"A Study On Employee Satisfaction" at a city based hospital, Chennai

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Abstract: This document presents a comprehensive analysis of employee satisfaction and work environment in an organization. The study includes findings and suggestions based on employee responses to various aspects such as fringe benefits, skill development opportunities, promotional opportunities, leadership styles, job satisfaction, grievance handling, healthcare facilities, stress levels, training and development programs, and compensation, rewards and recognitions, and performance appraisals. The study also highlights the importance of employee satisfaction in maintaining a healthy organizational environment and provides recommendations for improvement. The data collection methods used includes questionnaires, interviews, and secondary data from sources such as the company website, internet, books, and journals.

Keywords: Employee satisfaction, Work environment, Fringe benefits, Skill development, Promotional opportunities, Leadership styles, Job satisfaction, Grievance handling, Healthcare facilities, Stress levels, Training and development programs, Compensation, Rewards and recognitions, Performance appraisals, Data collection methods

INTRODUCTION
HUMAN RESOURCE DEPARTMENT

Human resource management is a comparatively new and rapidly growing profession in India. It deals with the management of people and is based upon very old and well- established disciplines such as economics, psychology, anthropology, sociology. political science, etc. Most decisions made in health-service institutions involve people and therefore, human resource management plays a very important role in achieving the primary aim of hospitals of rendering the highest quality of care to the patients.

Health-service institutions have organized professional associations which maintain standards of performance and behavior embodied in a code of ethics. It provides competent service with integrity and works for the welfare of the human beings whom it serves. Human resource management has been recognized as a profession by academicians and industrialists because it has acquired all the qualifications of profession and has proved worth It is the process of acquiring, training. appraising, & compensating employees, & of attending to their labor relations, health & safety, & fairness concerns. HRM is also a management function concerned with hiring, motivating, & maintaining people in an organization It focuses on people in organizations.

Human resource management in hospitals has now become a necessity and it has to achieve effective utilization of human resources, desirable working relationships among all employees, maximum employee development, high morale in the organization and continuous development and appreciation of human assets.

The productivity of the organization depends significantly on employee job satisfaction. It not only influences the maximum work force but greatly improves the sense of morale and commitment towards the organization amongst the employees, Conducive work environment is one that gives workers a sense of pride in what they do. However, employers that implement monetary as well as non-monetary initiatives to increase employee satisfaction definitely reap the benefits of reducing lethargy, absenteeism and lower employee turnover.

✓ HR OPERATIONS: "HR operations" are essential for ensuring that an organization's human resources are effectively managed, and that the organization remains in compliance with all relevant laws and regulations. Effective HR operations can also help to ensure that employees are satisfied and engaged, which can lead to improved productivity and retention rates.

✓ JOINING & RECRUITMENTS: "Recruitment" refers to the qualifications or skills needed to meet the criteria for a job or task. For example, if you want to be a software developer, you may need a degree in computer science, experience in programming languages, and strong problem-solving skills. "Joining" generally means becoming a member of a group or organization. In the context of employment, it refers to the process of starting a new job. This involves completing necessary paperwork, undergoing training, and starting to work as part of the team. In short, "recruitment" is what you need to have in order to be considered for a job, while "joining" is the process of starting that job.

✓ LEARNING & DEVELOPMENT: The "HR Learning and Development" area is a crucial aspect of human resource management. Its main focus is on developing the skills and knowledge of employees to improve their performance and ultimately contribute to the organization's success. This area is responsible for designing and implementing training and development programs for employees at all levels, from entry-level staff to senior management. These programs can be formal or informal and may involve on-the-job training, mentoring, coaching, workshops, e-learning, and other learning opportunities. The HR Learning and Development area also plays a critical role in identifying the learning needs of the organization and developing strategies to meet these needs. This involves conducting needs assessments, evaluating the effectiveness of training programs, and identifying opportunities for improvement. Overall, the HR Learning and Development area helps to ensure that employees have the skills and knowledge needed to perform their roles effectively and contribute to the organization's goals and objectives.

✓ COMPLIENCE: "Compliance" in HR refers to following the rules, regulations, and laws related to human resources. These rules may include guidelines about employee safety, compensation, hiring practices, and other important aspects of managing a workforce. HR compliance is important because it helps ensure that organizations are treating their employees fairly, ethically, and legally. Compliance also helps companies avoid costly penalties, fines, and legal actions. To achieve compliance, HR departments must stay up-to-date with the latest regulations and laws. They must also create policies and procedures that ensure compliance, train employees on these policies, and monitor compliance regularly. Overall, HR compliance is critical for maintaining a positive and productive work environment while also protecting the rights of employees and the company itself.

✓ PAYROLL: A "payroll" is the system that a company uses to calculate and distribute the wages or salaries of its employees. The HR department is responsible for managing the payroll process, which involves tracking employee hours, calculating pay and taxes, and distributing paychecks or direct deposits. To simplify this, think of it like this: Imagine you work for a company and you get paid every two weeks. Your HR department is responsible for making sure you get paid accurately and on time. 45 TNI They keep track of the hours you work, calculate how much money you earn based on your hourly rate or salary, and deduct any taxes or other deductions that need to be taken out of your paycheck. Then, they send the money to your bank account or give you a physical check. Overall, payroll is a crucial part of any company's HR department because it ensures that employees receive the compensation they have earned for the work they have done

EMPLOYEE SATISFACTION

Employee satisfaction is one of the major interests to the field of organizational behavior and the practice of HRM. It reflects employee's attitudes towards their job and comment to eradiation, Job satisfaction refers to one's feelings or state of mind regarding the nature of their work. It describes how content an individual is with his or her job. Job satisfaction refers to a person's feeling of satisfaction on the job, which acts motivation to work. It is not self satisfaction, happiness or self contentment but satisfaction on the job.

Employee satisfactions defined as the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of on the job values. Job satisfaction is not the same as motivation.

DIMENSIONS OF JOB SATISFACTION:

There are six dimension that represent the most .important characteristics of a job about which people have effective responses.

A. The work itself:

The content of the work self a major source of satisfaction. This means the extent to which the job provides the individuals with interesting tasks, Opportunities for Learning, and the chance to accept responsibility. Some of the most important ingredients of job satisfaction include interesting and challenging work and a job that provides Status.

B. Compensation:

Wages and salaries are significant, but a complex and multidimensional factor in job satisfaction. May not only helps people attain their Basic needs, but also is hastaneral in providing upper level need satisfaction Employees often consider salary management views their contribution to the organization. Fringe benefits are also important, but they are not as influential.

C. Career Growth:

Promotional Opportunities seem to have a varying effect on the job Satisfaction. This is because Promotions take different forms and include a variety of rewards, for example-these sources are include Workers age, sex, education, marital status and personal characteristics, family background, socio economic background etc.

❖ AGE:The relationship between age and job satisfaction could he complex, generally would expect that as the person would grow vendor he would get greater satisfaction with his job particularly because of the experience and define the case with which he would be able to perform it.

❖ SEX : There is as yet no consistence evidence as to whether women satisfied with their jobs than men, holding such factors as job and occupational level constant, one might predict the to be case, considering the generally lower occupational aspiration of woman.

❖ EDUCATIONAL LEVEL: The gate relationship between educational level & job satisfaction. The higher the education the higher reference group which the individual looks to for guidance to evaluate his job rewards.

❖ MARITAL STATUS: There relationship between marital status & job satisfaction. Generally would assume that with increasing sporadic placed on an astiahual house of meetings his job late more than insured employee.

D. Motivational Factors: Motivation of employees is the most important aspect managing an enterprise. The success or failure of an enterprise depends mostly on how best the employees working an involved and motivated.

E. Salary: Wages and salaries are the minimal and complex faces as job safstiction. figher salary should lead to higher job satisfaction and lower salary should lead to lower job Satisfaction.

F. Job expectation: When an employee joins in an organization he expects something from job. Job satisfaction of employee can he based on the fact to what effect his job meets his expectation. Employee expectations may include about working conditions, work, colleagues, supervision etc.

G. Comparison of Output : Comparison is mainly with ratio of the inputs or he puts in and ratio is equal hw will be satisfied otherwise the person in an effort to restore equity may after the inputs or outcomes, cognitively distort the input or outcomes, leave the field, act on the other, or change the other.

H. Job security: Security is a lower order need which an employee have job security has its effect on the employee morale. An insecure person's morale will be low and will have its effect on the employee morale. Secure person's will work effectively and have job Satisfaction.

I. Performance appraisal: As the Performance appraisal is linked to Promotions, rewards, feedback has effect on the employee satisfaction. If the appraisal is not proper employee will be dissatisfied.

J. Communication: Achieving some level of personal growth may be quite related to the quality of communication in the organization. Proper communication plays a pivotal role to achieve results in this priority area. Organizations could improve the quality of working life through him proving then a true and quality of communication of them is through the use of team briefings as a first step in the process of employee participation.

K. Career Development & Growth: The purpose of career planning as part of an employee development program is not only to help employees feel like their employers are investing in them, but also help people manage the many aspects of their lives and deal with the fact that there is a clear promotion track. Employers can no longer promise job security, but they can help people maintain the skills they need to remain viable in the job market.

L. Organizational Commitment: The relationship of organizational commitment with work life quality is another aspect of working life that is often investigated by researchers. Studies have concluded that committed employees' remains with the organization for longer periods of time than those which are less committed have a stronger desire to attend work, and a more positive attitude about their employment.

M. Emotional Supervisory Support: It has been suggested that emotional support at work helps balance work and family roles because it contributes to the employee's energy level. A supportive supervisor may help boost an employee's energy level by discussing family-related problems, reinforce the employee's positive self-image by giving feedback, and reduce stress by showing understanding for the employee's family life.

N. Employee Motivation: The general perception is that people leave organization for higher pay. This hypothesis, though intuitively quite appealing, is often not sufficient in describing the entire picture with regard to sales force turnover. Because the Hawthorne studies (19thcentury) have already proved long back that money is not the only motivator, where as other environmental factors also play a significant role for employee motivation and performance. It is important to recognize that individuals have unique motives for working and quite often it is complex to know what motivates employees.

O. Organizational Climate: Various facets of organizational climate have been measured and used in previous researches on QWL. Literature suggests three of them are primary, namely, affective, cognitive and instrumental. The affective facet of organizational climate primarily comprises of the quality of relationships in the organization. This is a critical component of the social relations aspect of climate and has been used in past climate studies.

P. Organizational Support: Besides, organizational climate, the level of support offered by the organization is also an indication of the work-life quality in organizations. Organizational Support is defined as the extent to which employees perceive that the organization values their contributions and cares about their well being. This is a key factor in influencing employee commitment to the organization, job satisfaction, and general quality of work life. Many researchers have studied the relationship between perceived organizational support and work-life quality of workers and have found it to have a positive impact on organizational commitment, employee performance as well as job satisfaction.

Q. Job Satisfaction: The relationship of job satisfaction with work life quality is another aspect of working life that is often investigated by researchers. Job satisfaction is one of the central variables in work and is seen as an important indicator of working life quality determining the extent to which the employee is satisfied or is enthusiastic about his job. This part of feeling enthusiastic or having sense of enjoyment in one's work is reflective of Herzberg's Hygiene factors in his theory of motivation.

OBJECTIVES OF THE STUDY

- ✓ To Study Overall Working Conditions The Employees.
- ✓ To Analyze The Factors That Influencing The Job Satisfaction Levels.
- ✓ To Suggest Measures To Improve Satisfaction Levels Among Employees.
- ✓ To Known the Superior, Subordinates Relationship.
- ✓ Toknowinwhichservicequalityperformancedimensionofthecompanyisperformingwell and in which dimension it needs improvement.
- ✓ To evaluate the employee job satisfaction

METHODOLOGY

INTRODUCTION
Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. In it we study the various steps that are generally adopted by a researcher in studying his research problem along with the logic behind them.

Thus here, the discussions about their search methods and the logic behind theme in context of the study and explanation to why we are using a particular method or technique and what data have been collected and what particular method has been adopted.

SOURCESOFDATA
PRIMARYDATA
Primary data is the data collected for the first time Data refers to information or facts however it also includes descriptive facts, non-numerical information,

qualitative and quantitative information. Data can be broadly classified as-Primary data &Secondary data. Through field survey. It is collected with a set of objectives to assess the current status of any variable studied. Primary data reveals the cross-section picture of the object under scrutiny. Therefore primary data are those collected by the investigator for research himself for the first tie and thus they are original in character.

SECONDARYDATA

Secondary data refers to the information or facts already collected. It is collected with objective of understanding the part status of any variable or the data collected and reported by some source is accessed and used for the objective of a study. Normally in research, scholars collect publish edit and analyze it in order to establish their relationship between the variables.

Sources used in the study
PRIMARYDATA

- Questionnaire
- Interview

SECONDARYDATA

- Company website
- Internet
- Books/Journals

TOOLS USED FOR DATA COLLECTION

Data collection tools are instruments used to collect information for performance assessment, self-evaluations, and external evaluations. The data collection tools need to be strong enough to support what the evaluation find during research. The researcher has used the method of interview to collect the information in that organization and other techniques like observation to collect primary data.

QUESTIONNAIRE

The questionnaire contains two parts: Part A and Part B. Part A contain personal questions. The question about name is avoided to get true answers from respondents. The questions such as age and gender are asked because they have individual influence on the study. Part Contains questions relating to the study with options and all of them are given with check box so that the employees can easily record their responses.

OBSERVATIONTECHNIQUE

It is well known that observation is a method of collecting data with sensible organs in understanding less explained or explained phenomena. In this method the researcher observes some of the data like utilization of resources, level of performance of workers, idle tie given for workers, training frequency etc.

SAMPLE SIZE

The total number of population that is the total number of employees in quite large. It would be time consuming as well as difficult to interview all the employees working in different organizations. So, only a part of the population has been selected for sampling. Samples were selected on the basis of random probability sampling technique as all the correspondents had an equal chance of selection.

120 employees were interviewed by way of questionnaire to know the Quality of Work life they enjoy in the company. Out of which100 responded back positively.

LITERATURE REVIEW

EMPLOYEE JOB SATISFACTION

Employee job satisfaction (EJS) is the feelings and thoughts of employees about their work and place of work. In result, job satisfaction is all about to satisfy the one's needs in working place (Togia et al., 2004). Bodur (2002) stated that there are some factors, which are related to job satisfaction that is work substances, age, sex, educational level, work place environment, location, colleagues, income and timing of work. For the purpose of employee satisfaction many theories have been developed. The most important theory is Maslow's need theory. It is based on human hierarchical needs. On the other hand, job satisfaction relates to significant conventional views, which are formulated via Mausner and Herzberg (1959). Maslow's theory is based on fundamental and external element such as accomplishment, acknowledgment, duty, pay, plan, interpersonal interaction, management, and operational atmosphere.

One of the most significant parts of the research is to review the related literature because it assists in many ways such as knowing the lacuna or gaps there in getting a clear idea of one's own research. It helps the researcher in solving the problems related to

respective field. When a new research is not based on the thorough preceding literature, it becomes an isolated study, but if it is based on the previous literature one can look for cohesive and integrated approaches to one's problems and for their solution through research. In the light of the above mentioned importance of the review of literature in the field of marketing of healthcare services, the researcher has tried to tap maximum sources of available literature related to present study.

With the rising significance of the subject under study, some literature, covering different aspect of marketing of healthcare services produced by healthcare services provider, practitioners and researchers. The present chapter is providing a brief of work carried out so far in this area with their findings and approaches. The review of literature also provides a comprehensive appraisal of current approaches and methodology followed by several researches for the healthcare services. There exists plethora of literature on healthcare. The current chapter presents the review of the previous studies in the area of health sector.

First part of the literature review focuses on research pertaining to the state of affairs of health care services. It provides a scenario prevailing in health care services and chronological overview of the research relating to the state of affairs of health care services. Second part of the literature review focuses on research pertaining to marketing mix and consumer perception about health care services.

Mamoria (1965) emphasized for the recognition of importance of health for the wellbeing of a country has recently found such universal and emphatic expression that the need for collectively organized and financed health services is concerned by the majority of those responsible for the conduct of public affairs. The importance of health and medical care has been realized from the primitive stage of existence. But it has been recognized in a very conservative fashion in the sense that there was no organized department to look after the health problems. Healthcare services generally denote the provision of the health care by an organized governmental agency.

Tailor and Tailor (1970) pointed out that the medical services in India are faced with varied and serious problems. Infectious diseases produce more death and disability in India than in the West. About a million persons die of tuberculosis in India every year, and 5,000,000 to 10,000,000 need treatments for this disease annually. Preventive and treatment services are unlikely to be available in the villages where most of the people live. Even when a hospital is accessible, the limited personnel, space, and facilities result in acceptance of only the more serious cases, and their early discharge before rehabilitation procedures have been completed. But there are no convalescent homes in India for patients, needing long–term recuperation, for which a brief hospital stay is not sufficient.

Sinha (1972) mentioned about the number of burn injuries in a rural area around Wardha, Maharashtra and reported that burn injuries were more prevalent in females (62.5 percent) than in males (37.5 percent). The fatality rate varied between 23-35 percent and females showed a much higher fatality rate.

Narasimham (1981) emphasized that a pre-requisite for organizing a comprehensive and continued service from the home or community to the hospital and vice versa, there should be a good recording system. Such facilities exist only in a few institutions at present. Such efforts have to be made to obtain the staff, physical facilities and co ordination, in favourable situation where there is scope, there is need for sincere experimentation of the comprehensive services and follows up.

Deva (1985) mentioned that it is an acknowledged fact that health care services have not reached four-fifth of the country population, out of which 82 percent is living in rural areas. So services must begin where people are and where problems arise. The object is to provide composite health services at the door step of the rural masses than large numbers gravitating towards centralized hospitals. This is perhaps because of the fact that the health care system relies mainly upon a large number of doctors with emphasis on curative rather than preventive care, which is urban oriented and depends upon excellent modern facilities, laboratory tests and latest techniques.

Jajoo, Gupta & Jain (1987) observed that in India, 80 percent of health expenditure goes on a few urban hospitals with intensive coronary care units, dialysis centers, sophisticated cardiac surgery units, cancer institutes, and many other facilities, while the vast majority of the population does not receive even adequate primary health care. Although a large number of charitable hospitals and dispensaries provide low-cost or free medical services to the poor, the funds and staff available are never enough to meet the enormous need.

Beeson (1987) analyzed that doctors, by their own professional fees and especially by their decisions about hospital admission, diagnosis, and therapy, generate at least three-fourths of the total health bill of the nation. Health care costs now amount to nearly one-tenth of the gross national product in the USA, exceeding $240 billion at the beginning of this decade. Thus the American healthcare system is, in it self, a factor in the world economy.

Smith (1987) pointed out the sharp rise in health care spending which is a world wide phenomenon could have been made more appropriately10 years ago. Sadly, a considerable number of countries in Africa and Latin America have responded to the world economic crisis and their severe debt problems by cutting health expenditure. Several developed countries, such as Belgium, Denmark, Ireland, the Netherlands, and the United Kingdom, have cut real health expenditure in certain years or have plans to do so, particularly with respect to general hospitals.

Yesudian (1988) concluded that according to the planning commission of India, the 20 percent of the population living in urban areas have the facilities of 70 percent of the total hospital beds and 80 percent of the doctors in the country. However, though all varieties of health services are available in our cities, not all sections of the community are benefited by these facilities. There is a wide gap in the utilization of health services between the various sections.

Mukherjee (1998) observed it is necessary to invest more in health programme to face the challenge beyond 2000. Other measures needed are stronger emphasis on family planning, encouraging the private sector to take up secondary and tertiary programme, strengthening global cooperation and placing more emphasis on public health measures.

Padmanabhan (1999) elaborated that one of the major challenges in the new millennium is to enhance the outlay for health, ensure its equitable distribution between states, narrow the rural-urban gap, and remove the lacunae impeding effective delivery of health care services at the community level both in rural and in urban areas where a sizeable population living in slums who has no access to affordable Medicare despite proliferation of private practitioners, nursing homes and corporate hospitals.

Roy and Prasad (2003) revealed in his studies the socio-medical aspects of O.P.D patient and further states that 73 percent patient had to wait at the O.P.D

for more than 90 minutes before they are examined by the doctor. Medical equipments are not used for the examination of the patients. Only 7 percent patients are examined by senior medical officers. About 73 percent patients are dissatisfied by the doctor's attitude and 36 percent reported that there is shortage of staff. Around 58.3 percents are dissatisfied by sitting arrangements, toilet facilities and cleanliness.

Shrinate (2004) pinpointed that the number of believers in India's medical capabilities is increasing, most of the patients come through word-of-mouth publicity, to increase the flow of patients the top hospitals are beefing up their marketing. The leading hospitals are even considering tying up with hotel chains. Partap C. Reddy, Chairman of Apollo hospitals and the man who corporatized health care in India said that we have the best healthcare professionals in the world and super-specialty hospitals. What we need is aggressive and concerted marketing. We want to make it a big game, to use the clear advantage for the next five decades; India is now ready to heal the world.

Kurian (2005) highlighted that a vast majority of the poor have to depend on the services of private doctors who are often ill-qualified and expensive too. In contrast high quality healthcare facilities are being build up in the private sector in our cities which are beyond the reach of the poor. Our medical expertise and facilities are internationally recognized and even patients from developed countries are coming to India for treatment.

Ananthakrishnan (2006) elaborated that it is an ironic outcome of neo-liberal economic reforms that in spite of fundamental policy failures in public health, India is increasingly seen as an attractive international healthcare destination. India's tertiary healthcare sector is on the road to global fame. A growing number of spotlessly clean private hospitals are on the threshold of a boom in medical tourism, positioning themselves as the best destinations for procedures ranging from coronary bypasses to orthopedic surgery at the most affordable costs. These hospitals offer high-quality care for international patients, whose numbers are reportedly rising 15 percent annually; the prices that they charge are a fraction of what prevails in the developed world. India's corporate hospitals are fully equipped, up market and efficient. With their toll-free help lines, interactive websites, online quotes and time bound treatment access, they appear to be a world

apart from the overburdened, often badly managed and poorly funded public health system.

Venkatesh (2007) mentioned that there has been a spectacular improvement in healthcare delivery all over the world. Almost invariably, this is due to several developments in the field of technology, as applied to medicine, healthcare organization have been inducting new and innovative electronic gadgets to help physicians and surgeons in treating patients. And a significant increase in the number of healthcare organization has in turn led to intense competition among them. Not surprisingly, healthcare marketing assumes a vital place in the scheme of things.

Daga (2008) thought that the new commitment to strengthen evidence based healthcare system with the spirit of health for all can provide a fertile ground to work with like minded partners in our quest towards equity and social justice through strengthening healthcare system involving all relevant sections of the society. Further, it is a duty of health professionals to promote health as global human right, global public goods, and for this reason we all must be very careful before launching headlong into the globalization of healthcare.

RESULT OF OBSERVATION

DATAANALYSIS & INTERPRETATION

Data for the project was collected by distributing questionnaires to the respondents randomly by way of goggle forms. In all data was collected from 100 people who are employed in the organization.

GENDER RATIO:

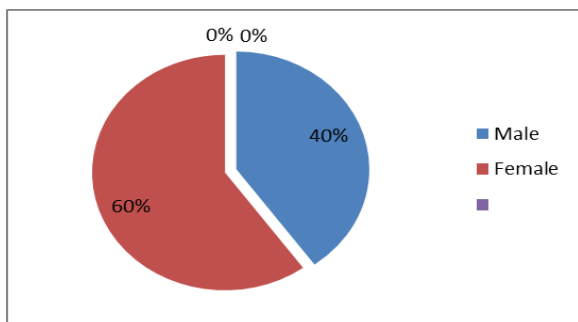|	Frequency	Percent	Valid Percent	Cumulative Percent
Male	40	40.0	40.0	40.0
Female	60	60.0	60.0	100
Total	100	100.0	100.0	

Table 1.5

Fig 1.13- Gender Ratio Of Employees

Interpretation:

Out of the 100 respondents 60% respondents were females who are currently employed and 40% were males. This shows that the company has gender ratio gap and recruiting makes sure that equal importance is been given to Females as that of Males.

WORKING EXPERIENCE:

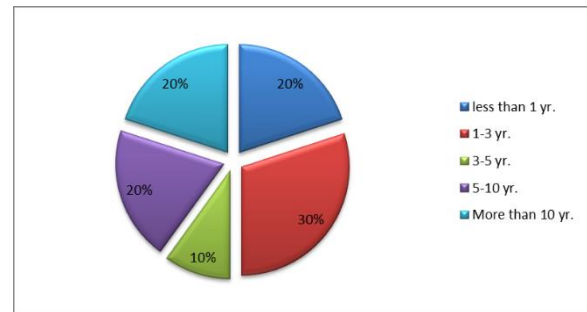|	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 1 yr.	20	20.0	20.0	20.0
1-3 yr.	30	30.0	30.0	50.0
3-5 yr.	10	10.0	10.0	60.0
5-10 yr.	20	20.0	20.0	80.0
More Than 10 yr.	20	20.0	20.0	100.0
Total	100	100.0	100.0	

Table 1.6

Fig 1.14 - Work Experience of Employees in City based hospital

Interpretation:

Out of the 100 employees interviewed around 20% respondents were working with City based hospital for less than 1 year whereas, just 10% respondent working for more than 10 years in the same company. City based hospital which started in the year 1983 has been able to retain some of its first employees.

AGEOF THEEMPLOYEES:

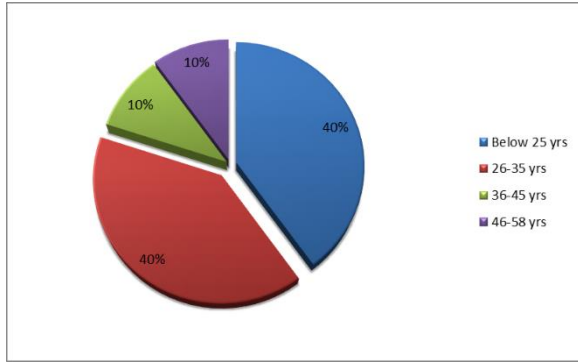|	Frequency	Percent	Valid Percent	Cumulative Percent
Below25 yrs	40	40.0	40.0	40.0
26-35yrs	40	40.0	40.0	80.0
36-45yrs	10	10.0	10.0	90.0
46-58yrs	10	10.0	10.0	100.0
Total	100	100.0	100.0	

Table 1.7

Fig 1.15 - Age Group of the employees

Interpretation: Out of 100 employees 10 employees is 46-58 years. 10% of the respondents fall in the age bracket Of 46-58 years which means that the company has well planned succession management and is Absorbing young talents at workplace. 40% of the employees are below 25 years age.

MOTIVATIONOFTHEEMPLOYEES:

	Frequency	Percent	Valid Percent	Cumulative Percent
Highly	60	60.0	60.0	60.0
Fairly	20	20.0	20.0	80.0
Neither	0	0.0	0.0	80.0
Motivated Nor	10	10.0	10.0	90.0
Demotivated	10	10.0	10.0	100.0
Total	100	100.0	100.0	

Table 1.8
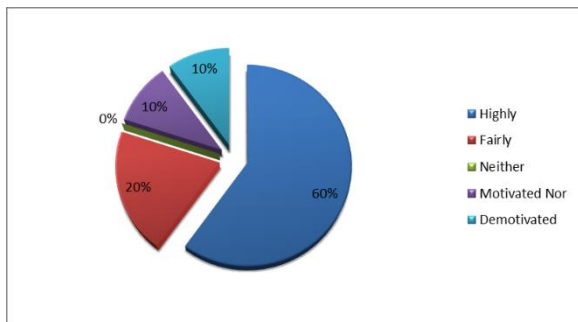
Fig 1.16 - How are you being motivated in the work environment.

Interpretation:
20% of the employees say that they are fairly motivated by their supervisors or Managers that their quality of work life is less than average however; their Motivation was high despite dissatisfaction in salaries paid. 10%employeessaidthat they don't feel either motivated or de-motivated.

LEADERSHIP:

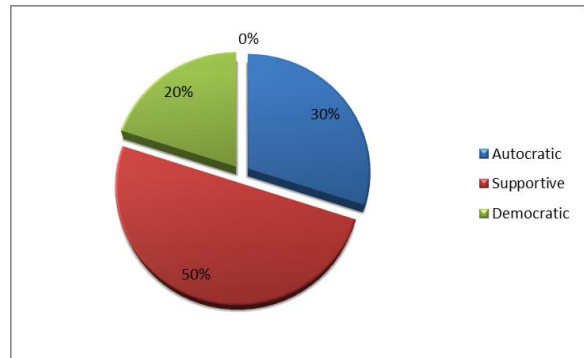|	Frequency	Percent	Valid Percent	Cumulative Percent
Autocratic	30	30.0	30.0	30.0
Supportive	50	50.0	50.0	80.0
Democratic	20	20.0	20.0	100.0
Total	100	100.0	100.0	

Table 1.9

Fig 1.17- What type of Leadership Exists in your organization?

Interpretation:
Research shows that, 50% of the respondents have supportive relationship between Superiors and Subordinates. The supervisor is responsible for making sure that the work performed by subordinates effectively adds to the productivity of the organization there for if the employees are not able to perform duties some where the supervisor or the manager is responsible. Trust factor plays an important role for the relationship building which helps in the intentional increase in the duties and responsibilities of the employee. Allowing the employees to enable them to perform duties with a level of control and authority within an organization improves, both individual motivation and organizational productivity. 30% of their spondents feels that the leadership autocratic while 20% of their spondents feels that the leadership style is democratic.

COMMENTS & SUGGESTIONS:

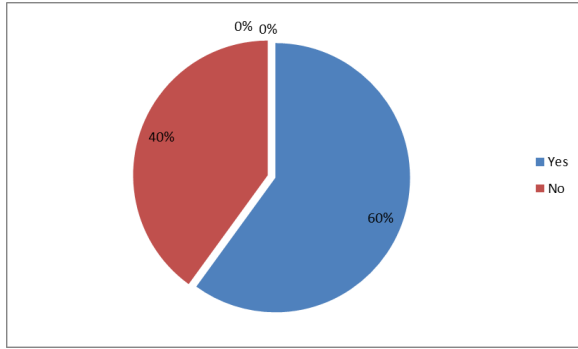|	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	60	60.0	60.0	60.0
No	40	40.0	40.0	100.0
Total	100	100.0	100.0	

Table 1.10

Fig 1.18 - Do you feel free to offer Comments and Suggestion in our Work Environment?

Interpretation:
Research shows that operational staffs are informally involved in participative decision making related to the work. Participation in decision making in organization results in much greater satisfaction of employees and increases their productivity and profit of the organization. It empowers the employer to achieve which in return empowers the employee to give his best. 60% of the respondents prefer offering comments and suggestions and participate in decision making process of the company.

JOB SATISFACTION:

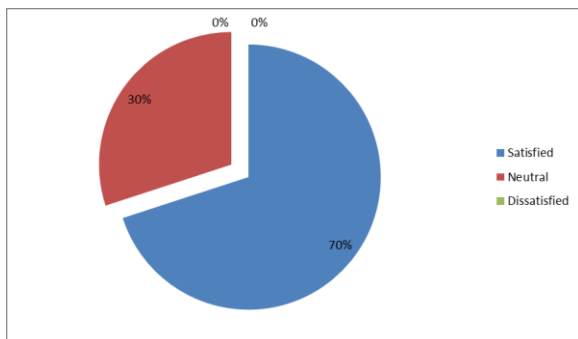|	Frequency	Percent	Valid Percent	Cumulative Percent
Satisfied	70	70.0	70.0	70.0
Neutral	30	30.0	30.0	100.0
DisSatisfied	00	00	00	
Total	100	100.0	100.0	

Table 1.11

Fig 1.19 - Do you feel Comfortable satisfied with your job?

Interpretation:
The survey shows that 30% of the employee is neutral

about their job. Job satisfaction is the expression of employee satisfaction and employee performance as a desired outcome of employees for their involvement in the organization. Around 70% respondents are satisfied with their job. However, 30% feel that they are Neutral with the job. Job satisfaction is the most studied construct in business science and organizational behavior. Because of the enormous importance, job satisfaction is a widely used research topic which relates with different issues such as life satisfaction.

GRIEVEANCE HANDLING:

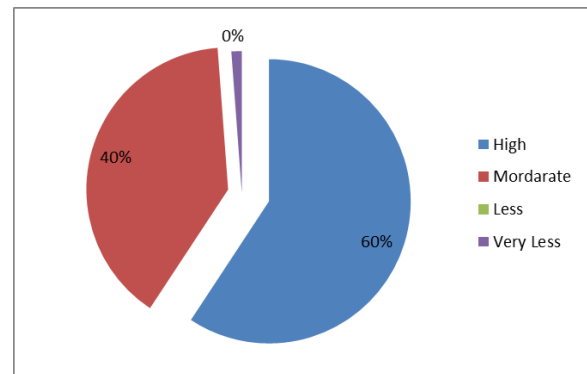|	Frequency	Percent	Valid Percent	Cumulative Percent
High	60	60.0	60.0	60.0
Mordarate	40	40.0	40.0	100.0
Less	00	00.0	00.0	
Very Less	00	00.0	00.0	
Total	100	100.0	100.0	

Table 1.12

Fig 1.20 - Is the Organization Employee Grievance Handling cell Fulfils and overcomes your grievances?

Interpretation:
The research shows that, 33% the respondents have high confidence and 60% have moderate confidence in company's grievance handling system. Respondent's confidence in the grievance handling system is the ability to provide justice an dis strongly related to their loyalty to the union or company. Greater loyalty is also related to greater participation in work. QWL may situations where the grievance procedure is ineffective and, therefore, unable to promote a sense of justice in the workplace. Individual grievances' which needs to bere solved through the grievance procedure are sometimes brought to Quality Circles.

HEALTH CARE AND MEDICAL FACILITIES:

	Frequency	Percent	Valid Percent	Cumulative Percent
Highly Satisfied	50	50.0	50.0	50.0
Satisfied	50	50.0	50.0	100.0
Neutral	0	0.0	0.0	
Dissatisfied	0	0.0	0.0	
Highly Dissatisfied	0	0.0	0.0	
Total	100	100.0	100.0	

Table 1.13
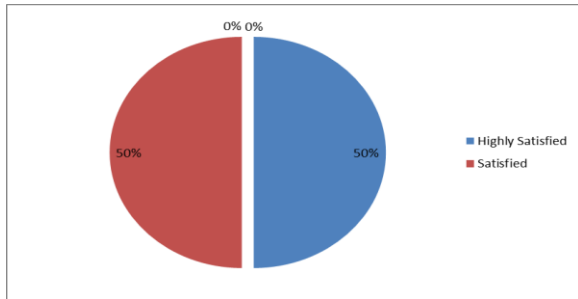
Fig 1.21 - Are you satisfied with the healthcare and medical facilities provided by the organization?

Interpretation:

An unstrained work environment ensures good health and psychological conditions which enable the employees to perform job and non-work related functions without inhibitions. Here at the employees are covered with medical insurance which includes their family members (mother, father, spouse and children).

STRESS:

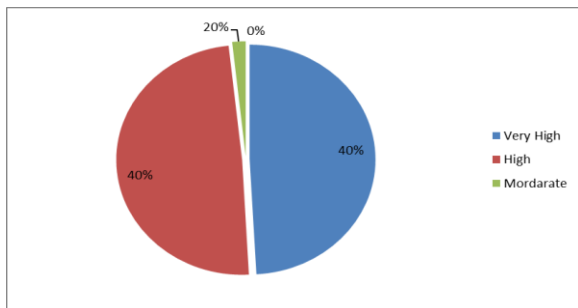|	Frequency	Percent	Valid Percent	Cumulative Percent
Very High	40	40.0	40.0	40.0
High	40	40.0	40.0	80.0
Mordarate	20	20.0	20.0	100.0
Total	100	100.0	100.0	

Table 1.14

Fig 1.22- Level of Stress involved in your Work?

Interpretation:

20% of the respondents said that they find their job moderately stressful whereas, 40% employees said That they always find their job stressful. This shows that the employees are burdened with work load that They have to stay back to complete the given tasks.

TRAINING &DEVELOPMENT:

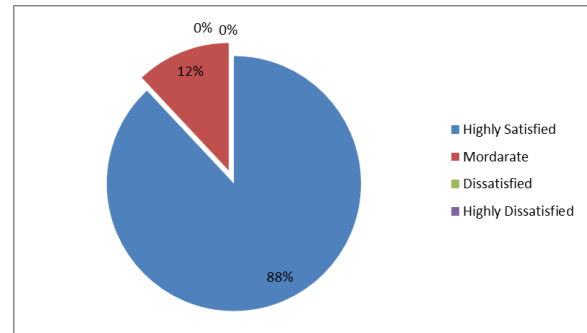|	Frequency	Percent	Valid Percent	Cumulative Percent
HighlySatisfied	88	88.0	88.0	88.0
Moderate	12	12.0	12.0	100.0
Dissatisfied	0	0.0	0.0	
HighlyDissatisfied	0	0.0	0.0	
Total	100	100.0	100.0	

Table 1.15

Figure 1.23 - How do you feel, that the employees Training and Development programmers' in your organization satisfying your quality of work life?

Interpretation:

Training and Development programs are the framework for help ing employees to develop their personal and professional skills, knowledge, and abilities. Around 88% of the employees are highly satisfied with the T&D programs offered by the company. These programme improve employee performance at workplace, updates employee knowledge, enhances their personal skills and it helps in avoiding Managerial Obsolescence. With the use of these programs, it is easier for the management to evaluate the job performance and accordingly take decisions like employee promotion, rewards, compensations, welfare facilities etc.

FAIR& ADEQUATE COMPENSATION:

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly	50	50.0	50.0	50.0

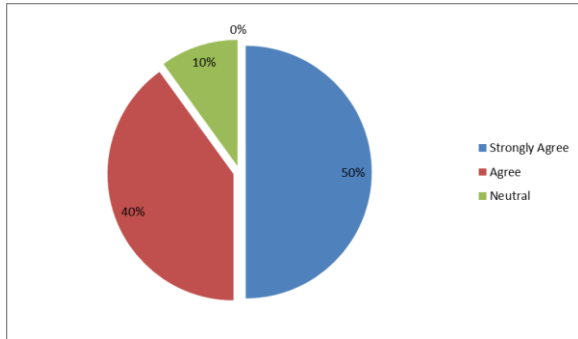|				
Agree				
Agree	40	40.0	40.0	90.0
Neutral	10	10.0	10.0	100.0
Disagree	0	0.0	0.0	
Strongly Disagree	0	0.0	0.0	
Total	100	100.0	100.0	

Table 1.16

Figure 1.24 - Does the compensation provided by the organization helps you in maintains a fair and socially desirable standard of living?:

Interpretation:
Regarding compensation, around 50% of the employees, said that they are Strongly Agree what they deserve. Only 40% of the respondents said that they are getting a salary that they deserve. And around 10% of the employees were neutral about their pay structure. This shows that the company need to focus more on the compensation part and make it at par with its competitors and consider the amount of efforts put in by their employees.

REWARDS AND RECOGNITIONS:

	Frequency	Percent	Valid Percent	Cumulative Percent
HighlySatisfied	40	40.0	40.0	40.0
Satisfied	40	40.0	40.0	80.0
Neutral	20	20.0	20.0	100.0
Dissatisfied	0	0	0	
Highly Dissatisfied	0	0	0	
Total	100	100.0	100.0	

Table 1.16
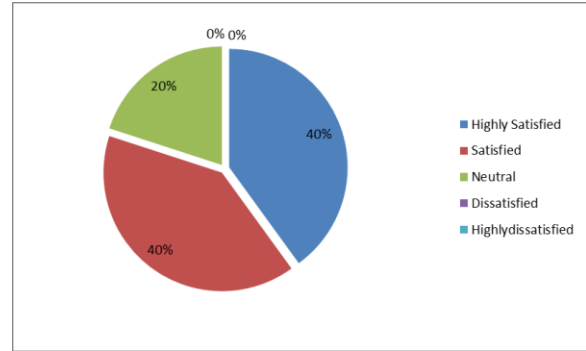

Figure1.25 – Are you satisfied it the reward of our organization?

Interpretation:
There is a significant relationship between Rewards and Recognition and Job Performance. When an employee performs successfully, it leads to organizational rewards and as a result they are motivated to perform better. Most of the organizations require their employees to work according to the rules and regulations, and job standards. In this research, the relationship between reward and individuals were focused to increase the performance of employees 40% of the employees said that they are satisfied with rewards and recognitions at work. 20% were neutral about their views towards reward system.

PERFORMANCE APPRAISAL:

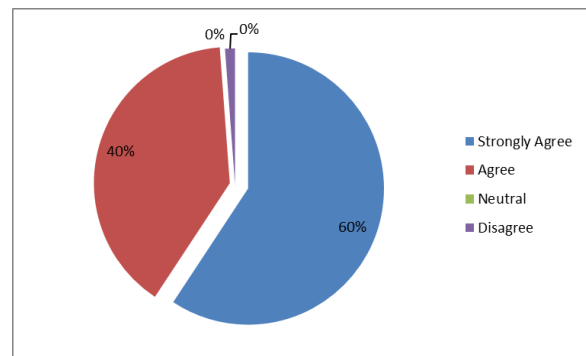|	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	60	60.0	60.0	60.0
Agree	40	40.0	40.0	100.0
Neutral	0	0	0	
Disagree	0	0	0	
Total	100	100.0	100.0	

Table 1.17

Figure1.26 – Does your organization makes performance appraisal on the basis of merit and performance?

Interpretation:

The performance appraisal is nothing more than a confidential judgment of work done and a character report used to facilitate disciplinary action or promotion. 20% of the employees said that they do not get feedback about their performance, though 43% of the employees said that the company has fair performance appraisal system. Organizations need to have an open appraisal system to provide feedback and opportunities for open discussion with employees on their performance, they may have immense potential to grow and develop. This system can create a healthy working climate and employee motivation.

PROMOTIONAL OPPORTUNITIES:

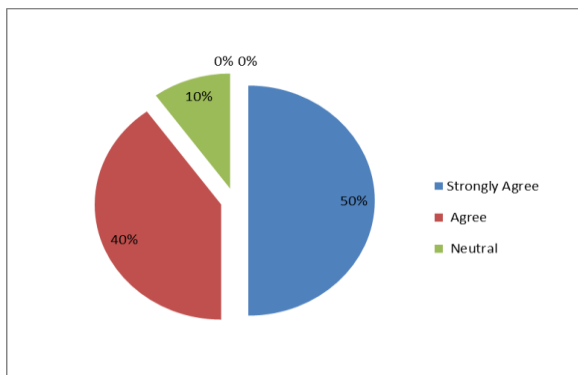|	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	50	50.0	50.0	50.0
Agree	40	40.0	40.0	90.0
Neutral	10	10.0	10.0	100.0
Disagree	0	0.0	0.0	
Strongly DisAgree	0	0.0	0.0	
Total	100	100.0	100.0	

Table 1.18

Figure 1.27 - Do you think that there are good promotional opportunities and the employees are adequately promoted?

Interpretation:

Careers can be understood as a series of work roles or a step by step sequence of a person's job experiences over a definite tenure. 50% of the employees said that they find career growth opportunities in the company.

While, 10% of the respondents Neutral of promotional opportunities. Opportunities for promotion are limited in case of all categories of employees either due to educational barrier so due to limited opening higher level.

FRINGE BENEFITS:

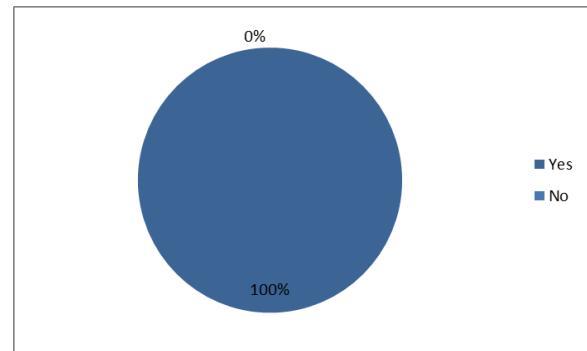|	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	100	100.0	100.0	100.0
No	0	0.0	0.0	
Total	100	100.0	100.0	

Table 1.19

Figure1.28-Do you think that the fringe benefits are good in your organization?

Interpretation:

Regarding the fringe benefits, 100% of the employees said that the company provides quite good fringe benefits over and above their salaries.

SKILLDEVELOPMENTOPPORTUNITIES:

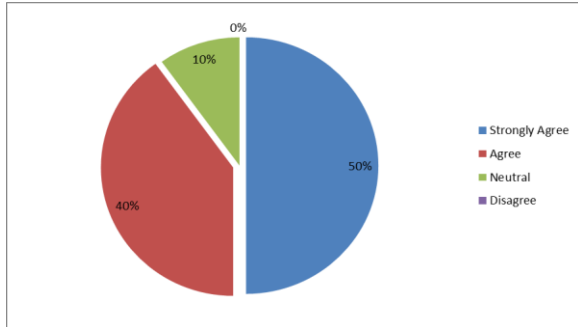|	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	50	50.0	50.0	50.0
Agree	40	40.0	40.0	90.0
Neutral	10	10.0	10.0	100.0
Disagree	0	0	0	
Strongly DisAgree	0	0	0	
Total	100	100	100	

Table 1.20

Figure 1.29 - Do you think that the job allows you to use your skills and abilities to the maximum level?

Interpretation:

The respondents were asked about whether the job requires them to keep learning new things and develop their skills and abilities, around 50% respondents said that they strongly agree with this. This shows that the company not only focuses on improving the current work situation but it is also trying to develop the knowledge and skills of the employees for higher positions.

FINDINGS & SUGGESTIONS

Findings

- Many employees feel that their performance is not fairly judged in the company and so 40% are neutral about their performance appraisal.
- 90% employees feel that they are given an opportunity to learn new things to be able to perform their current job.
- 50% of the respondents are treated fairly by their supervisors and shown respect while including them to offer comments and suggestions.
- 50% of the employees feel that chances of promotion are good in their organizations.
- 100% of the respondents feel that the fringe benefits are fair enough for them.
- Almost 10% of the respondents said that the compensation they are paid are not fair enough and not in line with the efforts they put in and not as per what the competitors repaying.
- 40% of the employees face high levels of stress because of their job demands.
- Around 50% of the respondent said that the job allows to use employees skills and abilities in maximum level.

Suggestions

- The company should make sure that it has a fair and proper performance appraisal system so that the deserving employee gets rewards for his efforts.
- Conduct Regular Employee Surveys to Gather Feedback And identify Areas for improvement.
- Provide Opportunities for Professionals Development and career Advancement.
- Recognize and reward employees for their hard work and achievements.
- Encourage work-life balance by offering flexible Schedules and remote work options.
- Provide opportunities for employees to participate in decision making processes and contribute to the company's success.
- Offer Wellness Programs and resources to support employee health and well being.

CONCLUSION

Employee satisfaction refers to the extent to which employees in an organization are happy with their roles at their workplace. If employees are not content or happy with their jobs, the overall health of an organization deteriorates. Hence, businesses must take the necessary measures to ensure a high level of satisfaction among employees. Any business that understands the importance of this concept offers a healthy working environment, promoting growth opportunities and work-life balance. This type of satisfaction can be extrinsic or intrinsic. The former means how an employee feels regarding the work conditions. On the other hand, the latter is about how an employee feels about the daily tasks. Although satisfied employees do not guarantee a significant improvement in performance, it certainly boosts the chances of better performance. When employees are unhappy but continue to work in the same organization, it negatively impacts the business in the long term. This is because, with time, an employee looks for more reasons to dislike the organization. Their negative perception of the organization leads to lower productivity, directly impacting overall performance.

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[11] https://www.paisabazaar.com/health-insurance/apollo-hospitals/

APPENDIX

Employee Satisfaction Questionnaire
Below mentioned are some questions and based on the work experience in your company you have to choose the option that you think is most appropriate. All information provided by you is strictly confidential.

➢ Name

➢ Gender

➢ Age Group

- Below25 yrs
- 26-35yrs
- 36-45yrs
- 46-58 yrs

➢ How long have you worked in your present job for your current employer?

- Lessthan5yrs
- 5-10yrs
- 11-15yrs
- 16-20yrs
- Above20yrs

➢ How are you being motivated in the work environment?

- Highly
- Fairly
- Neither
- Motivated
- de-motivated

➢ Do you feel free to offer comments and suggestions in our work environment?

- Yes
- No

➢ What type of leadership exists in your organization?

- Autocratic
- Supportive
- Democratic

➢ Do you feel comfortable and satisfied with your job?

- Satisfied
- Neutral
- Dissatisfied

➢ Is the organization's employee grievance handling cell fulfils and overcomes your grievances?

- Very High
- High
- Moderate
- Low
- Very Low

➢ Are you satisfied with the healthcare and medical facilities provided by the Organization?

- Highly Satisfied
- Satisfied
- Neutral

- Dissatisfied
- Highly Dissatisfied

➢ Level of stress involved in your work?
- Very High
- High
- Moderate
- Low
- Very Low

➢ How do you feel, that the employees Training and Development programmers' in your organization satisfy in your quality of work life?
- Highly Satisfied
- Satisfied
- Moderate
- Dissatisfied
- Highly Dissatisfied

➢ Does the compensation provided by the organization helps you in maintain a fair and socially desirable standard of living?
- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

➢ Are you satisfied with the reward of your organization?
- Highly Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Highly Dissatisfied

➢ Does your organization make performance appraisal on the basis of merit and performance?
- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

➢ Do you think that the relies a good promotional opportunity and the employees are adequately promoted?
- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

➢ Do you think that the fringe benefits are good in your organization?
- Yes
- No

➢ Do you think that the job allows you to use your skills and abilities to the maximum level?
- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree