



**Internship Report**

**On**

**Job satisfaction of employees at Sodesh Hospital (Pvt) Ltd.**

**Prepared for:**

**Ms. Mahreen Mamoon**

**Assistant Professor  
BRAC Business School**

**Prepared by:**

**Mukammel Hoque Riad**

**ID:15164022**

**BRAC Business School**

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Ms. Mahreen Mamoon

Assistant Professor

BRAC Business School

BRAC University

Dhaka-1205

Subject: An internship report on Job **satisfaction of employees at Sodesh Hospital (Pvt) Ltd.**

Dear Madam,

With the best respect I want to inform you that I have completed my internship report on “**Job satisfaction of employees at Sodesh Hospital (Pvt) Ltd.**” I tried my level best to accumulate relevant and insightful information during prepared the report. It is very enjoyable for me to prepare a report on this topic. I have tried my best to complete the report properly within schedule time and limited resources with your kind help. Though I tried my best, but there may be some mistakes or fault in this report. I want to you see these mistake with excusable.

I therefore pray and hope that this report will help you to evaluate me. I have shown some key components as to the topic.

Sincerely yours,

Mukammel Hoque Riad

ID:15164022

BRAC Business School

BRAC University

## **Letter of Endorsement**

The Internship Report entitled “**Job satisfaction of employees at Sodesh Hospital (Pvt) Ltd.**”Has been submitted to the **BRAC University**, in partial fulfillment of the requirements for the degree of Master of Business Administration, Major in **Human Resource Management**, Faculty of School of Business by **Mukammel Hoque, ID: 15164022**,the report has been accepted and may be presented to the Internship Defense Committee for evaluation.

(Any opinions, suggestions made in this report are entirely that of the author of the report. The University does not condone nor reject any of these opinions or suggestions).

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Ms. Mahreen Mamoon

Assistant Professor

BRAC Business School

BRAC University

## **Acknowledgement**

At first I would like to express my deepest gratitude to almighty God for giving me the strength and stamina to finish my internship report work within the schedule time. The report headed “**Job satisfaction of employees at Sodesh Hospital (Pvt) Ltd.**” is prolific due to co-operation of different individuals. My gratefulness goes to my respected supervisor “Ms. Mahreen Mamoon” for providing the necessary suggestions and guidelines of my report. I would like to express my thanks to the authority of Sodesh Hospital to accommodate me the internship program. With their sincere co-operation, it has been possible for me to finish my tenure successfully. I convey my special thanks to the honorable officers and executives for being so cordial to me and for their help during my internship period.

I am also acknowledging to all of those web sites from which I have taken necessary helps and to all my friends, well-wishers and enemies. Finally I thank my parents for giving me help and courage while doing internship and preparing the internship report.

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## Executive Summary

Hospital personnel have difficulties in meeting the needs of their patients if their own needs are not met; therefore hospital managers have responsibilities to both staff and patients. Job satisfaction in health care organization is related to many factors; optimal work arrangements, the possibility to participate actively in the decision making process, effective communication among staff and supervisors and to be able to express freely one's opinion. Collective problem solving and the attitude of management are also important to the satisfaction of the employees. Job satisfaction can be increased by attending to motivating factors, such as making work more interesting, requiring more initiative, creativity and planning. This is especially relevant when budget constraints limit increases to pay and benefits.

## Chapter 1: Introduction

Human resource management is a comparatively new and rapidly growing profession in Bangladesh. 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 a profession and has proved its 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.

A sound climate in the long run is one of the valuable assets to the organization. The management must consider creating a sound motivational climate in the long run. What organization actually offers are of course important yet more important is how an organization is perceived and to what extent it is considered as a vehicle for meeting the needs of the employees. They desire security, recognition, new experience and independence. When these needs are not fulfilled, they become tense, dissatisfaction. Among workers is undesirable and dangerous in any profession. Job is not only a main source of income but also an important component of life. Work takes away a large part of worker's day and also contributes to one's social standing. Because of worker's central role in many people's life, satisfaction with one's job is an important component in overall wellbeing.

According to Robbins and Sanghi (2006) "Job satisfaction is collection of feelings that an individual holds toward his or her job". The same was contributed by Masud Ibn Rahman (2008) "Job satisfaction is defined as a general attitude toward one's job. It is in regard to one's feelings or state-of-mind regarding the nature of their work". Again Mobey and Lockey

(1970) expressed as an opinion that “Job satisfaction and dissatisfaction are function of the perceived relationship between what one expects and obtains from one’s job and how much importance or value one attributes to it”.

## **Chapter 2: Organization Overview**

Sodesh Hospital (Pvt) Ltd. is a general medical and surgical hospital in Mymensingh, Bangladesh. The company is located at 71/Floor. This private company was founded in 2006 (about ten years ago).

### **MISSION:**

The hospital constantly strives to:

- Achieve customer satisfaction by compassionate attitude and quality healthcare services.
- Provide comfortable and a risk free environment for the patients.
- Bring quality healthcare within the financial reach of every individual.
- Provide comfortable and safe working environment for the employees.

### **VISION:**

Sodesh Hospital pvt LTD. is committed to bring quality medical care of the highest standard within the reach of every individual.

### **Address:**

71/Floor  
Mymensingh  
Bangladesh

**Facility Identification**

**Division:** Dhaka

**District:** Mymensingh

**District Code:** 61

**Facility Type:** Private Hospital

**Establishment Year:** 2006

**Type of Hospital:** Mixed

**Category:** Secondary Level Hospital

**Patient Information**

**Patient Type:** All types of patients from different ages visit the hospital.

**Average number of patients per day:** 30-40 (only eye)

**Patient number in last year:** 14000

**Payment Provided by:** Patients

**Workload Estimation**

**Number of Beds in Hospital:** 40

**Effective Days for providing services:** 365

**Surgery per year:** 250-300

**Outdoor patients per year:** 12000

**New patients per day:** 25

**Infrastructure**

The facility has OT, OPD, IPP including medical records, Optical shop and medical shop. For the eye department they have 1 ward consisting of 5 beds. They have continuous supply of water/gas and electricity supply and their cleanliness is good.

**Service Area**

This hospital provides diagnosis services.

**Provided Services:**

1. Refractive Error
2. Cataract
3. Glaucoma
4. Trauma

**Human Resources****Total Human Resources:**

Administrator: 10

Senior Ophthalmologist: 3

Junior Ophthalmologist: 2

Refractionist: 1

Outpatient Nurse: 34 (For the whole hospital)

Ward Nurse: 4

Theatre Nurse: 2

House keeper: 2

Cleaner: 2

Driver: 1

Security Staff: 2

## 2.1 SWOT Analysis of the organization:



### Strengths:

- Quality of doctors, nurse and staff.
- Medical facilities, equipment's and infrastructural facilities.
- Ambience and the general atmosphere of the hospital.
- Attitude of the staff, even the menials (human touch).
- Specialization.
- Reasonable pricing.

### Weaknesses:

- The patients are completely at the mercy of the doctors.
- Non-clinical staff training is impossible.

### Opportunities:

- More training to the staff to improving their medical knowledge.
- To improve the developed facilities.
- To become more specialized in various fields.

### Threats:

- Increasing competitions.
- Unawareness among public about all the facilities.
- Protection from terrorism.

## 2.2 Conceptual Framework:

In order to meet the commitment of the employees' job satisfaction the organization supposes to apply HRM theory into practices. According to the theoretical evidence on the relationship of HR practice with organizational effective indicates that HR practice influence employee commitment and other HR performance measure, which then lead to organization effectiveness. Several elaborations of HRM practices have been studied in the previously research such as Bradley, Petrescu and Simmons (2004) give the term of HRM practices as define the following set of variables: work organization, supervision, employee involvement/voice, recruitment and selection, training and learning, and pay practices. Along the same line, Pfeffer (1994) identify the HRM practice such as employment security, selectivity in recruiting, high wages, incentive pay, employee ownership, participation and empowerment, promotion from within, training, and skill development. In addition, Delerly and Doty (1996) utilize the seven variables of HRM practices which are internal career opportunities, formal training system, appraisal measures, profit sharing, employment security, employee voice mechanisms, and job design. The term job satisfaction is commonly referred in the context of employee's behavior at work. Job satisfaction can be understood more clearly in the context of employee's extent of satisfaction in general in his total work/professional life situations. Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job, an affective reaction to one's job; and an attitude towards one's job.

Weiss (2002) has argued that job satisfaction is an attitudinal concept but points out that researchers should clearly distinguish the objects of cognitive evaluation which are affect (emotion), beliefs and behaviors. This definition suggests that we form attitudes towards our jobs by taking into account our feelings, our beliefs, and our behaviors. Scherhorn et al define job satisfaction as the degree to which individuals feel positive or negative about their jobs. It is an attitude or emotional response to one's tasks as well as to the physical and social conditions of the work place. Job satisfaction is motivational and leads to positive employment relationships and high levels of individual job performance.

According to Locke and Henne the definition could be "the pleasant emotional state which flows from someone realizing his/her motives in the work" "Job satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their job. As it is generally assessed, job satisfaction is an attitudinal variable".

Greenberg and Baron defined work satisfaction as employees' cognitive, affective and evaluative reactions directed towards their work. Work satisfaction is an affective orientation towards anticipated outcome. Job satisfaction has been defined as affective state describing feelings about one's work. According to Abu-Bader individuals expect from their work and what they actually derive. Defined in that way job satisfaction enters into interaction with goal setting theories of motivation. Job satisfaction can be considered as a global feeling about the job or as a related constellation of attitudes about various aspects or facts of the job. The global approach and the facet approach can be used to get a complete picture of employees' job satisfaction. Facets are specific elements of a job, such as challenge a job provides, the physical environment in which work is constructed, and the salary received. People may have different evaluative responses toward each facet of the job.

According to Werner job satisfaction has five facets, which can be put together to measure a Job Descriptive Index (JDI) as follows:

- The work itself - responsibility, interest and growth
- Quality of supervision - technical help and social support
- Relationship with co-workers- social harmony and respect
- Promotion opportunities -chances for further advancement
- Pay adequacy of pay and perceived equity vis- a- vis others

Research tends to divide the characteristics of work into two broad categories: extrinsic variables and intrinsic variables. Herzberg made the distinction between the intrinsic rewards from the job and the extrinsic rewards from the job. The intrinsic factors refer to a job's inherent features; people are external to the job itself, such as pay. The distinction between intrinsic and extrinsic work factors, rewards, motives, needs, etc. remains to be useful tool in studies of many researchers

## 2.3 Interrelation of Job Satisfaction and Motivation Theories:

Both job satisfaction and motivation are the objects of investigation of diverse field of organizational and psychological science, which incorporate aspects of clinical psychology, social psychology, psychometrics and also broader social and organizational studies.

Researchers have been dealing with human motivation at workplace from two viewpoints, which also differ on the adherence to job satisfaction.

The first is a top down approach, which is rather the topic of organizational studies and origins from a managerial viewpoint. It expects to find answers to the question: "how should I motivate my workers to perform well?" this approach deals mainly with externally controlled (or directed) motivation. It is related to categories and methods of job design and deals more with external (or environmental or impersonal) characteristics of motivation - up to the viewpoint, that a worker by its nature is lazy and negligent, and therefore should be motivated mainly by means of rewards, bonuses and punishments. The staff member is an object, who should be motivated by different means to perform well.

In this relation McGregor identified two fundamentally different sets of assumptions held by managers. The conventional view was labeled by McGregor as Theory X and the modern one as Theory Y. Theory X presumes that an average employee inherently dislikes work and related physical and mental efforts and whenever possible shall make attempts to avoid it. Therefore employees must be directed coerced, controlled and/or threatened with punishment to achieve goals of the organization. Employees attempt to get out of responsibility and seek external direction whenever possible. Most workers consider security of job more important than other work related factors and will express little ambition. Method of: motivation, based on theory X can be called as 'carrot-and- stick' method.

In contrast, theory Y keeps the view point, that goals of an individual and of the organization can be integrated. Managers supporting theory Y believe that subordinates work hard, are cooperative and have positive attitudes. The expenditures of physical and mental effort in work are as natural as play or rest. The manager should complement the employees' effort and creativity through gaining their commitment to the organization's goals, which entails allowing self-direction and discretion, reinforced through a system of feedback and rewards. The top down approach traditionally deals more with various job design method as job specialization and simplification, rotation, enlargement, enrichment. Job satisfaction is involved indirectly, as much as implementation of job design methods influences the satisfaction with the job.

The other approach is the more personalized "bottom up" approach, which studies properties of staff members, their behavior at workplace, motivators, dissatisfies and other properties of job environment. It is a topic of psychology (up to the studies of animal models) and/or organizational (or occupational) psychology and deals mainly with autonomous motivation, having the goal to get answers to questions: 'how an employee feels her/himself at the workplace (and outside it? as he does?) The staff member is a subject who has (or has no)

motivational to perform as he/she does because of a combination of internal and external factors, which should be investigated, measured and improved as much as possible and practical. Meanwhile the job satisfaction or different facts of it appear as indirect constituents of motivation in the first approach; these are closely linked and intertwined with the second approach to (or meaning of the) motivation. In this relation motivation theories apply in most of their part to job satisfaction and vice versa.

As an illustrations of this close relationship can serve Maslow's theory of motivation through hygiene factors (dissatisfiers) and Latham/Locke's goal-setting theory with established connection between motivation, self-regulation and job satisfaction. Job satisfaction and motivation, however, are separate topics. Satisfaction can be seen as a result of acting in accordance with motivation. Then the degree of job satisfaction is a measure of level of satisfactions of needs and motives on workplace as independent variables.

It is also suggested, that motivation, including motivation at workplace, reflects people's search for positive meaning and job satisfaction reflects the degree to which this meaning is found and that motivation is a component, which links job characteristic to job satisfaction.

## 2.4 Statement of the Problem:

Providing job satisfaction measure is one of the objectives of a developed Hospital segment. **Sodesh Hospital** is one of the developing hospital units and hence a study on job satisfaction acquires more significance. The primary concern of an organization is its validity productivity and hence its efficiency. There is continuous environmental pressure for the efficiency and if the organization does not respond to this pressure it may find itself rapidly losing. To meet the increasing technological changes and competition, the productivity must be duly increased. For the smooth running of an organization the man power must be duly motivated and mobilized. The man power can be motivated by way of rendering regular welfare services.

## 2.5 Objectives of the Study:

- a) To study the workers perception about the hospital and job.
- b) To determine whether they are satisfied with the working condition.
- c) To identify which factor this influences the job satisfaction of employee.
- d) To study the areas of improvements and give suggestions for future improvements.
- e) To relate theoretical knowledge with the real life situation.
- f) To acquire practical knowledge about organizational activities.

## 2.6 Scope of the Study:

The development of any of the organization is mainly depending on the satisfaction level of the employees so that they can perform well in the organization. The company can analyze the level of employee satisfaction in their organization. The company can improve the working conditions, environment and other policies to satisfy the employees based on the results of this survey. They can implement these suggestions to overcome many problems faced by the organization. I can understand how actually an organization works and can get more insight on the concept of job satisfaction. It provides me a great opportunity to relate theoretical concepts learned in my course to the actual happenings in the organization. I can get an opportunity to provide suggestions. Job Satisfaction is considered as a key issue by the entrepreneur where efforts are taken and programs are initiated. So every organization is giving higher priority to keep

their employees with satisfaction by providing several facilities which improves satisfaction and which reduces dissatisfaction. It is said that satisfied employee is a productive employee, any kind of grievance relating to organizational or personal to a greater extent influence on the job.

## **2.7 Methodology:**

The aim of this section is to show how the data was collected, by which method and source and the process of analyzing the data.

### **2.7.0 Primary source:**

Walliman (2011, p.92) mentioned that asking questions, conducting interviews, observing without getting involved, immersing oneself in a situation, doing experiments and manipulating models are the basic methods for obtaining primary data. Primary data for this study is obtained through self-administered questionnaire.

#### **Self-administered questionnaire**

I have conducted self-administered questionnaire with 50 employees. The reasons behind choosing self-administered questionnaire are distance and time constraints. Moreover, e-mail (internet) was found as an inexpensive communication channel for the distance. Besides, it allows respondents to provide accurate and clear answer for the questions according to their thinking and feelings. Saunders, Lewis & Thornhill (2009, p.362-63) pointed that “Self-administered questionnaires are usually completed by the respondents”. To execute the process questionnaires are sent to the respondents through internet or by hand and collected later.

Robson (2002, cited in Saunders, Lewis & Thornhill, 2009, p.362) mentioned that questionnaires works best with standardized questions that one can be confident that it will be interpreted in the same way by all respondents.

#### **Questionnaire**

The questions for the questionnaire were selected logically to match the expected result. There were 10 questions in the questionnaire which were in English version. The questionnaire is attached in the appendices of the report.

### 2.7.1 Secondary Source:

The used secondary sources for the study are Books, investigation report, past researches, newspaper, journal, electronic publications.

#### **Books**

Although books were not the major secondary source for the study, I used some books too. To be familiar with the subject. Moreover, to execute methodology part of the study I went through few books written on different methodologies in business studies and qualitative research approaches.

#### **Newspaper, Journal and other sources**

Newspaper, Journal and other electronic sources are the most important and more used sources than other sources used for the study. Important daily news and other information were collected from the newspaper which is crucial for this kind of research.

The used journals for the study were both recent and archives. Different articles were collected from these sources. The resources of these sources are downloaded via inter-net.

#### **Sampling Method:**

In this sampling method I have made use of random sampling method. After careful observation I have selected 50 employees (appraises) on random basis to give equal chance to the respondents who belong to different departments.

## 2.8 Reliability and Validity

All the questions self-administered questionnaire were made as simple as possible to avoid unnecessary deceptiveness. It helps respondents to provide accurate and credible answers. Therefore, the study claims to have reliability.

## 2.9 Rationale of the study

The theoretical knowledge and practical knowledge must be coordinated. The internship programs are arranged with a view to reduce the gap between the theory and practice and to consolidate one with the other. Many students have faced problems to interpret the acquired theoretical knowledge in the wide horizon of the practical field. This report entitled “**Job satisfaction of employees at Sodesh Hospital (Pvt) Ltd.**” has been prepared as a fulfillment of MBA program. Since the MBA program is an integrated, practical and theoretical method of learning, this program is required to have practical exposure in any kind of business organization.

This report has been prepared on practical orientation. The internship program will facilitate me to start working life after the completion of the degree.

### **2.10 Limitations of the Study:**

Some of the limitations of my study at Sodesh Hospital are as follows:

- Within a limited time period a lot of information had to be collected.
- The employee's attitude and opinion may change in future, so future relevance to the study cannot be assured
- Some respondents have not answered the questions seriously.
- Some respondents felt hesitated to express their opinion. Hence attaining accurate result is not possible.
- The analysis part is done with the available data gathered
- As the top management employees are very busy and time conscious, it was not possible to meet them personally and to have discussion with them.
- Due to the limitation of the time the research could not be made more detailed.

## **Chapter 3: Analysis & Interpretation**

Job satisfaction is the favorableness or unfavorableness with which employees view their work. It expresses the amount of agreement between one's expectations of the job and reward that the job provides. The study of employee's satisfaction helps the hospital to maintain a standard and increase productivity by motivating the employees. This study reveals the level of satisfaction of employees and also the areas of dissatisfaction.

At Sodesh Hospital the main criteria for measuring job satisfaction level of employees are:

### **Commitment**

Organization commitment can be defined as affiliation of employees to the organization and involvement in it. Here the management is trying to understand whether the employees are happy with the work at hospital, whether they recommend any of their friends or relatives to work in this organization, whether they are feeling Sodesh Hospital is a great place to work and whether they are held accountable for their work.

### **Job content and design**

By this analysis they are able to understand whether the employees know what is expected of them from their job and whether their supervisor adjust their responsibilities to meet the needs of the organization more effectively.

### **Team work**

This analysis will help the management to know whether AJ hospital & Research Center promotes team work, whether the employees feel themselves as part of a team and to know whether there is cooperation and free flow of information among the employees.

### **Participative decision making**

When employees participate in the decision-making process, they improve understanding and perceptions among colleagues and superiors, and enhance personnel value in the organization. By this analysis the management of Sodesh Hospital is trying to whether the employees feel that management recognizes employees participation in decision making related to their job, whether the employees are involved in important decisions that affect them, whether the supervisor is considering others opinion while making important decisions and whether multiple levels of employees share in the decision making process.

**Staff development**

By staff development criteria the management is trying to understand whether HR department conducts training programs for each department, whether the employees are continuously learning and trying to improve themselves and whether managers support professional development of employees.

**Training**

Training helps the employee to get job security and job satisfaction. The more satisfied the employee is and the greater is his morale, the more he will contribute to organizational success and the lesser will be employee absenteeism and turnover. In this analysis the management will be able to know whether employees feel that Sodesh Hospital invests in employees through training and development, whether the employees feel that the training they receive is relevant to their job, whether the employees are provided with a variety of training opportunities and whether the training opportunity is available to everyone.

**Performance**

Performance management practices can have a positive influence on the job satisfaction and employee loyalty. By this criteria of job analysis management is trying to understand whether employees feel that Sodesh Hospital encourages employees to work to the best of their abilities, whether they feel a sense of personal accomplishment from their work, whether their salary increment on performance based and whether non-performing employees are held accountable.

**Performance appraisal system**

Organizations need to have an open appraisal system to provide feedback and opportunities for open discussion with employees on their performance, because they have immense potential to grow and develop. This system can create a healthy working climate and employee motivation. This analysis help the management helps to know whether the supervisors give employees constructive feedback and whether the performance appraisal is effective in promoting quality work.

**Patient / customer care**

By this analysis the management can understand whether employees feel that they receive the support that they need to provide excellent patient/customer service, whether the employees strive for patient/customer to obtain a positive and memorable experience and whether the training they receive reinforces patient/ customer service focus.

**Remuneration**

Pay is important but the perception of individual about pay is more important. People with positive mind set seem to be much satisfied with pay as compared to people with negative affectivity. This analysis is included to know whether the employees are happy with the pay/receive and whether the employees felt they are getting pay according to their job performance

**Employee Welfare facility**

Labor welfare entails all those activities of employer which are directed towards providing the employees with certain facilities and services in addition to wages or salaries. By using this criteria management is trying to understand whether management provides conveyance facility to the employees, whether the canteen quality is provided with reasonable rate and whether the hostel facility provided helps the employee.

**Grievance handling**

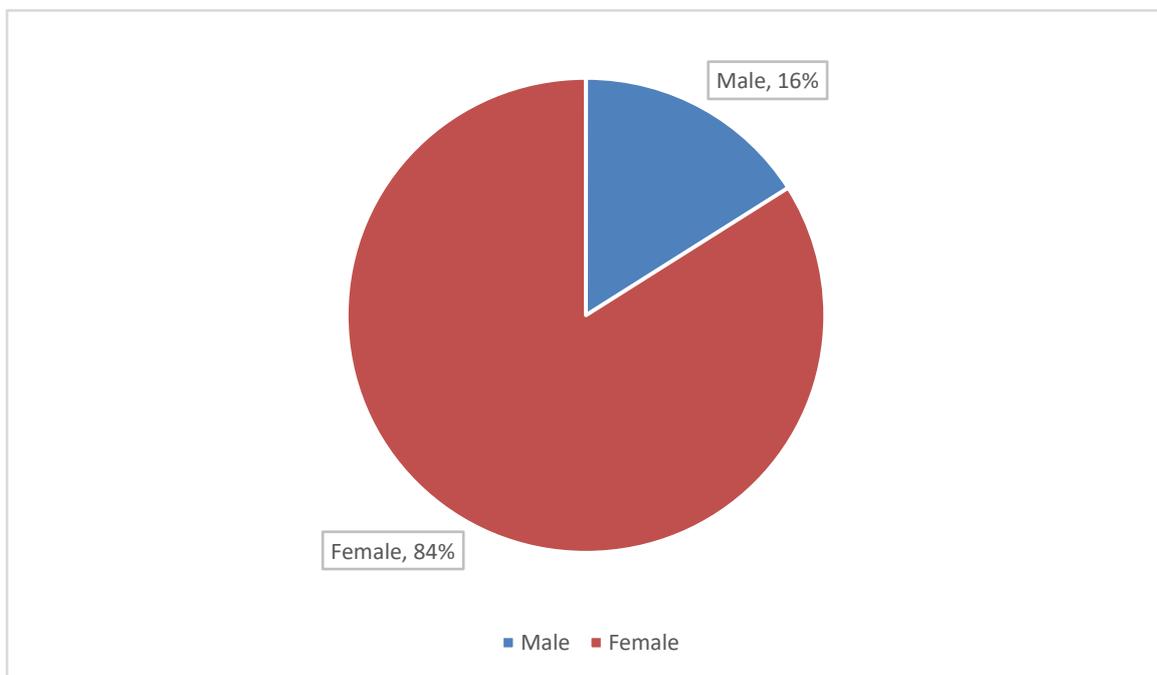
By grievance handling criteria the management of Sodesh Hospital is trying to understand whether the employees are feeling that the management has a good policy of handling grievance, whether the grievance are timely taken up. Whether HR department handles the grievance to their satisfaction, whether the employees can take up any of their problems to HR Department, whether the employees get good counseling from the HR department and whether HRD is approachable for consultation as well as for counseling.

For the purpose of the study, 50 employees in the hospital were selected (excluding housekeeping staffs). The data were collected with the help of questionnaire method.

**Table 1.0** shows the gender wise classification of employees.

Gender	No. of Respondent	Percent (%)
Male	8	16
Female	42	84
Total	50	100

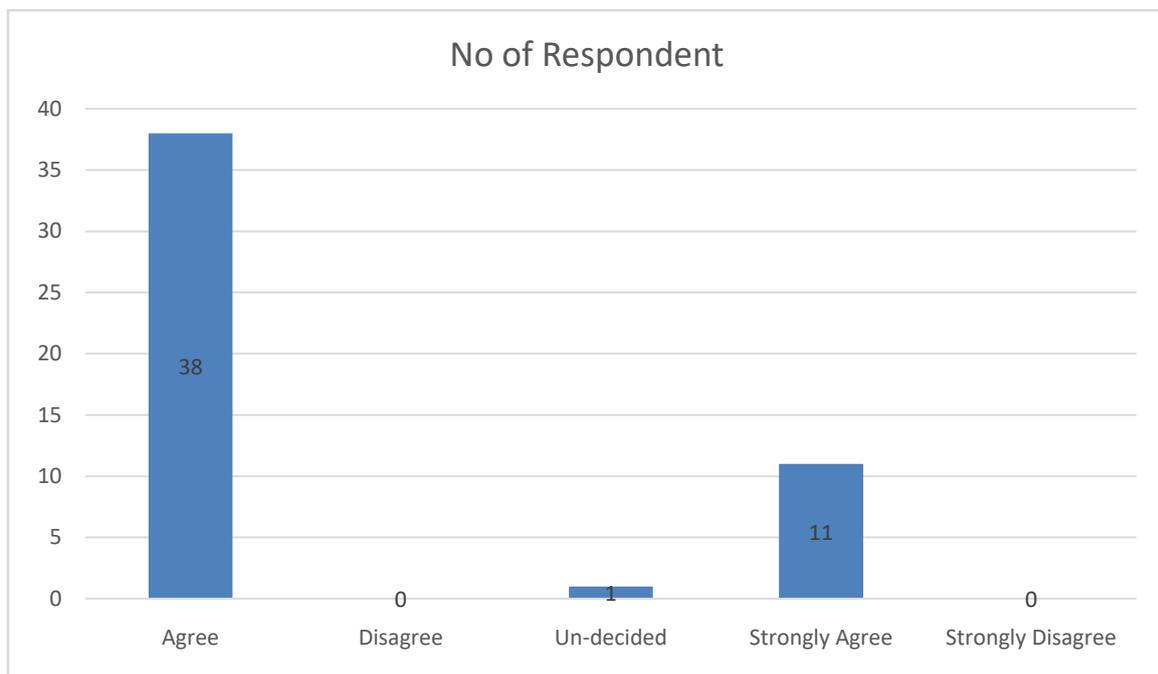
**Chart 1.0** showing gender wise classifications of employees:



**Interpretation:** It is evident from the above table that 84% of the respondents are female and about 16% of them are male who have responded the questionnaire. So we come to know that employees in Sodesh are female dominated.

**Table 1.1** shows the Responded opinion about satisfaction with their works:

Nature	No. of Respondents	Percent (%)
Agree	38	76
Disagree	0	0
Un-decided	1	2
Strongly Agree	11	22
Strongly Disagree	0	0
Total	50	100

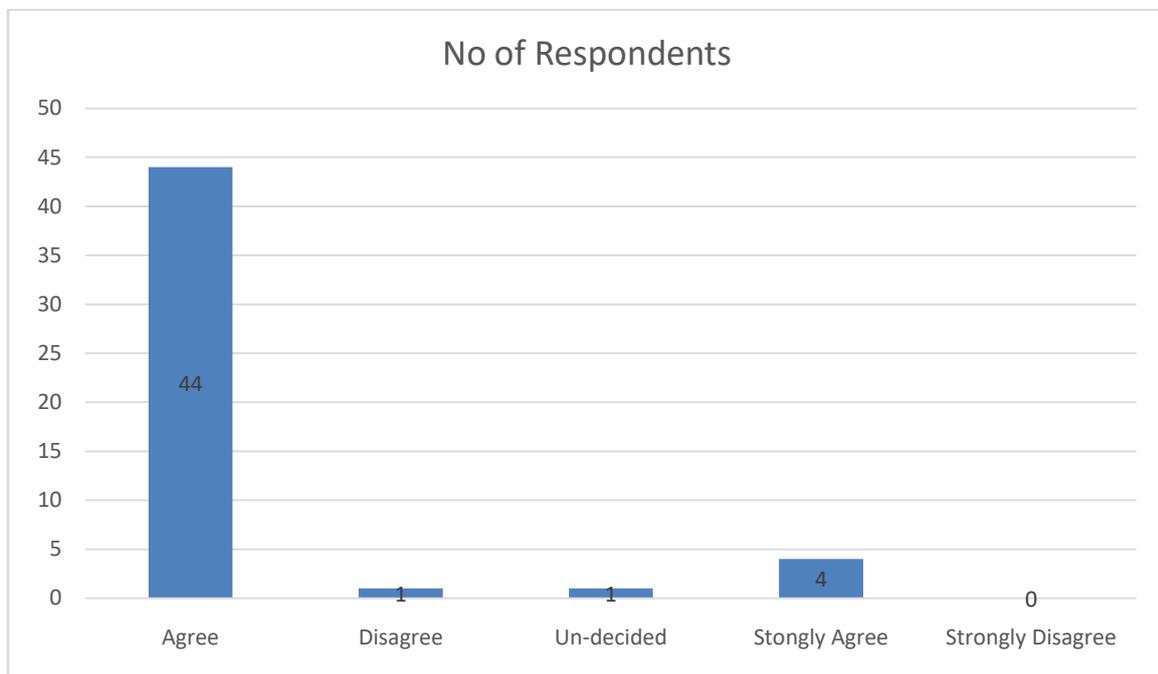
**Chart 1.1** showing respondents' opinions about satisfaction with their work:

**Interpretation:** The above table 1.1 indicates that 76% of the respondents agree and 22% of the respondents strongly agree that they are satisfied with their work at Sodesh Hospital. From this it is very much clear that organization are satisfied with their work. Majority of the employees at this organization are satisfied with their work.

**Table 1.2** showing respondent's opinion that whether there is adequate planning in the hospital:

Nature	Number of Respondents	Percent (%)
Agree	44	88
Disagree	1	2
Strongly agree	4	8
Strongly Disagree	0	0
Un-decided	1	2
Total	50	100

**Chart 1.2** showing the opinion of respondents that there is adequate planning in the hospital:

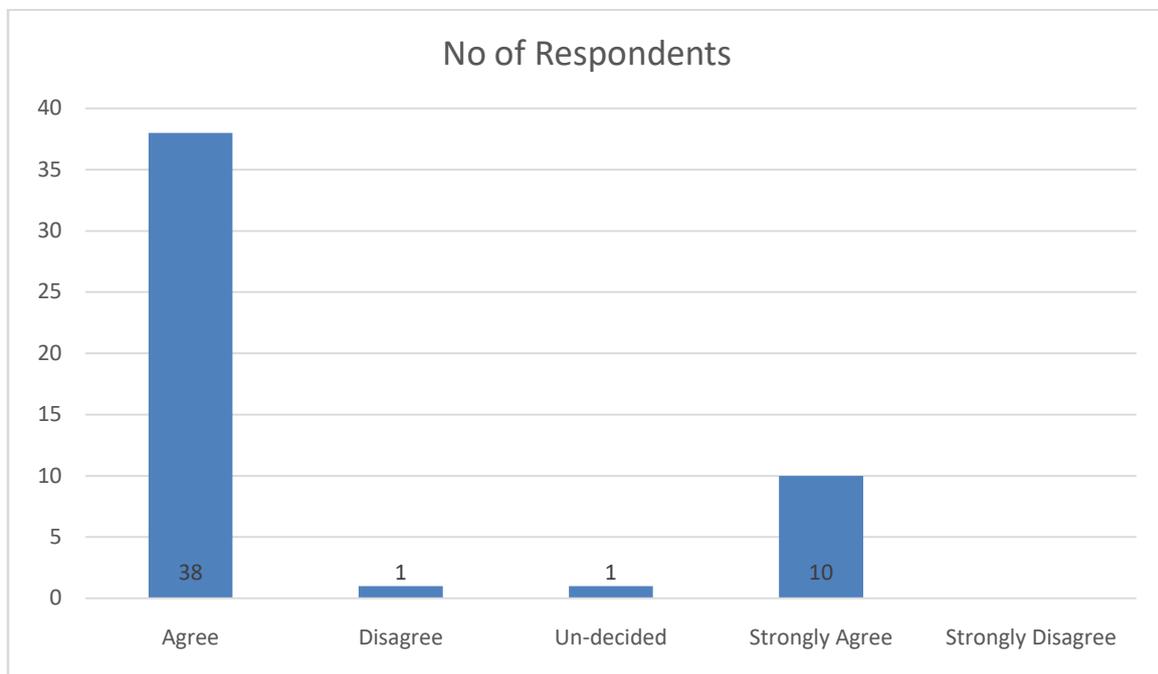


**Interpretation:** From the above table 1.2, it is clear that majority (88%) of the respondent agrees that there is adequate planning of the hospital objectives. Only 2% had disagreed to the statement. So we can infer that Sodesh Hospital has built appropriate corporate culture to achieve the mission and vision of the organization by involving each and every employee.

**Table 1.3** shows that whether the employee feels that they contribute to the Hospitals plan and mission:

Nature	Number of Respondents	Percent (%)
Agree	38	76
Disagree	1	2
Un-decided	1	2
Strongly Agree	10	20
Strongly Disagree	0	0
<b>Total</b>	<b>50</b>	<b>100</b>

**Chart 1.3** showing employees opinion about whether they contribute to the facilities, plan & mission of the Hospital.

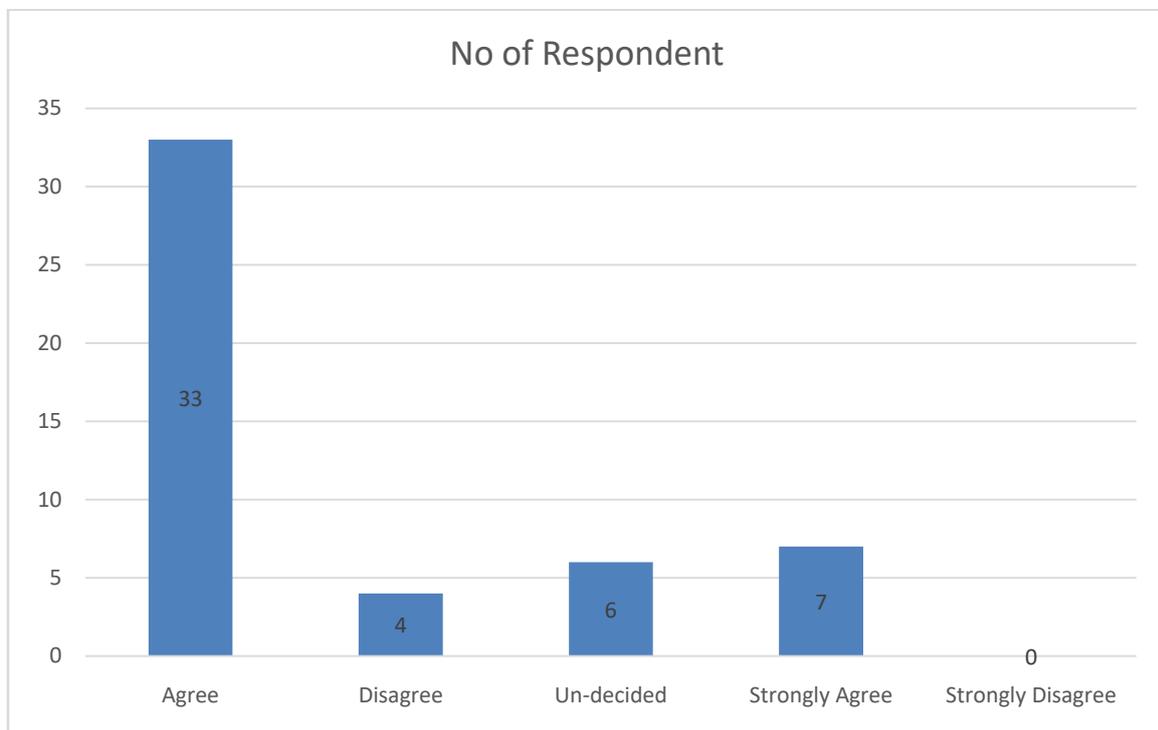


**Interpretation:** As per the data depicted on the above table 1.3 it is clear that majority of the employees feel that they contribute to the plan and mission of the hospital, 76% of the employees agree that they contribute to the facilities, plan and mission while 20% strongly agree to this statement.

**Table 1.4** shows whether the employees can count on being promoted if they do good work:

Nature	Number of Respondents	Percent (%)
Agree	33	66
Disagree	4	8
Un-decided	6	12
Strongly Agree	7	14
Strongly Disagree	0	0
<b>Total</b>	<b>50</b>	<b>100</b>

**Chart 1.4** shows whether the employees can count on being promoted if they do good work:

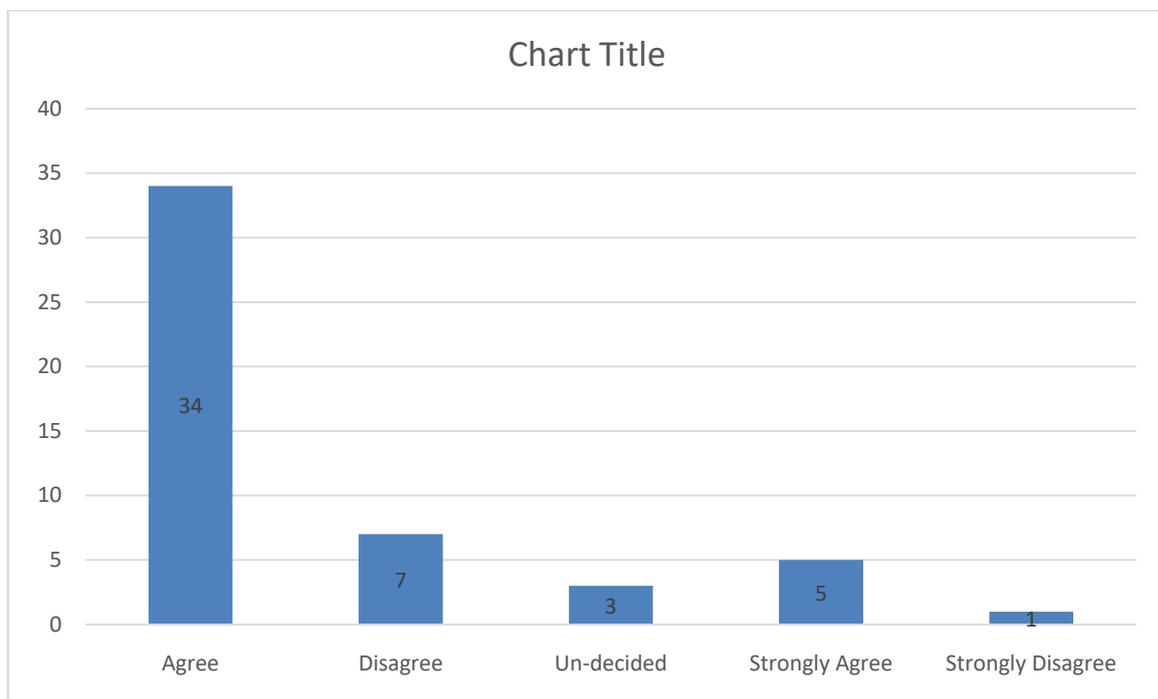


**Interpretation:** the above table 1.4 indicates that 66% of the respondents agree that they can count on being promoted if they do good work while 12% of them do not know whether they will be promoted if they do good work and 8% of the respondents disagree with the statement.

**The table 1.5 shows the opinion of employees regarding the job is secure or not:**

Nature	Number of Respondents	Percent (%)
Agree	34	68
Disagree	7	14
Un-decided	3	6
Strongly Agree	5	10
Strongly Disagree	1	2
<b>Total</b>	<b>50</b>	<b>100</b>

**Chart 1.5 showing the opinion of employees regarding the job is secure or not.**

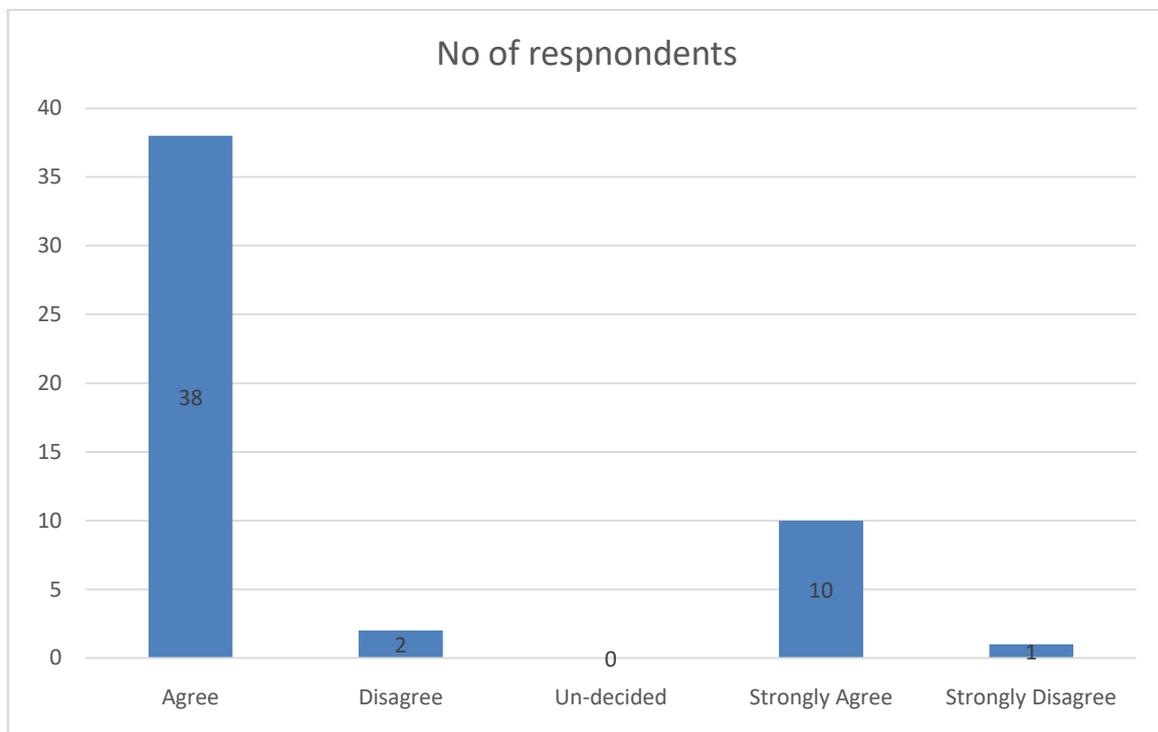


**Interpretation:** According to the survey, the data in table 1.5 shows that 78% (64% agree + 10% strongly agree) of the respondent feels that their job is secure while 6% of them hesitated to give any comments to the statement, whereas 16% (14% disagree + 2% strongly disagree) feels that their job is not secure.

**Table 1.6** shows whether the employees feel part of a team working toward shared goals of the organization:

Nature	Number of Respondents	Percent (%)
Agree	38	76
Disagree	2	4
Un-decided	0	0
Strongly Agree	10	20
Strongly Disagree	1	2
<b>Total</b>	<b>50</b>	<b>100</b>

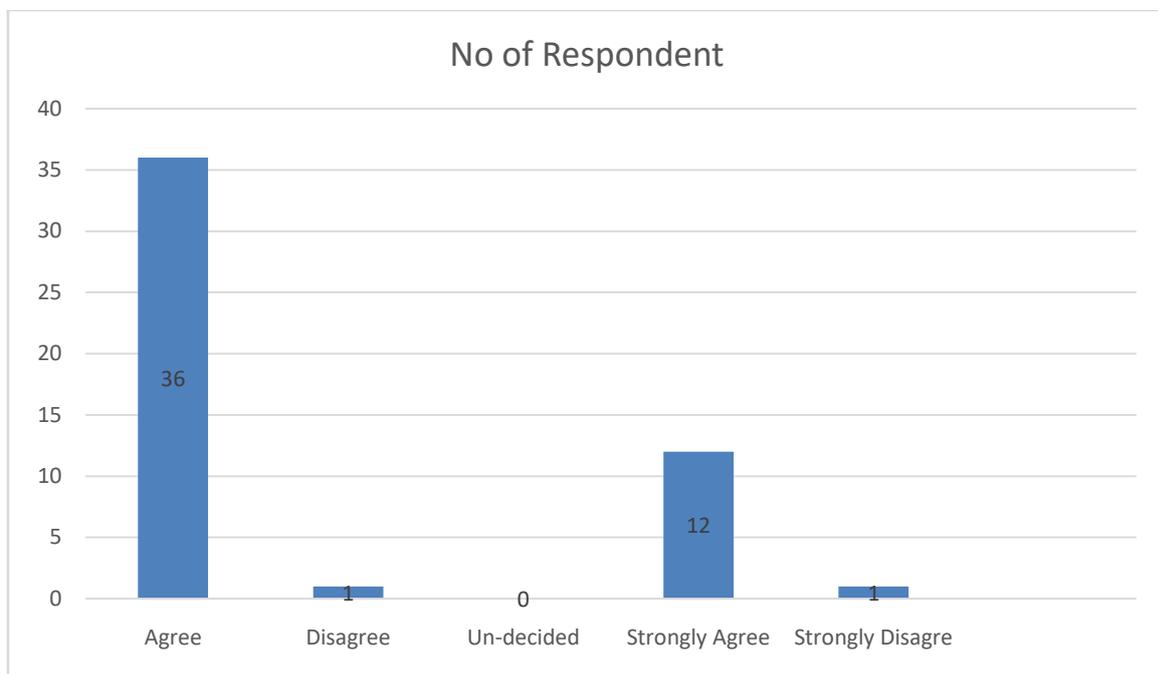
**Chart 1.6** showing whether the employees feel part of a team working toward shared goals of the organization:



**Interpretation:** From the above table 1.6 we can infer that 76% of the respondents agree that they feel part of a team working towards shared goals, 20% of the respondents strongly agree and 4% of the respondents disagree, while 2% strongly disagree with the statement.

**Table 1.7** showing whether the employees like the type of work performed by them:

Nature	Number of Respondents	Percent (%)
Agree	36	72
Disagree	1	2
Un-decided	0	0
Strongly Agree	12	24
Strongly Disagree	1	2
<b>Total</b>	<b>50</b>	<b>100</b>

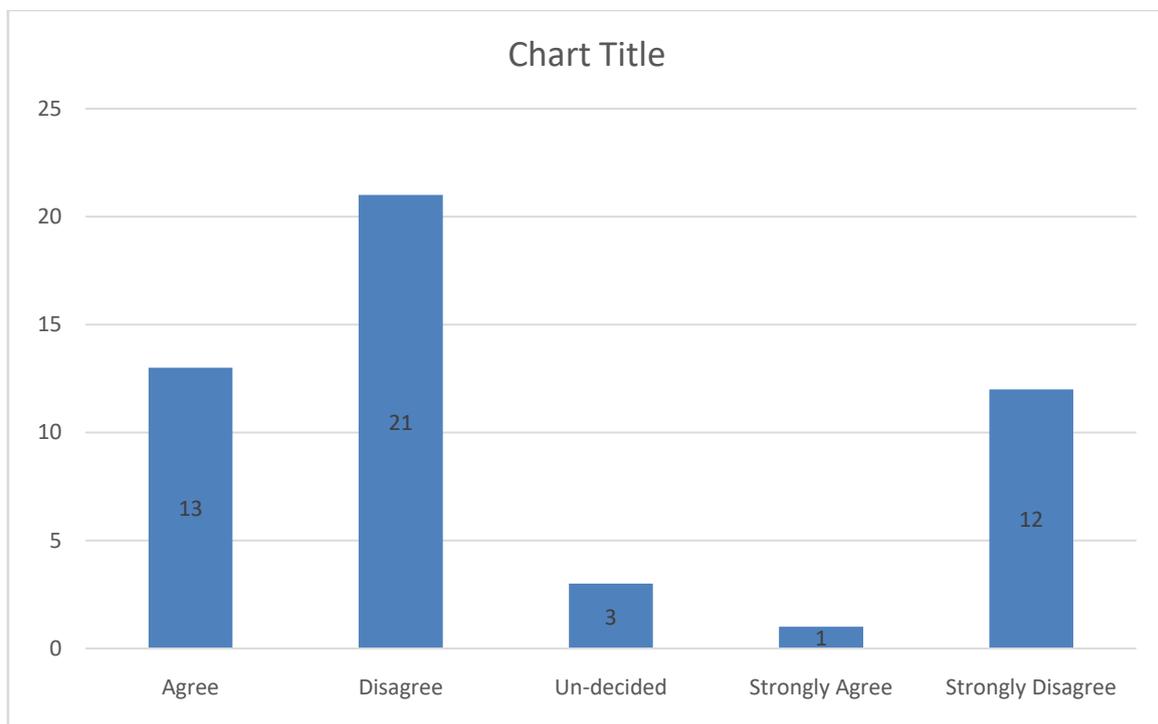
**Chart 1.7** showing whether the employees like the type of work performed by them.

**Interpretation:** By observing the table 1.7 we can get a clear picture that 72% of the employees agree that they like the work done by them and 24% strongly agrees that they like their job. While 2% of the sample gave opinion that they strongly disagree that they like their job and 2% said that they disagree with the statement.

**Table 1.8** shows whether employees feel their salary is fair for their responsibility.

Nature	Number of Respondents	Percent (%)
Agree	13	26
Disagree	21	42
Un-decided	3	6
Strongly Agree	1	2
Strongly Disagree	12	24
<b>Total</b>	<b>50</b>	<b>100</b>

**Chart 1.8** showing whether the employees feel their salary is fair for their responsibility.

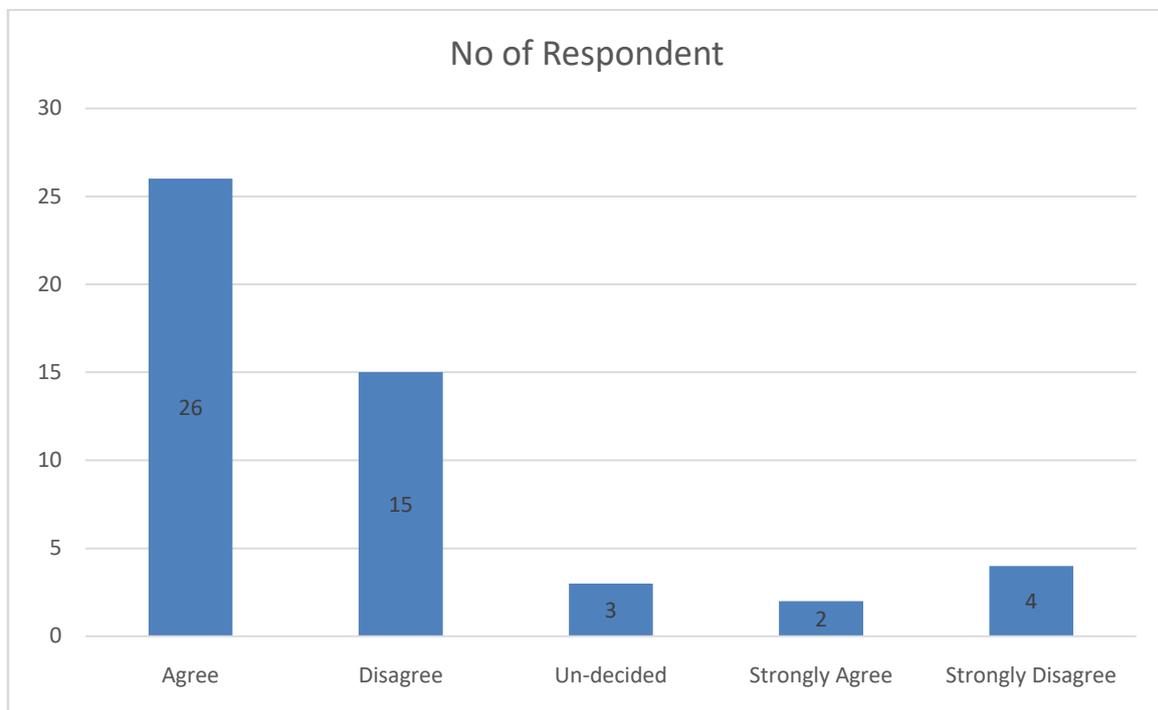


**Interpretation:** Above table 1.8 indicates that 42% of the respondent disagree that salary is fair for their responsibility and 24% of them strongly disagree the statement. Whereas 26% agree and 2% strongly agree that salary is fair for their responsibility. 6% of the respondent does not want to comment regarding the statement.

**Table 1.9** showing whether the employees are satisfied with the benefits provided by the hospital.

Nature	Number of Respondents	Percent (%)
Agree	26	52
Disagree	15	30
Un-decided	3	6
Strongly Agree	2	4
Strongly Disagree	4	8
<b>Total</b>	<b>50</b>	<b>100</b>

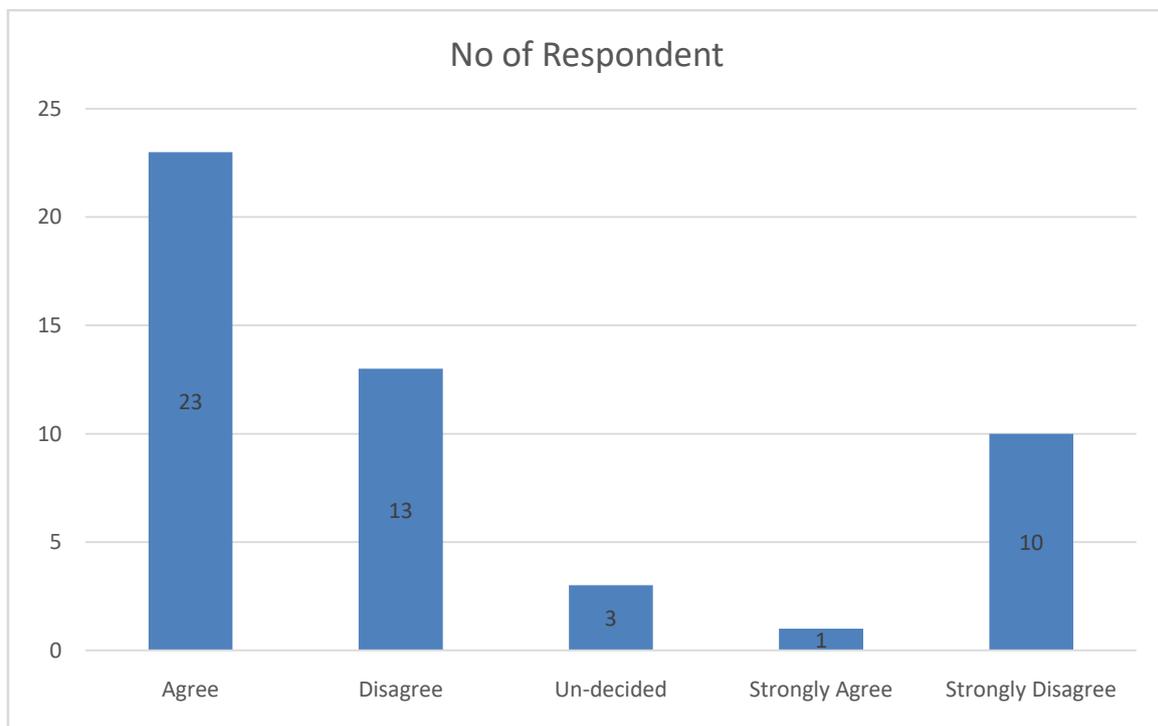
**Chart 1.9** showing whether the employees are satisfied with the benefits provided by the hospital.



**Interpretation:** Above table 1.9 indicates that, Benefits are significant and positive determinant of job satisfaction. As per the abovetable we can infer that about 38% of the respondents are not satisfied with the benefits provided. Whereas 52 agreed and 4% strongly agree that they are satisfied with the benefits.

**Table 1.10** showing whether the employees are Happy with working hour:

Nature	Number of Respondents	Percent (%)
Agree	23	46
Disagree	13	26
Un-decided	3	6
Strongly Agree	1	2
Strongly Disagree	10	20
<b>Total</b>	<b>50</b>	<b>100</b>

**Chart 1.10** showing whether the employees are Happy with working hour.

**Interpretation:** Above table 1.10 indicates that about 26% of the respondents disagree and 20% of them strongly disagree that they are happy with working hours. Whereas 46% of the respondents agree and 2% strongly agree that they are happy with the working hours, 6% of them remained neutral.

## Findings

The following are the main findings done through this study they are as follows:

- ✓ It is seen that majority of the employees are female (84%)
- ✓ The study reveals that 98% Of respondents are satisfied with work.
- ✓ The study shows that 96% of the respondents opined that there is adequate planning at the hospital.
- ✓ 76% of the employees agree that they contribute to the facilities, plan and mission of the organization.
- ✓ Majority (62%) of employees agree that they have given enough authority to take decision they need to take.
- ✓ There is good working condition at Sodesh Hospital.
- ✓ It is found that 80% of respondents feel that they can count on being promoted if they do good work.
- ✓ Majority (68%) of the respondents agree that their job is secure.
- ✓ There is good team work at the hospital
- ✓ It is found that 96% of respondents like the work they do at hospital.
- ✓ Majority of employees feel that they are valued at the hospital.
- ✓ It is seen that majority of employees opined there is strong spirit of team work and cooperation among subordinates or colleagues.
- ✓ The study has shown that majority of employees agree that they are recognized by the management for their work that is well done
- ✓ It is also seen that there is enough communication from the management.
- ✓ The study reveals that quality is given top priority at hospital.
- ✓ Participative decision making is encouraged at the hospital
- ✓ The study has shown that majority employees agree that their supervisor treats them fairly.
- ✓ Majority of the respondent agree that their supervisor asks them when their work is needed to be improved.
- ✓ 88% of the respondent opined that they are provided with enough information
- ✓ The initial training provided by the hospital is as much as needed for the
- ✓ The initial training provided by the hospital is as much as needed for the employees.
- ✓ Majority of the respondents feel that their salary is not worth.
- ✓ 52% of the respondents agree that they are satisfied with the benefits provided by the hospital.
- ✓ Only 48% of the employees are happy with their working hours.

## Suggestions

After conducting a study on job satisfaction among the employees at Sodesh Hospital, I have identified some facts based on questionnaire & interview. This may help the organization to increase the satisfaction level of the employees. Job satisfaction is an important criterion in service industry. As per my study it is found that majority of the employees are satisfied with their job but there are certain areas where the employees are not much satisfied. Job satisfaction is a very important determinant of the rate the turnover for any organization. Job satisfaction by itself is a largely effected by the attitude of employees towards monetary and non-monetary rewards. Based on those findings the following suggestions have been made. In order to keep employees satisfied and retain them organizations should adopt the following practices.

- ✓ Training programs should be conducted for both personal as well as technical development. Management should recognize talents and encourage them to grow in the organization.
- ✓ Use scientific methods to align jobs this will improve the satisfaction level in case of work load
- ✓ Reduce working hours to motivate the employees
- ✓ To provide more carrier opportunity promotional policy should be restructured
- ✓ Follow more open door communication policy
- ✓ Organize trips, family meet and fun games at work
- ✓ Give more attention for performance linked pay structure
- ✓ Performance based rewards and recognitions to improve motivation of employees
- ✓ Organization can try and increase the level of workers participation in decision making.
- ✓ More attention should be given for overall development of employees welfare facilities
- ✓ Organization can motivate individual through proper counseling and guidance.
- ✓ Majority of the employees feel that wage & salary provided to them may have to be considered for hike. So the organization may consider of increasing it.
- ✓ Individual attention to employees regarding health matters may be considered on priority
- ✓ Better communication may yield some more results. Supervisors may be considered for management training
- ✓ Make senior management friendlier with subordinate's basis.
- ✓ Improve quality of canteen.
- ✓ Try to give timely incentives to employees to motivate financially.
- ✓ Allocate sufficient number of employees to each department.

## Conclusion

Job satisfaction of employees in any organization is of paramount importance to achieve the targeted goals on a sustainable basis. It is observed that free cafeteria food and flexible programs are not enough. It is experienced that job satisfaction is attributable to high self-confidence of the individuals. It varies from individual to individual. The proactive attitude together with physical and emotional resources which are brought by the employees to the workplace decides the degree of job satisfaction amongst them. They are not only satisfied with their jobs but they also feel competent in work and life, which are mutually reinforcing. The research on the subject has put forth that building of employees' competencies and self-confidence through training, feedback and recognition should be a permanent activity of the organization. It is noticed that high job satisfaction is closely related to the feelings of effectiveness on the job. Similarly, it can only be achieved effectively by encouragement of genuine self-confidence of the employees. Such highly satisfied employees ultimately show extraordinary devotion for mission, vision and enthusiasm for work. They are excited to achieve mission driven changes within the shortest time. In order to face new challenges by the individuals and groups, constant encouragement and suitable rewards are essential from the management. High job satisfaction correlates strongly with the feelings of fun at work. Enhancement of performance through rest and recovery at the work place is also reported by top performers in almost every field. It is evident that monetary and non-monetary ways to enhance employee job satisfaction have to be adopted by the organization depending on the prevailing circumstances.

**APPENDIX I****QUESTIONNAIRE****A STUDY ON JOB SATISFACTION OF EMPLOYEES AT SODESH HOSPITAL  
(PVT) LTD, MYENSINGH****QUESTIONNAIRE**

I am Mukammel Hoque Riad pursuing my final year M.B.A at BRAC University. As a part of curriculum requirements I am conducting a survey entitled: A Study on job satisfaction of employees on Sodesh Hospital, Mymensingh.

I would be grateful to you, if you could spare a few minutes and fill up this questionnaire. I assure you that the information filled will remain confidential.

Thank you  
Mukammel Hoque Riad

1. **Name of the employee:**
2. **Gender:**  Male  Female
3. **Education qualification:**
4. **Designation:**

**JOB SATISFACTION SEGMENTS**

Kindly ✓ Mark on the only answer from various alternatives given below:

**A- Agree**

**D- Disagree**

**U- Un-decided**

**SA- Strongly Agree**

**SD- Strongly Disagree**

1	I AM SATISFIED WITH MY WORK AT SODESH HOSPITAL	A	D	U	SA	SD
2	THERE IS ADEQUATE PLANNING OF HOSPITAL OBJECTIVES	A	D	U	SA	SD
3	I FEEL CONTRIBUTE TO THE FACILITES PLAN AND MISSION	A	D	U	SA	SD
4	IF I DO GOOD WORK I CAN COUNT ON BEING PROMOTED	A	D	U	SA	SD
5	I BELIVE MY JOB IS SECURE	A	D	U	SA	SD
6	I FEEL PART OF A TEAM WORKING TOWARD SHARED GOALS	A	D	U	SA	SD
7	I LIKE THE TYPE OF WORK THAT I DO	A	D	U	SA	SD
8	I FEEL VALUED AT THE HOSPITAL	A	D	U	SA	SD
9	I FEEL MY SALARY IS FAIR FOR MY RESPOSIBILITY	A	D	U	SA	SD
10	I AM SATISFIED WITH THE BENEFITS PROVIDED BY HOSPITAL	A	D	U	SA	SD

Please write what the hospital can do to increase your satisfaction as an employee:

## APPENDIX II

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