workplace culture. These programs acknowledge and celebrate employees' hard work, achievements, and contributions, fostering a sense of appreciation and motivation. Regular and meaningful recognition can significantly enhance employee morale, engagement, and retention. By implementing effective reward and recognition programs, companies can create an environment where employees feel valued and inspired to perform at their best. This not only boosts individual performance but also contributes to the overall success and productivity of the organization.

The survey results for the question on whether employees feel there are regular reward and recognition programs are as follows:

- **85 employees** rated this aspect with **1 point**.
- **94 employees** rated it with **2 points**.

- **129 employees** rated it with **3 points**.
- **121 employees** rated it with **4 points**.
- **112 employees** rated it with **5 points**.

Key Insights

1. Low Satisfaction (1 and 2 points):

- **85 employees (18%)** rated the programs with 1 point, and **94 employees (20%)** rated them with 2 points. This indicates that a significant portion of the workforce is dissatisfied with the current reward and recognition programs. These employees may feel that the programs are infrequent, lack meaningfulness, or are not well-communicated.

2. Moderate Satisfaction (3 points):

- **129 employees (27%)** rated the programs with 3 points. This suggests that while these employees find the programs adequate, there is considerable room for improvement. They may feel that the programs could be more consistent or better tailored to individual achievements.

3. High Satisfaction (4 and 5 points):

- **121 employees (25%)** rated the programs with 4 points, and **112 employees (23%)** rated them with 5 points. This indicates that nearly half of the employees are satisfied with the reward and recognition programs, finding them effective and meaningful.

The survey results show a mixed perception of the reward and recognition programs, with a significant portion of employees expressing dissatisfaction. However, there is also a substantial group of employees who are satisfied with the programs. By addressing the concerns of those who are less satisfied and enhancing the overall effectiveness of the programs, the company can improve employee satisfaction and engagement.

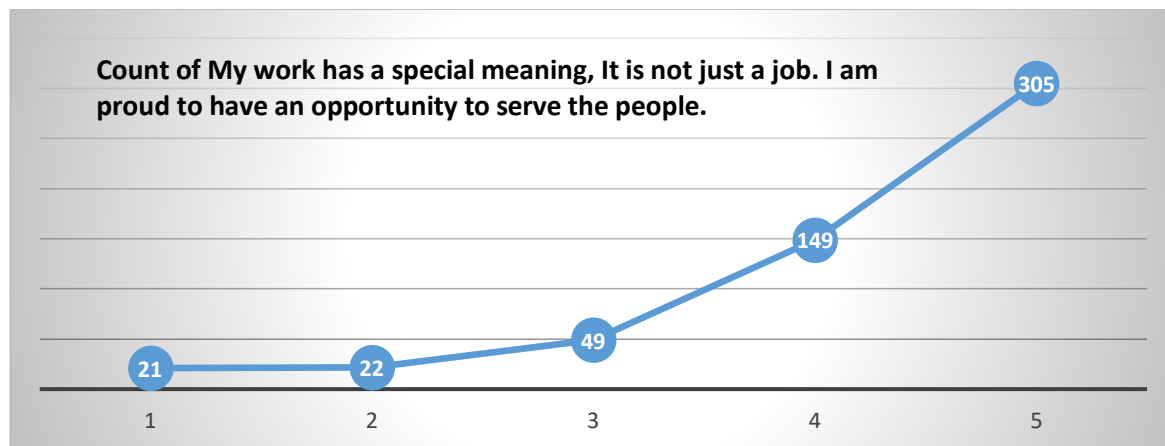


Fig.vi

Feeling that one's work has a special meaning and is not just a job is crucial for employee satisfaction and engagement. When employees are proud of their work and see it as an opportunity to serve others, it fosters a deeper connection to their roles and the organization. This sense of purpose can lead to higher motivation, increased productivity, and greater overall job satisfaction. By creating an environment where employees understand the impact of their contributions and feel valued, companies can cultivate a more committed and inspired workforce.

The survey results for the question on whether employees feel their work has a special meaning and is not just a job, and whether they are proud to serve people, are as follows:

- **149 employees** rated this aspect with **4 points**.
- **305 employees** rated it with **5 points**.

This indicates that a significant majority of the workforce feels a strong sense of meaning and pride in their work. These employees likely feel that their work is impactful and aligns well with their personal values and the company's mission.

The survey results show a very positive perception of the meaningfulness of work, with a majority of employees expressing a strong sense of purpose and pride. By continuing to communicate the impact of their work, fostering a sense of purpose, recognizing contributions, providing growth opportunities, and encouraging feedback, the company can maintain and further enhance this positive sentiment.

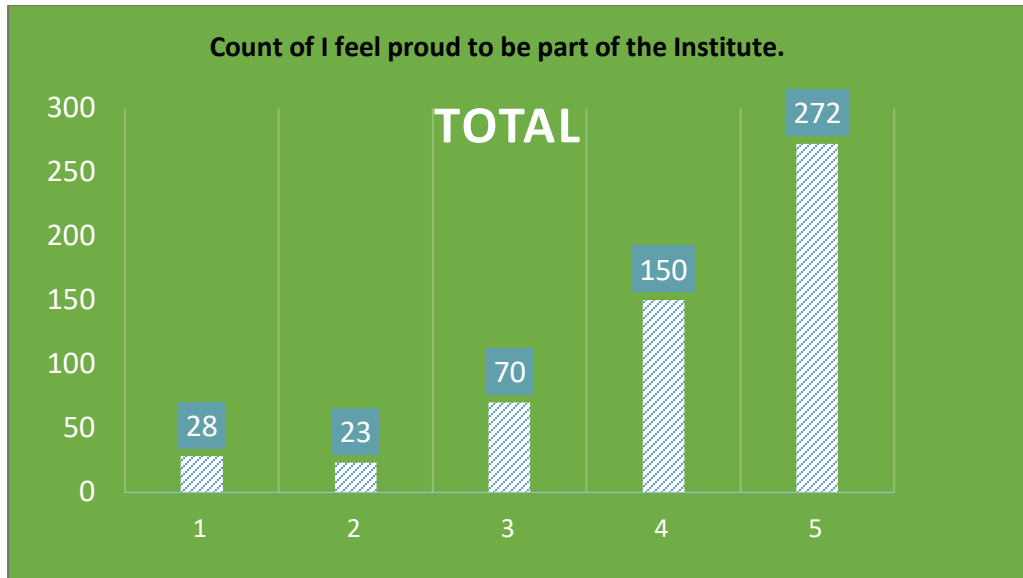


Fig.vii

Feeling proud to be part of an organization is a key indicator of employee engagement and satisfaction. When employees take pride in their association with the Institute, it reflects their alignment with its mission, values, and goals. This sense of pride can drive higher levels of motivation, commitment, and productivity. It also fosters a positive work environment where employees feel valued and connected to their colleagues and the broader organizational community. By nurturing this pride, the Institute can enhance overall morale and create a more cohesive and dedicated workforce.

By fostering a sense of pride among employees, the Institute can create a more motivated, committed, and cohesive workforce. This pride not only enhances individual job satisfaction and performance but also contributes to the overall success and reputation of the organization. Through alignment with mission and values, recognition of achievements, opportunities for growth, and a positive work environment, the Institute can nurture and sustain this valuable sense of pride.

Following are the reasons why sense of pride is necessary for the employee.

1. Alignment with Mission and Values

Employees who are proud to be part of the Institute often feel a strong alignment with its mission and values. This alignment means they see their work as contributing to a larger purpose, which can be incredibly motivating. When employees understand and believe in the Institute's goals, they are more likely to go above and beyond in their roles.

2. Increased Motivation and Commitment

Pride in the workplace can significantly boost motivation and commitment. Employees who are proud of their organization are more likely to be engaged in their work, take initiative, and strive for excellence. This heightened level of engagement can lead to improved performance and productivity.

3. Positive Work Environment

A sense of pride contributes to a positive work environment. When employees feel proud of their organization, they are more likely to have positive interactions with their colleagues, fostering a collaborative and supportive atmosphere. This positive environment can reduce stress and increase

job satisfaction.

The survey results for the question on whether employees feel proud to be part of the Institute are as follows:

- **150 employees** rated this aspect with **4 points**.
- **272 employees** rated it with **5 points**.

Key Insights

1. High Satisfaction (4 and 5 points):

- **150 employees (36%)** rated this aspect with 4 points, and **272 employees (64%)** rated it with 5 points. This indicates that a significant majority of the workforce feels a strong sense of pride in being part of the Institute. These employees likely feel that their work is meaningful, impactful, and aligns well with the Institute's mission and values.

Count of I am treated with respect and dignity in the Institute.

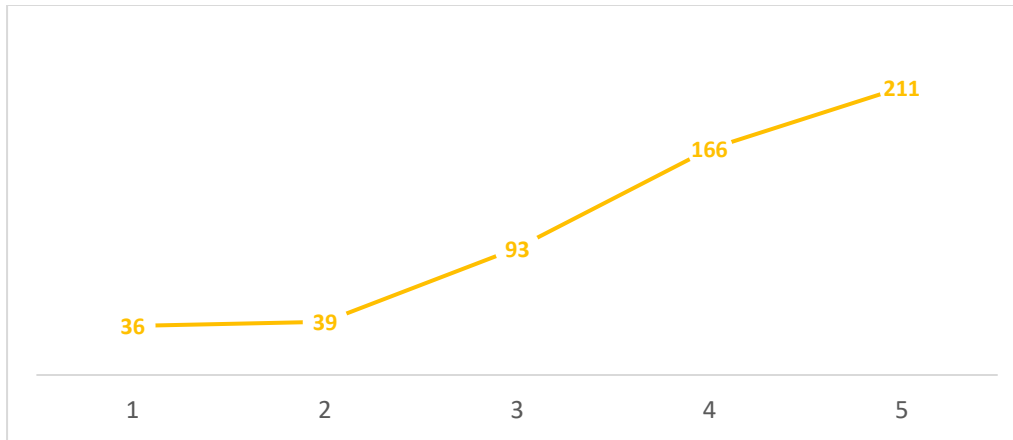


Fig. viii

Feeling respected and dignified in the workplace is fundamental to employee satisfaction and well-being. When employees are treated with respect and dignity, it fosters a positive and inclusive work environment where everyone feels valued and appreciated. This sense of respect can enhance collaboration, reduce conflicts, and increase overall job satisfaction. By promoting a culture of respect and dignity, organizations can build stronger, more cohesive teams and create a workplace where employees are motivated to contribute their best efforts. Ensuring that all interactions are respectful and recognizing the inherent worth of every individual are key components of a thriving organizational culture.

Respect and dignity are essential for creating a supportive and productive work environment. When employees feel respected, they are more likely to be engaged, motivated, and committed to their work. Dignity in the workplace means recognizing and valuing each person's unique contributions and treating everyone with fairness and kindness.

The survey results for the question on whether employees feel they are treated with respect and dignity in the Institute are as follows:

- **166 employees** rated this aspect with **4 points**.
- **211 employees** rated it with **5 points**.

Key Insights

1. High Satisfaction (4 and 5 points):

- **166 employees (44%)** rated this aspect with 4 points, and **211 employees (56%)** rated it with 5 points. This indicates that a significant majority of the workforce feels they are treated with respect and dignity. These employees likely experience positive interactions with colleagues and management, and feel valued in their roles.

COUNT OF I WOULD LIKE TO WORK FOR THE INSTITUTE FOR LONG PERIOD

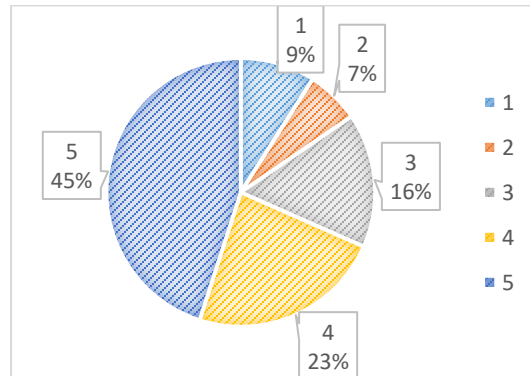


Fig.ix

In today's dynamic and competitive business environment, demonstrating long-term commitment to a company is a valuable trait that can significantly contribute to both personal and organizational success. Commitment is not just about staying with a company for an extended period; it encompasses dedication, loyalty, and a proactive approach to contributing to the company's goals and values. This essay explores the various facets of long-term commitment and how it can be effectively demonstrated in a professional setting.

Commitment to a company involves a deep sense of loyalty and a willingness to invest time and effort into the organization's success. It means aligning personal goals with the company's vision and consistently working towards achieving shared objectives. A committed employee is not only focused on their own career growth but also on the overall well-being and progress of the company.

In conclusion, demonstrating long-term commitment to a company is a multifaceted endeavor that involves consistent performance, continuous learning, proactive contribution, alignment with company values, building strong relationships, and adaptability. By embodying these qualities, employees can not only advance their own careers but also contribute significantly to the success and growth of the organization. Commitment is a two-way street, and when both the employee and the company invest in each other, it creates a mutually beneficial relationship that can withstand the test of time.

Distribution of Ratings:

- **23% of respondents gave a rating of 4 points.**
- **45% of respondents gave a rating of 5 points.**

Interpretation:

1. High Satisfaction Levels:

- A significant portion of respondents (45%) rated their experience with the highest possible score of 5 points. This indicates a high level of satisfaction and suggests that nearly half of the respondents were extremely pleased with the service or product.

2. Positive Feedback:

- With 23% of respondents giving a rating of 4 points, it shows that a substantial number of

people were also very satisfied, though not to the maximum extent. Combining the two, 68% of respondents rated their experience as either 4 or 5 points, which is a strong indicator of overall positive feedback.

The data indicates a strong positive response from the majority of respondents, with 68% giving high ratings (4 or 5 points). This suggests that the service or product is well-received and meets or exceeds expectations for most users.

In conclusion, the ratings data indicates a strong positive response from the majority of respondents, with 68% giving high ratings of 4 or 5 points. This suggests that the service or product is well-received and meets or exceeds the expectations of most users. However, there is still room for improvement, as indicated by the remaining 32% of respondents. By gathering detailed feedback, enhancing the customer experience, promoting positive reviews, and continuously monitoring and adapting strategies, the company can further increase satisfaction levels and ensure long-term success and customer loyalty.

Limitations

1. **Response Bias:** Respondents may not always provide truthful answers. They might give socially desirable responses or answer in a way they think the researcher wants. Response bias occurs when respondents answer survey questions in a way that does not reflect their true thoughts, feelings, or behaviors. This can significantly affect the accuracy and reliability of survey results.
2. **Non-Response:** A significant number of non-responses can affect the validity of the survey results. People who choose not to respond might differ in important ways from those who do.
3. **Technical Issues:** Online surveys can face technical problems, such as issues with survey software or internet access, which can affect participation and data quality.

Suggestions

In response to the recent survey feedback, we have identified several key areas where improvements can be made to enhance employee satisfaction and engagement. By addressing these areas, we aim to create a more supportive, inclusive, and productive work environment. The following suggestions are designed to build on the strengths already present within the organization while addressing specific areas for improvement. Implementing these recommendations will help ensure that employees feel valued, respected, and motivated, ultimately contributing to the overall success of the company.

Following points can be implemented:

- **Enhance Training Programs:** Offering more comprehensive training sessions can help employees feel more confident and capable in their roles. This could include workshops, online courses, and mentorship programs.
- **Regular Feedback:** Establishing a system for regular feedback on resources can help identify gaps and areas for improvement. This could involve surveys, suggestion boxes, or regular check-ins with managers.
- **Enhance Training Programs:** Offering more comprehensive training sessions can help employees feel more confident and capable in their roles. This could include workshops, online courses, and mentorship programs.
- **Regular Feedback:** Establishing a system for regular feedback on resources can help identify gaps and areas for improvement. This could involve surveys, suggestion boxes, or regular check-ins with managers.
- **Flexibility:** Introducing more flexible time-off options can help cater to diverse employee needs. This might include flexible working hours, remote work options, and additional personal days.
- **Clear Guidelines:** Providing clear guidelines on how to request and use time off can help ensure employees feel comfortable taking the time they need. This could involve a detailed time-off policy document and training for managers.
- **Supportive Culture:** Fostering a culture that encourages taking time off for rest and personal needs can help prevent burnout and improve overall well-being. This might involve leadership setting an example by taking time off and recognizing the importance of work-life balance.
- **Community Building:** Fostering a sense of community and belonging through team-building activities and events can help strengthen connections among employees. This could involve social events, team outings, and collaborative projects.

Instrumentation

Following is the questionnaire used:

1. Staff Category:
 - Doctors
 - Nursing
 - Management
 - Support
2. Work Tenure with the Institute
 - 0-2 years
 - 2-6 years
 - 6-10 years
 - 10-15 years
 - More than 15 years
3. Level
 - Doing the job (Execution)
 - Supervisory
 - Managerial
 - HOD (Admin)
4. I am offered training for my professional development.

1	Strongly Disagree
2	Mildly Disagree
3	Okay
4	Mildy Agree
5	Strongly Agree

5. We can approach Management/HR for queries and problems

1	Strongly Disagree
2	Mildly Disagree
3	Okay
4	Mildy Agree
5	Strongly Agree

6. Adequate resources are provided to perform our jobs.

1	Strongly Disagree
2	Mildly Disagree
3	Okay
4	Mildy Agree
5	Strongly Agree

7. I am able to take time off when I think it is necessary.

1	Strongly Disagree
2	Mildly Disagree
3	Okay
4	Mildly Agree
5	Strongly Agree

8. There are regular Reward and recognition programs.

1	Strongly Disagree
2	Mildly Disagree
3	Okay
4	Mildly Agree
5	Strongly Agree

9. My work has a special meaning, It is not just a job. I am proud to have an opportunity to serve the people.

1	Strongly Disagree
2	Mildly Disagree
3	Okay
4	Mildly Agree
5	Strongly Agree

10. I feel proud to be part of the Institute.

1	Strongly Disagree
2	Mildly Disagree
3	Okay
4	Mildly Agree
5	Strongly Agree

11. Sufficient resources ie Mask, sanitizers, personal protective equipments are provided by the Management for the safety of the Staff.

1	Strongly Disagree
2	Mildly Disagree
3	Okay
4	Mildly Agree
5	Strongly Agree

12. Adequate benefits are provided to meet my Healthcare needs

1	Strongly Disagree
2	Mildly Disagree

3	Okay
4	mildly Agree
5	Strongly Agree

13. I am treated with respect and dignity in the Institute

1	Strongly Disagree
2	Mildly Disagree
3	Okay
4	Mildly Agree
5	Strongly Agree

14. I would like to work for the Institute for long period

1	Strongly Disagree
2	Mildly Disagree
3	Okay
4	Mildly Agree
5	Strongly Agree

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Consent

RAJIV GANDHI CANCER INSTITUTE AND RESEARCH CENTER is conducting an employee satisfaction survey to understand our employee's experiences and perspectives. The survey aims to gather feedback to help improve workplace conditions, employee engagement, and overall job satisfaction. Your responses will be kept confidential and anonymous. We will not collect personally identifiable information, and your responses will be combined with those of other participants for analysis.

The data collected from this survey will be used to identify trends and areas for improvement within the RAJIV GANDHI CANCER INSTITUTE AND RESEARCH CENTER. The results may be shared with the management and employees in aggregated form but will not include any identifying information. The data may also be used for internal research and planning purposes.

You have the right to choose whether to participate in the survey.

There are no significant risks associated with participating in the survey, but I will encourage you to please participate and give an honest response.

Thank you

Rohan Pradhan D report

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