

**A PROJECT REPORT**  
(18MBAPR407)  
on the Topic  
**A study on HR Practices in Fortis Hospital Bengaluru**

By  
**Mr. Bharath A**  
USN: 1CY18MBA08  
MBA 4<sup>th</sup> Semester

Submitted to VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELAGAVI  
in partial fulfillment of the requirements for the award of the degree of  
MASTER OF BUSINESS ADMINISTRATION



Under the Guidance of

INTERNAL GUIDE  
**Dr. Prakesh B. Yaragol**  
Professor

EXTERNAL GUIDE  
**Mr. Naveen**  
supervisor  
Fortis Hospital, Bangalore



**DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION**  
**C M R INSTITUTE OF TECHNOLOGY**

#132, AECS Layout, ITPL Main Road, Kundalahalli,  
BENGALURU-560037

**Batch 2018-20**

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**Fortis Hospitals Limited**  
154/9, Bannerghatta Road,  
Opp IIm-B, Bangalore-560076  
Tel.: +91-80-6621 4444, 2254 4444  
Fax: +91-80-6621 4242.  
Care.bng@fortishealthcare.com  
www.fortishealthcare.com  
CIN NO. U9300DL2009PLC222166

## CERTIFICATE

This is to certify that **Mr. BHARATH A**, of **CMR INSTITUTE OF TECHNOLOGY, BANGALORE** Has undergone inplant training in **GATI LOGISTICS., HOSPET** He has done a project on **“A STUDY ON HR PRACTICES WHICH IMPACTS ON NURSE SATISFACTION, with special reference to FORTIS HOSPITALS , BANGLORE”**. For the period of **ie 03-01-2020 to 17-02-2020** “During his visit to our office we found that he was sincere, hardworking and willing to learn on the whole his performance during the training was satisfactory.

We wish him all the best in his future career and success in his life.

PLACE:

DATE:

**Authorized Signatory**  
**FORTIS HOSPITALS LIMITED**  
154/9, Bannerghatta Road,  
Opp-Indian Institute of Management  
Bangalore 560 076



## DECLARATION

I, Mr. Bharath A, hereby declare that the Project report entitled **A study on IIR Practics in Forties Hospital Bengaluru** prepared by me under the guidance of Dr. Prakesh B. Yaragol faculty of MBA Department, CMR Institute of Technology and external assistance by Mr.Naveen supervisor, Fortis Hospital, Bangalore. I also declare that this project work is towards the partial fulfillment of the university regulations for the award of degree of Master of Business Administration by Visvesvaraya Technological University, Belagavi. I have undergone a summer project for a period of six weeks. I further declare that this project is based on the original study undertaken by me and has not been submitted to any other University/Institution for the award of any degree/diploma.

Place: whitefield

Date: 20/06/2020

Mr. Bharath A

USN:1CY18MBA08

Bharath A

# **ACKNOWLEDGEMENT**

I have been fortunate enough to get good timely advice and support from a host of people to whom I shall remain grateful.

I take this opportunity to express my heartfelt thanks to **Dr. Sanjay Jain**, Principal, CMR Institute of Technology, Bangalore, for his support and cooperation to undertake and complete the project work.

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It gives me immense pleasure to record my thanks to my Internal Guide, **Dr. Prakash B. Yaragol**, CMR Institute of Technology, Bangalore, for his valuable guidance and untiring support and cooperation in completing the project work.

I acknowledge the insights provided by my External Guide, **Mr. Naveen**, supervisor, Fortis Hospital Bangalore which helped me to a great extent in completion of the project work. And finally, there is deepest of thanks for the patience and cooperation of the family and friends, without whom the endeavor would not have been possible.

Mr. Bharath A

USN: 1CY18MBA08

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## **EXICUTIVE SUMMARY**

Fortis Healthcare (FHL), which was founded in 1996, runs the hospital chain. In the year 2001, FHL, Manipal Hospital's flagship via it's, started operations at the hospital. International companies Such as Aetna, Bupa, Cigna, GMC, HTH Worldwide, World Access or Vanbreda services get an agreement with the company. This relationship helps the organization with quality, cost-effective counseling, medical expertise, and health facilities related to it. The team of doctors from Fortis Healthcare 18,000 Heart Operations have surpassed milestone. The company has also installed IT allowing HIS and PACS systems that connect all the facilities available in any part of India lead to a quicker diagnosis.

The organization retained a 1:1 regular patient ratio of nurses at ICUs. Fortis Healthcare Mohali has a sophisticated method, purifying and recycling contaminated horticultural water. The organisation has branches, including escorts, of the Institute and Research Centre, International Hospital, Fortis Hospital and Hiranandani Healthcare. The company has acquired Malar Hospitals, 180-bed Chennai and a multi-specialty hospital that focuses, among others, on areas including such gastroenterology, neurology, gynaecology, paediatrics, dialectology, orthopaedics, and nephrology. In Mauritius, Fortis also acquired Fortis Clinique Darne, and the Apollo RM Hospital in Bangalore.

The study tries to find the effectiveness of training program provided to employees in Fortis Healthcare, Bangalore. Training is very important and very essential to each and every firm. Training helps to acquire new skill and knowledge, a sample of 100 employees taken for this study.

Employees training have become progressively important in the job became classier and influenced by technological variation. Through the training employees can improve their knowledge, attitude, character of employees, skill and it helps to the growth of the organization. Training program should provide among the employee's better superior subordinate relationship and better understanding about the mission and need of the organization. Training also helps them to handle job operation with relative ease comfort and to work more competently. It enables them to achieve targets and show performance.

# CHAPTER 1

## INTRODUCTION

Occupational fulfillment or representative fulfillment (Nurse) Is the number of the worker's satisfaction with their job, irrespective of whether they like job or individual angles or aspects of jobs, e.g. nature of work or supervision. Occupational fulfillment can be measured in intellectual (evaluative), full of feeling (or passionate) and components, or on the other hand observations about the task (fulfillment of intellectual employment).

Locke (1976), who characterizes work fulfillment as a pleasurable or cheerful enthusiastic state that arises as a result of reviewing one's actions or technical adventures" is one of the terms most frequently used in hierarchical research (p.1304). Others have described it as just how satisfied a person is with his conduct;

Whether or not the person likes the behavior, It is surveyed worldwide (regardless of whether the individual is happy with the activity as a whole) or at the level of the function (regardless of If they're pleased with various parts of the activity). Apparition (1997) lists 14 usual characteristics: appreciation, touch, coworkers, fringe benefits and conditions of employment, the nature of the job, association, personal development, policy and guidelines, prospects for promotion, recognition, security and supervision.

The goal of the investigation is to build up the connection between Satisfaction of the medical caretakers and HR rehearses at FORTIS HEALTHCARE HOSPITAL, BENGALURU. Barely any investigations have been led to inspect the connection between Satisfaction level of attendants and HR rehearses at Bangalore Fortis. The center point of the examination is to research connection between Satisfaction of nurses and the patterns in Human Resource rehearses like (enlistment, determination, acceptance preparing benefits tip etc) at Fortis Healthcare emergency clinic, Bangalore, The results of this examination show the patterns in hr rehearses and to expand the fulfillment level of the attendant.

For example, a nurse relationship with a medical clinic is formed by HRM activities such as choosing, assessing execution, planning and arranging benefits in which Nurse understands the conditions of their work (Rousseau and Grille, 1994). It has been shown that when the emergency clinic supports associations with Nurse, the result can prompt to tolerant a genuine improvement in administration arrangements (Schneider and Bowen

1995). Attendees who believe the clinic is giving them a positive feeling Workplace, and see the organization aiming for a high standard of administration and grandeur, are always all the more eager to offer the most accommodating assistance. Their perception of administration would possibly reflect the positive experience at the stage where patients encounter satisfied and willing Nurses (Schneider, White and Paul 1998).

## **INDUSTRY PROFILE AND COMPANY PROFILE:**

### **PROFILE OF INDIAN HEALTHCARE INDUSTRY**

#### **INTRODUCTION:**

Healthcare is one of the prime sectors – when viewed from two perspectives:

Healthcare is one of the prime sectors– when looked from two angles:

1. Revenue
2. Employment.

Nowadays Indian healthcare sector has been growing faster than ever because of its exposure, wide range of services and rising outgoings by both public and private companies. This Indian healthcare structure is classified into two main components. One is public healthcare structure that focuses on basic healthcare facilities on the other hand private structure focuses on the metropolitan.

#### **MARKET SIZE:**

In general, the the Indian healthcare market is estimated to be worth around US\$ 100 billion to rise to 280 billion US dollars by 2020. The market for Health care Information Technology (IT) is expected to grow up to 1.5 times by 2020, currently valued at US\$ 1bn.

## **INVESTMENTS**

- ❖ Max Healthcare, head quartered in Delhi, is preparing to spend Rs 320 core ( US\$ 48 million) to construct a hospital for cancer treatment in Delhi for good cause.
- ❖ Sigtuple technologies Pvt. Ltd.,Torrangallu based company has got a wonderful plan and raised US\$5.8 millions
- ❖ Government Initiatives:
  - ❖ The Government of India has taken initiative messing the Union Budget 2017 18 budget shares was INR 48,878 core.
  - ❖ The E health initiative aims to provide effective and reasonably priced healthcare services to all communities as part of the Modern India push.

The healthcare industry is an integration and fusion of industries Provides products and facilities for the curative, preventive care of patients, rehabilitative and palliative care within the economic framework. The existing healthcare industry is broken down into several industries and relies on professional interdisciplinary teams of clinicians and Contacting paraprofessionals to meet the health criteria of citizens and communities. It includes the manufacture and delivery of goods and treatment that lend them to sustaining and re-establishing health.

Healthcare (GDP) can form an important component of the economy of most developed nations. The healthcare sector, which absorbs over 10 percent of the gross domestic product, is one of the largest and fastest growing sectors in the world.

## **BACKGROUND**

The healthcare sector is usually split into Finance and Management purposes several sectors. The International Standard Industrial Classification (ISIC) of the United Nations classifies the healthcare industry as a fundamental framework to define the sector as typically consisting of:

- 1) Hospital operations;
- 2) Lessons in dental practice and medical practice;
- 3) Other practices related to public health

The sector is further defined by the standard of global industry classification and the benchmark for industry classification as two major groups:

- 1) Facilities and resources for health care
- 2) Pharmaceuticals, life sciences and biotechnology.

The community Healthcare equipment and Services consists of businesses and organizations offering medication and equipment, surgical equipment, and Health facilities, including hospitals, Home health care suppliers and nursing homes. The latter group of industries its biotechnology includes, pharmaceutical and various Scientific Dienstleistungen manufacturing companies.

Additional methods to describing the role of the healthcare sector it tends to take a broader definition, including other primary definitions health-related activities such as health practitioner education and training, health services delivery regulation and management, distribution of traditional and complementary drugs, and health insurance administration.

Policy on health, and its application, is complex. The flow of health-related policy creation to health-related policies can be clarified by conceptual models and programmes being implemented. Control can be seen as more than a national legislation or health policy that funds me or a programme intervention. Operational policies are guidelines, the policy mechanism includes national or regional decisions like financing decisions on the provision of services and how they are implemented by the regulations, guidelines and functional requirements used by governments to translate national laws and policies into programmers and services.

The current model of healthcare requires entry to medical medicine practitioners from different areas, such as medications and surgical instruments, as well as medical technology.

Most countries have a clear strategy of ensuring and encouraging access for all their citizens, financing health research, and preparing sufficient numbers, delivery, and performance of health staff to reach targets of healthcare. Universal healthcare has been created by many governments around the world, which through pooling financial risk takes away the burden of healthcare costs from private companies or individuals. There are a number of reasons for and against universal healthcare and similar policies on health. Healthcare is an integral aspect of health services, and is also one of the main spending areas for both governments and individuals worldwide.

## **EDUCATION**

The Ph.D. Health Policy & Management programme provides me with four separate concentrations. Bioethics & Health Policy, Health & Public Policy, Health Economics & Management Analysis & Management, and Health Care. Three tracks are provided by Dr PH's Health Policy & Management curriculum for me: Health Care Management & Leadership Track, Public Health Informatics Track, and quality & Patient Safety Track. The department has 16 studies and centers: Center for Gun Policy & Studies, Center for Solutions on Health Inequalities, Health Care & Outcomes Analysis, Center for Hospital Finance & Management, Center for Research & Policy on Injuries, Center for Law & Public Health, Center for Mental Health & Addiction Policy Research, Center for Community Health IT, Evidence Based Practice Center, Centre for Health and Social Policy, Major Extremity Trauma Study Alliance, Primary Care Policy Center, Risk Science & Public Policy Centre, Lititz Center for Integrated Health Care, Berman Institute of Bioethics and Johns

### **There are five featured research in the department:**

- 1) Homeland Security Center Bloomberg School Play Important Role
- 2) Center for Evaluating "Real World" Medical Care Risks & Benefits
- 3) Battling numerous Chronic Conditions
- 4) Levies Receives Minority Health Knowledge Award
- 5) Maryland's Environmental Health Infrastructure Needs Repair.

In India, Fortis Healthcare Ltd is one of the largest private healthcare providers. With a total of around 3300 beds, The Business has a network of 28 hospitals, satellite and cardiac control centers. These hospitals provide multi-specialty hospitals and super-specialty centers in fields such as cardiac care, orthopedics, psychiatry, oncology, renal care, gastroenterology, and maternity and child care. That provides patients with tertiary and quaternary healthcare. Using innovative technology, they provide our patients in new facilities with the quality healthcare services.

On 28 February 1996 Fortis Healthcare Ltd was incorporated. The company started its commercial operation with the establishment in 2001 of Fortis Heart Institute and Mohall's Multi Specialty Hospital. In December 2002, International Hospital Ltd became a direct subsidiary of the directorate of the group.

The organization acquired a 100 % stake in Hiranandani Healthcare Pvt Ltd on February 14, 2007 for Rs 10 million to be considered. Hiranandani Healthcare Pvt Ltd and Navi Mumbai Municipal Corporation have agreed to create a super specialty hospital in west India.

An initial public offer of 45,996,439 Rs 10 shares was successfully completed by the company in 2007-08 at a valuation of Rs 96 per share. For a combined value of approximately Rs 35, International Hospital Ltd and Oscar Investments Ltd have gained a 48.83% and 13.34% stake in Malar Hospitals Ltd, respectively. They also opened Fortis Escorts Hospital in Jaipur, focusing on the respiratory, neuronal, renal and gastrointestinal diseases.

Fortis Healthcare International Limited (FHIL) was founded during 2008/09 as step down wholly owned subsidiary of the company. The group acquired a 28.89 per cent stake in Medical and Surgical Center Ltd through this subsidiary, a restored Fortis Clinique darne business, which operates the largest private hospital in Mauritius, Clinique.

The company became a majority stakeholder in Lalitha Healthcare Pvt Ltd in January 2009, advising Torrangallu on the conversion of preferential capital and new equity capital injection, and the subsidiary was renamed Sanjeevani Hospital, Seshadripuram.

The company incorporated a wholly-owned subsidiary via as of June 18, 2009. Sanjeevani Hospitals Ltd. The subsidiary's key objects include purchasing, leasing or otherwise acquiring, developing, sustaining, operating, running, managing or administering hospitals, drugs, healthcare, diagnostics, healthcare and research centers.

On March 11, 2011, the company signed a definite agreement to acquire a 23.9 per cent of Parkway Holdings Ltd, Singapore, an Asian healthcare provider, with TPG Capital, one of Asia's leading private investment firms the business acquired an interest of 90 percent in Escorts Heart Institute & Research Center Ltd, which on 28 September 2001 in northern India, it owns and operates three hospitals and, in collaboration with the Chhattisgarh government, operates a fourth hospital.

The new Greenfield Hospital is currently in progress in Shalimar Northwest Delhi and is expected to open in fiscal year 2012 13. In addition, it is also expected that the construction of the Fortis International Institute for Bio-Medical Sciences (FIIBMS) in



Gurgaon, will be completed in 2013-14. This will be the third Greenfield hospital in the NCR for the company, and will be the company's luxury flagship multi-specialty hospital. The company intends to grow aggressively to have a presence in pan-India with bed strength of 6,000 in 40 hospitals by 2016.

## **PROVIDERS AND PROFESSIONAL**

A health care provider is a service-providing entity such as a Person hospital or clinic (such as doctor, nurse, health care provider partner, or community health worker).

Systematically provide to patients, families or communities preventive, curative, educational, rehabilitative or Preventive aspirin care services.

Many professions that do not necessarily provide healthcare themselves, but are part of the health care system's administration and help, also support the medical industry. The profits of for profit providers managers and members, Underwriters and malpractice attorneys, advertisers, investors and shareholders are also attributable to healthcare costs.

In 2011, health care expenses were charged to hospitals, doctors and nursing homes, research centre's, pharmacies, medical device suppliers and other components of healthcare

## **ORGANIZATION PROFILE**

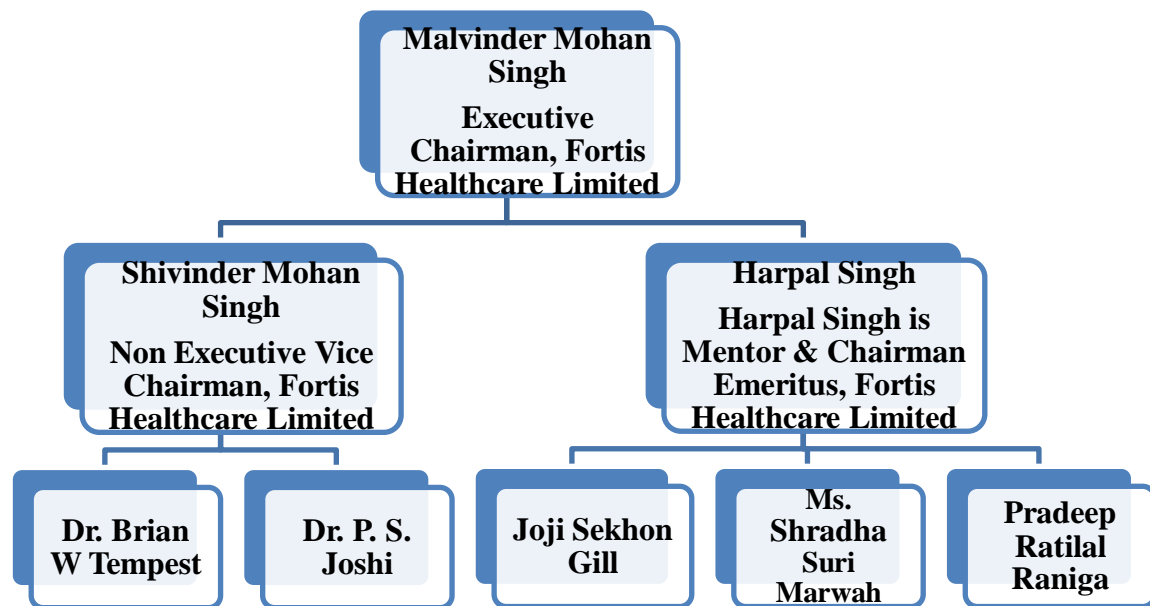
### **THE FORTIS HOSPITAL AT BANNERGHATTA ROAD**

Fortis Hospital is a 255 bedded multi-specialty tertiary care hospital on Bannerghatta Road. It started operations in 2006 and has established itself in the field of healthcare and medical facilities as a trusted institution. The hospital is specialized in cutting-edge medical technologies and committed services to patient care. We have a strong team of 150 seasoned consultants and 1000 highly qualified Para-medical personnel.

As one of the country's leading multi-specialty hospitals, we provide tertiary care in more than 40 specialties including cardiology, cardiac surgery, orthopedics, neurology, neurosurgery, GI, and Limited Access Surgery (MAS). We were instrumental in the launch in India of facilities such as custom fit knee replacement and prostate cancer HIFU technology. The hospital has state-of-the-art procedures such as trans-radial angioplasty,

trans-abdominal heart surgery, And computerized navigation service with TKR. The 8th Outlook Hospital Survey, 2002 ranked the hospital as Best Hospital in Bangalore for Cardiac Treatment.

## PROMOTORS OF FORTIS



### ➤ **MALVINDERMOHAN(Executive chairman Fortis Healthcare)**

Is it a dynamic, young business leader who, by pursuing the twin business goals for profit and public benefit at the same time, has made a mark on the global landscape in a way that has a positive impact on life? Malvinder forms the contours of and drives their growth in the healthcare and financial services sectors. And, in the late 1990s, Fortis Healthcare Limited was established

Malvinder believes strongly in the potential of individuals, in difficult situations, to do extraordinary things. In a previous move in 2010, He entrusted Religare's management to a professional management team and stepped down as Chairman of the company.

**SHIVINDER MOHAN SINGH (Non Executive Vice Chairman, Fortis Healthcare Limited)**

Shivinder has completed his MBA from Duke University Business School, USA, specializing in health sector management. He is an entrepreneur who aspires to change the way healthcare is provided around the world. He is Fortis Healthcare Limited's non-executive vice president, a leading, integrated Pan Asia Pacific healthcare provider. Primary healthcare, specialty day care, diagnostics, and hospitals form Fortis' healthcare verticals, with an asset base in ten countries all reflecting the world's fastest growing healthcare delivery market.

➤ **HARPAL SINGH Mentor & Chairman Emeritus, Fortis Healthcare Limited**

Is widely known as a writer and author on the convergence of global healthcare, in the private sector, he has a diverse and long history (over 35 years). He is currently the Emeritus Mentor & Chairman of Fortis Healthcare Limited, Board member Religare Enterprises Ltd. Fortis Clinical Research Limited, and SRL Diagnostics Ltd. He is also the Head of Private Ltd's Impact Projects, and He was Non-Executive Chairman of India's largest pharmaceutical firm, Senior Living Estates of Private Limited Impact; Ranbaxy is and has affiliated with some of India's most prominent colleges, including the Doon School, Scandia School, Shriram School, and Yadavindra Public School.

➤ **DR. BRIAN TEMPEST:**

He represents the global generic industry, of the United Nations Patent Pool for Generic Medicines in Geneva, Switzerland. In 1995, Brian started working for Ranbaxy Laboratories and was Regional Director until 2005, when the 9th largest generic pharmaceutical business in the world became Ranbaxy. He was President, Chief Executive Officer and Managing Director.

He then became Chief Trainer, Vice-President and Non-Executive Director until his retirement in 2008. He is one of the few Westerners to have led an Indian blue chip MNC with a Sensex Nifty 50 and thus has a valuable insight into India. From 1985 to 1992, Brian also served for Galax as the East Regional Director and Middle East and Africa Regional Director, Japan and India have led several sessions from Tokyo to Las Vegas at Investor Meetings held around the world.

➤ **DR. PREETINDER SINGH:**

He is a Fellow of the American College of Cardiology (FACC), a Fellow of the Fellowship of the Royal College of Physicians of Edinburgh (FRCP) and a Fellow of the Rational Indian Cardio Society.

He has more than 30 years experience in both India and overseas in the medical profession. Birla Center for Medical Research, New Delhi (1984-85) and Maharaja Sawan Singh Charitable Hospital, in the Escorts Medical Centre (1981-84), Beas (1985 to date), He has held a variety of roles, including the Director and Chief, Medicine & Cardiology Divisions.

➤ **JOJI SEKHON:**

Gill is Regional Human Resources Officer, Asia Pacific and DuPont. In this role she is responsible for the management of talents for the APAC region. As Strategic HR Director for DuPont South Asia she joined DuPont on 1 August 2012. She was formerly the Senior Human Resources Director of Microsoft India since April 2006.

She was in charge of guiding the overall personnel plan for Microsoft and developing synergies for all six Microsoft companies in India. Microsoft hires more than 6k full time workers in India. She has over 25 years of global human resources experience, and has lived and worked in the United States, on three separate continents, Europe and Asia, primarily in the United States, where she spent 15 years.

➤ **PRADEEP RATILAL RANIGA:**

He has over 30 years of experience in accounting, taxation, legal systems, asset security, financial planning, and economics. He is also currently working for various Australian companies as a Financial Consultant, a country to which he migrated from South Africa in 1985.

➤ **MS.SHRADHA SURI MARWAH**

He is a postgraduate student at The School of Economics in London. She is part of the Suri Group, which has interests in a wide variety of firms, from air conditioning for cars to hospitality, Production of precision goods and telecommunications for education. She has more than 14 years of experience and is CEO of Subroa's limited, where she was a

key part in Change Management and led the organization to new heights. Its key areas of focus are creating successful R&D, HR, productivity and IT systems.

## **VISION**

"Lives of Saving & Enriching"

## **MISSION**

"Being an internationally recognized healthcare company recognized for Clinical Quality and Distinctive Patient Care"

## **QUALITY POLICY:**

Endorsed by

- ❖ Joint Foreign Committee.
- ❖ Global accreditation board for hospitals and providers of healthcare (NABH)
- ❖ Patient safety.
- ❖ Infection control program.
- ❖ IT excel

## **AREAS OF SERVICE:**

- ❖ Bone and joint care
- ❖ Heart Care
- ❖ Brain and Spine Care
- ❖ Women Care
- ❖ MAS (Minimal Access Surgery)

## **INFRASTRUCTURE FACILITIES:**

- ❖ Library for Consultant
- ❖ Pharmacy
- ❖ Dialysis Unit
- ❖ Continues nursing education
- ❖ Cafeteria

## **Values**

### **PATIENT CENTRICITY**

- 1) Loyal to our patients best performance and the experience.
- 2) Treat with kindness, consideration and empathy patients and their caregivers.
- 3) Our patients needs will come first.

### **INTEGRITY**

- Frank, accessible and truthful.
- Practice our values and model
- Show courage to speak with moral forth and perform the right thing.

### **TEAMWORK**

- Proactively assist each other, and function as one team.
- Respect and appreciate people at all levels with different beliefs.
- Place the company's interests above the department / self interest.

### **OWNERSHIP**

- Responsible for our decisions and take success in them.
- Perform action and exceed the call of duty.
- Give commitment and agreement entered into

### **INNOVATION**

- Improve and evolve constantly to meet expectations.
- Develop an attitude 'might do'
- Challenge ourselves individually to do stuff.

## **THE BRAND**

### **Our Journey**

Brand Fortis was founded in 1996 by our founding chairman Dr Parvinder Singh. Which developed a vision to build in India a world class integrated healthcare delivery system with the best medical knowledge in combination with compassionate patient care.

The world's 'fastest' rising healthcare business is Fortis Healthcare. We have grown to over 55 facilities today from the first Mohali (Chandigarh) hospital that opened in 2001. These include the world-renowned Heart Institute of Escorts, and the former facilities of Lockhart. To the west the border town of Amritsar, Ludhiana, Mohali, Mumbai, Bangalore, Mysore, Chennai, and Kolkata was literally covered by forties and several other destinations. In the healthcare delivery system in India, Fortis has a place of pride.

### **OUR BRAND**

- ❖ With its distinctive logo, the Fortis brand is a fusion of the human ideals of confidence, ethics, service and healthcare.
- ❖ These very principles are the projects of our logo. Integration of the hands (with a 'red mark' in a distinctive 'green').
- ❖ The human figure is totally smooth and reflects the 'Fortis' approach to healthcare responsiveness.
- ❖ The green colour of the hands represents fitness, well-being, kindness, love and hospitality.
- ❖ The red dot gives our Indian heritage an immediate connexion, while it is also a sign of energy, spirituality, bravery and good luck.

## **PATIENT CARE AND SERVICES**

### **➤ Admission process:**

During the admission process, you will be helped by front office staff at reception. They can create a Specific Patient and Hospital Identification Number (UID) will retain and preserve all the medical records for any potential reference. They will also draw estimation and direct you in choosing the respective room category. You will, however, be allowed to make an advance payment. At the time of discharge the advance is adjusted

against the final bill. Those who are searching the insurance desk / TPA for hospitalization with a patient will have to visit the cashless path Staff will accompany the patient to the room / bed allocated, and will make you feel relaxed.

➤ **Beds and rooms**

- a) The twin room
- b) The private room
- c) The executive room

➤ **Blood Bank:** 24x7 is active and is situated inside the campus of the hospital.

➤ **Guidelines for Visitors:**

- ❖ We thank your friends and family and agree that they are an important part of your healing.
- ❖ We ask you to restrict your guests during visiting hours for the convenience of all our patients.
- ❖ Please note that visitors may be restricted by the patient's medical condition and/or specific needs.
- ❖ Presence of children less than 12 years of age on patient floors are not approved, this is intended to prevent children from having any infection.
- ❖ Equipment hands before and after the visit.
- ❖ Where vital medical services and patient monitoring systems are in service,
- ❖ The use of cell phones is prohibited. All the posted signs regarding the use of mobile phones should be read and observed only in licensed areas. In permitted areas, if you must use your mobile phone



**Info Desk:** It is situated in the hospital's lobby room. The desk helps to provide the visitors and patients with information.

➤ **Patient & Attendant Rights:** As a patient or attendant, you have the right to:

- ❖ Treat with respect, empathy, compassion and dignity in a safe and clean environment regardless of age, gender, ethnicity, nationality, religion, sexual orientation or disability.
- ❖ Please be advised of the names of the doctors, nurses and other members of the healthcare team involved in your treatment by your proper name.
- ❖ In care hearings, tests and procedures, full protection of your dignity, reputation and health.
- ❖ The clear and comprehensible explanation of your condition by your doctor, the benefits and drawbacks of each procedure, the predicted outcome and the medical condition change.
- ❖ Be away from physical and negligent violence.

➤ **Pharmacy:**

Within the hospital complex, a full service pharmacy is situated. ICU Visiting Hours:  
ICU 1 guest (one guest at a time and no more than 10 minutes): 11.30 am 12.30pm; 4 pm  
5 pm

➤ **Visiting guidelines for Intensive Care Units (ICUs):**

- ❖ Both sections of (ICUs) are limited regions. Visitors are asked to obey the procedure to wear robe, mask, and gloves, shoe covers and use the hospital's hand sanitizer before and after entering these areas.

- ❖ To reduce the risk of infection, a limit of 10 minutes is permitted for just one attendant at a time. Peoples are asked to wait for their turn to join these specific areas.
  
- ❖ Visitors would be required to
  
- ❖ Compliance with protocols for safety and protection.
  
- ❖ Wear and display your Visitor ID card in patient / restricted areas at all times.
  
- ❖ During a flood or fire alarm, leave the hospital.
  
- ❖ Behave in a respectful way.
  
- ❖ Unacceptable conduct involves but is not restricted to
  
- ❖ Undue intervention with the treatment plan of a patient.
  
- ❖ Harassment of some sort, including unwanted calls to a staff member by telephone.
  
- ❖ Use of language noisy, aggressive, abusive or obscene.
  
- ❖ Use of physical abuse or intimidating behavior against workers.

## SPECIALITY OF DOCTOR'S AT FORTIS HOSPITAL.

|                            |                                   |
|----------------------------|-----------------------------------|
| ➤ Infertility              | ➤ Endocrinology                   |
| ➤ Internal Medicine        | ➤ ENT                             |
| ➤ Radiology                | ➤ Ophthalmology                   |
| ➤ Oncology                 | ➤ Vascular Surgery                |
| ➤ Pediatrics               | ➤ Cardiology                      |
| ➤ Rheumatology             | ➤ Nephrology                      |
| ➤ Anesthesiology           | ➤ Emergency Medicine              |
| ➤ Dermatology              | ➤ Hematology                      |
| ➤ Medical Oncology         | ➤ Gynaecology                     |
| ➤ Plastic / Cosmetic       | ➤ Critical Care                   |
| ➤ Pulmonologist            | ➤ General and Laparoscopic        |
| ➤ Minimal Access Surgeries | ➤ Gastroenterology and Hematology |

## **CSR**

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Over the years, Fortis Healthcare Ltd. has been dedicated to providing healthcare for the economically vulnerable and poor parts of society through the Fortis Charitable Foundation (FCF) and its hospitals across India. Not only are we making sure our services are successful, but we also make sure that they are effective and important to those expected to benefit from them.

### **CSR at Fortis Healthcare Limited**

Our vision, ideology and the need of the community guide the CSR initiatives, with health remaining our primary focus; however, we periodically alter our programmers' to accommodate our intended beneficiaries. We also encourage awareness-raising and educational campaigns on preventive treatment and educating people on various health-related issues like emergency care. We have about 300 workers volunteering with our CSR and community development programmers', and they are allowed to take time out of their work schedule for these programmers'. SEWA, AANCHAL and SAVERA are Fortis Foundation systems.

The organization is committed to developing comprehensive processes for community-wide implementation, tracking, evaluating and assessing results of the initiatives. This not only ensures the effectiveness of our services, but also goes a long way towards ensuring that they continue to be meaningful, appropriate and sustainable, so that the beneficiaries benefit from our efforts to the full and, most importantly, we are proud of our contributions to the community. There is daily input from the Fortis hospitals on the operation of the programmers' and from time to time, following adequate review, In order to enhance the software, necessary changes are made (if required). For information about our stakeholders all CSR programmers' are recorded in the company's annual report. Through our work, we also have unique initiatives to protect the environment, such as taking care of our biomedical waste, exposure to X rays, and so on, which guarantees our patients, attendants and employees a healthy environment and protection.

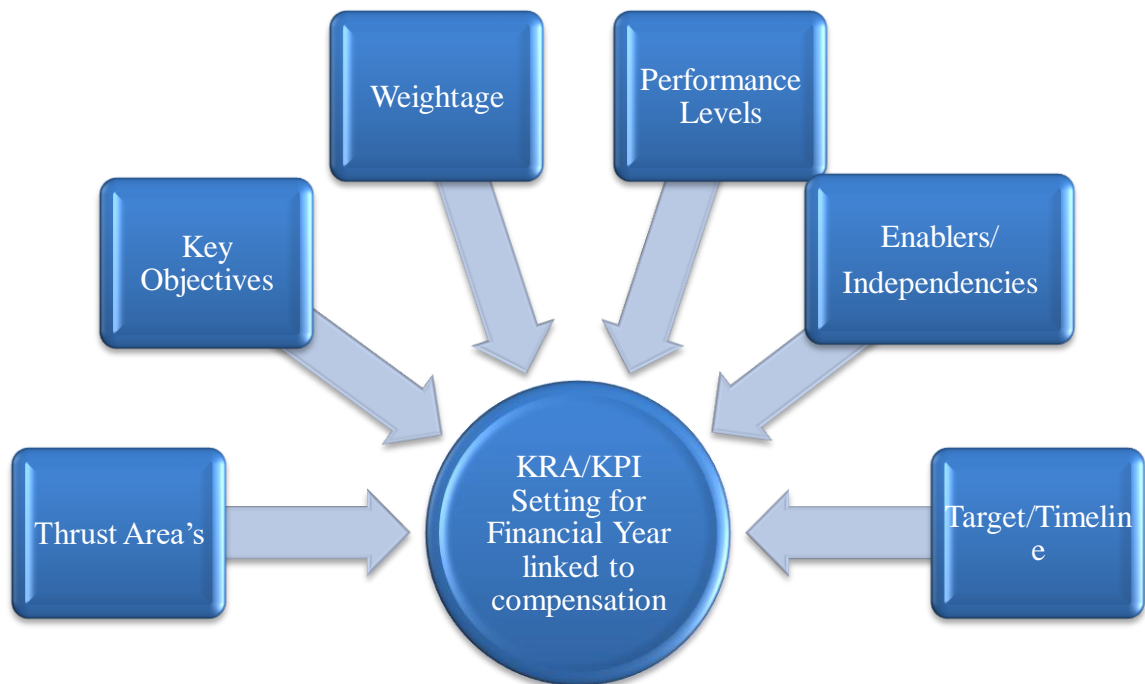
## HR POLICES



## Performance Management

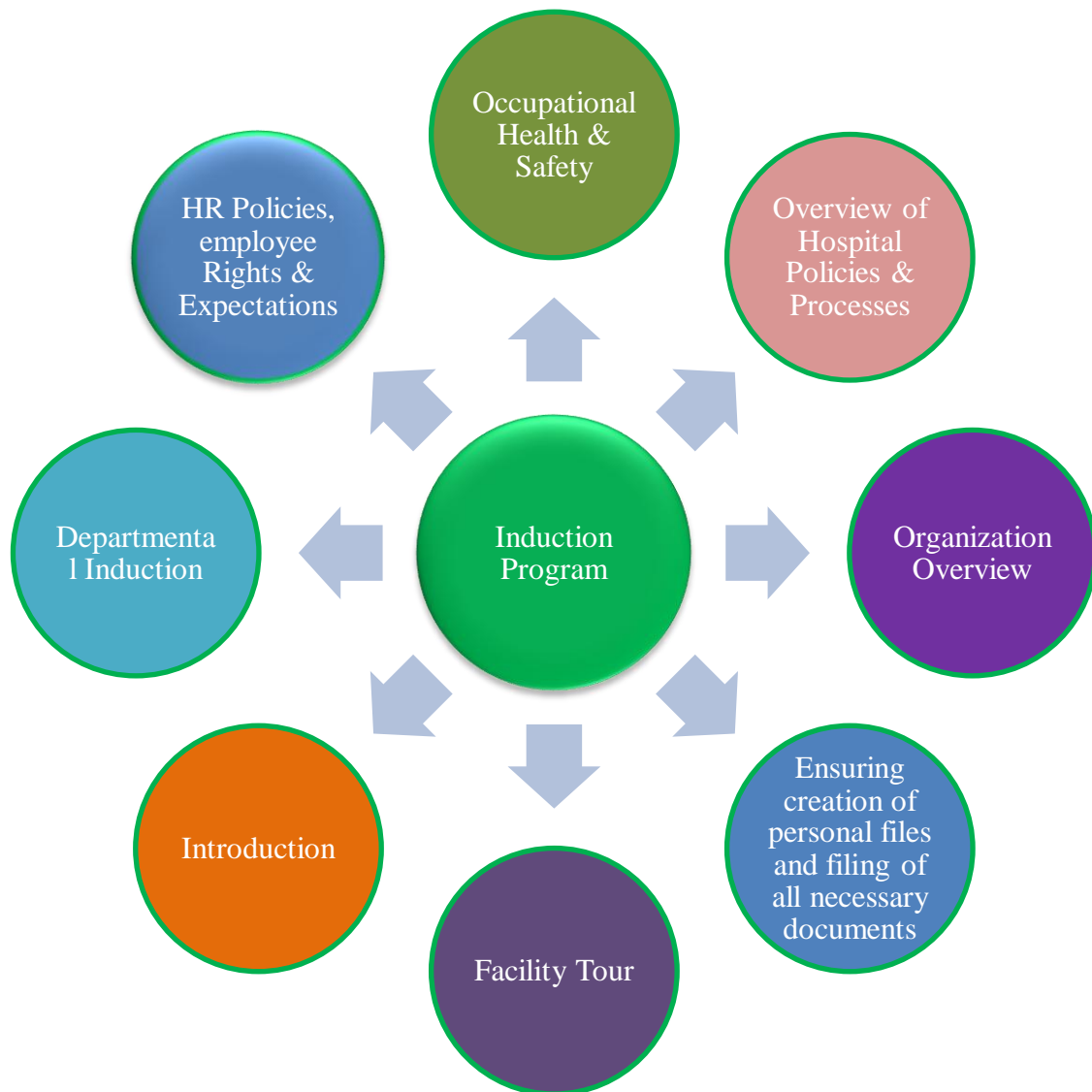


**Aligning the expectations of the organization & department with the employee**



## Induction Session in Progress (New joined) done in two parts

- Organizational Induction
- Departmental Induction



## **SWOT ANALYSIS:**

### **STRENGTH:**

- ❖ Presence in all major cities.
- ❖ Know brand.
- ❖ Existing distribution and sales network.
- ❖ Barriers to market entry.
- ❖ High profitability and revenue.

### **WEAKNESS:**

- ❖ Future market size.

### **OPPORTUNITIES:**

- ❖ New products and services.
- ❖ Increase rates and profitability.

### **THREATS:**

- ❖ Other existing competitive hospitals.
- ❖ New arriving hospitals.

### **FUTURE GROWTH AND PROSPECTS:**

- ❖ Comprehensive oncology unit.
- ❖ Establishment of transplant unit like kidney, heart and liver.



## **CHAPTER - 2**

### **BACKGROUND OF THE STUDY**

When workers believed a company was devoted to its HRM services, they felt they were loyal to the organisation, according to Eisenberger (1990). Employees therefore have positive attitudes established toward the firm.

HRM habits are likely to influence employees ' work attitudes (Meyer and Allen, 1997), so it is important to measure attitudinal variables such as job satisfaction or organisational involvement. Staff and HRM Contract for Psychology

It is important to analyse HRM activities through the perceptions of employees, according to Wright, Gardner, and Moynihan (2003).

This company offers plenty of preparation during recruiting interviews the way a corporation is represented, comments made in performance appraisal reports keep up the good job and we will step up, how jobs are advertised great advancement opportunities, wage growth opportunities.

Compensation systems (time-dependent pay based on mission, rank or performance) all give individuals specific messages about what an agency needs from them and what they should expect back. Therefore, HRM operations are seen as playing a significant role as Communications transmitters forming psychological contract terminology (Rousseau & Wade Benzoni, 1994).

Huselid (1995) found that HRM practices have a major effect on employee engagement and planning, this includes work recruiting and selection processes, rewards and performance development programmes employee engagement and work readiness. Effect on employee engagement and efficiency and on corporate financial results in both the short and long term. When they are incorporated and applied together, HRM activities impact the efficiency of organizations more (Pathak 2005). Baker (1996) found that organizational efficiency can be enhanced through employee oriented management practices. Huselid (1995) studied the effect of HRM practices as a method at the company level and discovered a clear association between high HRM practice participation and organizational efficiency.

Ronda and Wager (2001) studied the effect of HRM activities on nursing home efficiency in Canada. Their study of 283 nursing homes reported more "progressive" nursing homes HRM operations and an atmosphere in the workplace that values commitment, empowerment and accountability appeared to consider a variety of valued organizational outcomes to be better performed.

Even, in organizations where Nurse reported higher levels of satisfaction and dedication. In the assignment of job tasks, there is justice (Witt, 1993). A large amount of the difference in work satisfaction was also accounted for by perceived fairness in pay and promotion (Witt & Nye, 1992). In particular, overall satisfaction levels for Nurses have been dramatically improved by the provision of a flexible benefit package (Barber, Dunham and Formosan, 1992). Employees with mentors were more pleased with their work and the company than those without them (Chao, Waltz and others)

## **BACKGROUND OF THE TOPIC**

### **HR PRACTICES**

- 1) Analyzing jobs;
- 2) Staffing and Recruitment
- 3) Selecting best people
- 4) Induction
- 5) performance Appraisal
- 6) Training
- 7) Benefits
- 8) Managing compensation;
- 9) Communicating;
- 10) Internship program
- 11) Gratuity
- 12) Wages & Salary plan
- 13) Rewards and recognition.
- 14) Promotion
- 15) Careers planning

## **HR PRACTISES**

### **❖ Analyzing jobs:**

- Employment Analysis is a method to classify and assess in detail the various tasks and responsibilities and their relative importance
- Employment Analysis is a process in which decisions are taken on data gathered on a task for the task.

### **❖ Staffing and Recruitment:**

Staffing involves the preparation of human resources and Employees predict, recruit, and pick. Human resource planning and forecasting is the method that a business uses to ensure it has the right amount and the right kind of manpower in the future to reach a certain level of production or services. Recruitment is the mechanism by which a pool of job applicants is produced for a given position. Selection is the mechanism by which for work applicants to make a "hire" or "no hire" decision.

### **❖ Selecting best people:**

The processes of hiring the suitable candidates for the particular job, who can achieve the goal of the organization and work for the job they, have applied.

### **❖ Induction:**

Induction is the mechanism by which new workers are accepted, indoctrinated and socialized through their jobs and organization. "In Michael Armstrong's words," Induction is the process of receiving and accepting workers when he first enters a business and supplying him with basic knowledge that he needs to settle down and start work quickly and happily.

### **❖ Performance Appraisal:**

In professional conversations, a structured performance management system is not generally prevalent. Rao (2004) observes that managers in India are inherently unable to plan and track employee output on a regular basis. He adds that the subjective style of top management combined with lack of expertise is a powerful evaluation method in the definition of key outcome areas.

### ❖ **Training:**

Learning is an act of developing an employee's knowledge and skills to perform a specific job, according to Edwin B. Flippo." Training in any The process in which employees' attitudes, skills and abilities are strengthened to perform particular jobs (Michael J. Jucious) Training is a mechanism by which the competence of individuals is systematically developed for the purposes of Stavrou Costeas (2005) (Barrett & O'Connell (2001)) found that organisational effectiveness relates to Training and growth strategies, engagement methods with staff and the dynamics of productivity and flexibility.

#### **Strategic Training Systems (STS) Traditional training system (TTS)**

In comparison to STS, TTS is derived and organised primarily on the basis of methods that focus exclusively on individuals as individual training needs interpretation, See Lynton & Pareek, Camp, Blanchard & Huezco, 1986; Reily & Clarke, 1990; Kenny & Reid, 1986. In TTS, the study of training needs is generally limited to the views of the target community's members or trainees. What the trainees 'want' can differ from what they 'need' (Reily & Clark, 1990), but STS is more 'needs'-based than 'wants. Thus, STS illustrates the perspectives of seniors, the general public and others in the development of training plans and training programmes.

**Benefits:** It covers retirement, health insurance, additional unemployment insurance, and fitness services, child care, etc. Employers use incentives to recruit and maintain active labour (Lucero & Allen, 1994).

#### **LEAVE BENEFITS**

- 11-day annual festival holidays
- Casual leave of 10 business days
- 14 Working days sick leave
- Annual 15-day leaves per year (1yr)
- Maternity leave of up to 16 weeks per new-born new
- Time off for rewards
- Training leave

❖ **Compensation:**

Hospital incentive rewards schemes alone are definitely no guarantee of economic success for a hospital. Implemented poorly and without a thorough, well-considered strategy design, these projects would only subvert the short-term and long-range goals of a hospital. In comparison, a versatile and thoughtful performance rewards policy will help attract and retain managerial talent that has been qualified. Additionally, it will help the hospital improve its financial results without compromising the complementary priorities of high-quality patient care and community service.

❖ **Communicating:**

Good medical care depends on efficient communication between the provider(s) and you. Ineffective communication may cause delayed or inadequate diagnosis and medical treatment. You may use interpreters or other tools to help you communicate effectively with your health care providers if you have limited English skills or are deaf or hard to understand. A lot of hospitals take proactive steps to boost successful communication. However, hospitals face growing challenges when it comes to meeting the communication needs of an increasingly diverse population. To help hospitals deal with those problems

❖ **Internship program:**

The task of a student or trainee who works in an organization often without pay to obtain job experience or to fulfill qualification requirements.

❖ **Gratuity:**

The employer shall gratuitously award an employee for the services provided by him. It is normally compensated at the time of retirement, but may be charged before certain conditions are fulfilled. Only if he has completed at least five years of service with an organization is a person eligible for gratuity. It may therefore be charged at the death of an employee before the end of five years or if he has been disabled due to illness accident.

For the amount of gratuity an employee is expected to get an employer may use a formula, there is no fixed percentage stipulated by Law.

❖ **Based approach**

Perhaps more than that, the salary two factors depends on the gratuity payable last salary drawn and years of service. The Payment of Gratuity Act, 1972, split non-government into two groups to measure how much gratuity is payable.

- 1) Workers covered by the Act
- 2) Unemployed people not covered by the Act

• **Wages and salary plan:**

1. A salary (or wage) is a fixed sum paid in return for the services given to an employee. Ontario Job Requirements Law entitles most workers to earn a "minimum salary" in return for a company's work they do. In general, salary is represented in annual, monthly, bi-weekly or weekly amounts for full time employees. It is usually defined as an hourly sum for part time workers. You must: To decide the acceptable salary and/or wage scale that your employer is willing to pay for a job. Establish the value of the position based on your organizational requirements.
2. Comprehend what the market would pay for a similar position

❖ **Rewards & Recognition (R&R) Process:**

The Incentives and Recognition process specifies the steps involved in the following Fortis R&R schemes

- Long Service Awards
- The Sparkle Awards (Bi Annual)
- Awards for Success Processes (Half Year/ Annual)
- Premium Prices (Yearly)
- Win Children's Awards (the yearly)
- Nursing Week Honors

### ❖ **Promotion:**

The workers being promoted feel respected by the company and recognize that the company is able to invest in them for the long run.

### ❖ **Career Planning:**

Ganesh Shermon believed that, along with their corporate growth, businesses should encourage and foster individual development. HR has an important role to play in deciding what workers want from their employment, and then evaluating options and preparing viable career paths for them. He says that, as a result of improved research, planning and design of career paths for employee engagement, the advantage of productivity comes from better teamwork.

## **THEORY OF JOB SATISFACTION:**

There are three key hypotheses about work satisfaction.

- 1) The Motivation Hygiene principle of Herzberg.
- 2) Theory of fulfillment of needs.
- 3) The principle of social group comparison.

### ❖ **Herzberg's Motivation Hygiene Theory:**

Herzberg & his assistants in 1969 formulated this idea. When the company lacks another set of circumstances (called hygiene factors), the employees feel unhappy but are not driven by their presence. According to Herzberg, the following factors serve as motivators: accomplishment, appreciation, and development, work itself, probability of growth & accountability. Hygiene considerations are: business policy & management, professional control, inter-personal relationships with managers, colleagues & subordinates, pay. Security of the job, personal life, conditions of employment, & standing.

Those variables that eliminate pain from the environment are hygiene variables. They are also regarded as variables of the work setting or job context. Factors which lead to

psychological growth are motivators. They are primarily job-centric. They are also often referred to as variables of job quality.

#### ❖ **Social References Group Theory:**

It takes into account the viewpoint & opinions of groups that the individual is seeking guidance to. Such classes are known as the reference group of the person in that they explain how the world should be looked at and decided differently; phenomena including him in the environment. According to this theory, it will be expected that if a work suits the interest, needs and requirements of a reference group of an individual, he'll like it and if it doesn't, he won't like it. C.L. has provided a fine example of this principle.

#### **2.4 (1) Relationship among Motivation, Attitude and Job Satisfaction:**

Motivation is indicated by the capacity to operate or produce. A person with all sorts of abilities and skills can be brilliant and creative, but may not be prepared to work. Happiness, on the other hand, signifies a healthy mental state which may be entirely unrelated to efficiency. Likewise, the terms workplace attitude and job satisfaction are used interchangeably in the literature.

#### **2.4 (2) Relationships between Morale & Job Satisfaction:**

Moral is a state, according to Seashore (1959) that exists in a context where people are:

- A) Inspired to achieve high efficiency.
- B) Want to stick with your company.
- C) Act efficiently in times of crisis.
- D) Accept the requisite anger or resistance to changes.
- E) Genuinely promote the organization's interest and
- F) They are pleased with their jobs.



#### **2.4 (3) Relationships between Job Satisfaction and Work Behavior:**

In general, the degree of job satisfaction appears to be connected to various aspects of work conduct, such as absenteeism, changes, accidents, effectiveness and acceptance of the union. Although several studies have shown varying degrees of correlation and job satisfaction between them, if these conations are correlative or informal, it is still not clear. Whether the job's conduct makes him more inclined towards his work and there is an unforeseen, incorrect or uncontrolled case, in which his behavior are either or an entity's or individual's reaction may influence in personal injury would be less likely to occur.

#### **2.4 (4) Relationships between Job Satisfaction and Productivity:**

A person is happy with his work insofar as his work gives him what he wants and he does his job effectively to the degree that successful success contributes to the achievement of what he wants. This suggests that a company should be more concerned with optimizing the positive relationship between success and reward rather than optimizing satisfaction generally. The bad performers should be guaranteed that they do not earn more compensation than the good performers. So, he would generally feel more fulfilled when a great performer earns more incentives.

#### **2.4(5) Relationships between Job Satisfaction and Turnover:**

Satisfaction is also negatively associated with turnover, but for absenteeism, the association is greater than what we observed. And, again, other considerations are significant restrictions on the actual decision to quit one's current employment, such as labour market conditions, assumptions regarding potential work prospects, and duration of tenure with the company.

Evidence suggests that the Sales Person's level of success is a significant moderator of the satisfaction turnover relationship. In particular, the degree of satisfaction is less important for superior performers to predict turnover and generally the company is making significant efforts to retain those employees. To mediocre performers, only the reverse seems to happen. Few efforts are made to preserve them by the company. So one might assume, therefore that work satisfaction is more important than superior performers in encouraging bad performers to continue.

## **LITERATURE REVIEW:**

### **1) Divya Sharma (2015)**

In his paper, Human Resources and Human Resource Accounting are the points of reference for today's public and private organizations. These words were unheard of before J Barney's resource-based theory treated and valued the workers as an investment in a profitable organization. Company companies increasingly proclaimed Human Capital as vital assets for a company empires sustainability, prosperity and subsistence. Therefore Human Resource which is the employee has been progressively taken into consideration, if an organization succeeds in its chosen area.

### **2) Little, Beverly; Little, Philip (2006)**

In their study, they observed and came to know that any organization's efficiency, profitability and annual turnover depend on the degree of employee engagement in that organization coined by the 'Gallup study community.' In a company, what is perceived to be job satisfaction has been replaced by employee engagement for sustained growth, customer satisfaction, retention of workers, safety, good work culture, and productivity and profitability growth, Too many surveys were conducted across the globe to connect company-to-employee rising curve.

### **3) Graham Lowe (2012)**

In his analysis he suggests that an employee's high performance production is the production of any manager in a health care organization. Employee involvement relies on organizational concerns for the work environment, patient-centered care management, building a culture of patient safety, self-driven constructive appraisal of the quality of care and services them and their team provide. The consequences of these responsibilities are expressed in the popularity of the local healthcare facility. Therefore, a healthcare unit's success is assessed by employee participation and detention in a workplace healthcare environment.

#### **4) J. Swaminathan (2014)**

In their research report, they noted that an organization's performance and importance depends on the percentage of highly engaged workers. Research has indicated that the intellectual assets scale an enterprise than tangible assets. Reports have shown that there are only 9 17 percent of fully working workers in the area and the degree of involvement is only 70 percent. In any business climate, SLV Steels charms its workers to the management who can extend and enforce a designed strategy to improve employee engagement, facilities, quality and customer satisfaction.

#### **5) KaurSukhmeet (2014)**

The scientist has embarked on an analytical study in his study on "The Role of Employee Engagement in Customer Satisfaction in SLV Steels Industry an Analytical Study" to explore the essence of worker engagement in the SLV Steels industry in customer satisfaction. The analysis of his work has been divided into six parts, while chapter two is divided into 2 components, i.e. half A elaborates the methodology of analysis and half B elaborates into entirely different sections for each selected variables.

#### **6) Kularetal(2008)**

Five primary areas were explored what does involvement of employees' mean? ; How to handle engagement? ; What are the ramifications for organizations' engagement? ; How does the engagement apply to other unique features? ; How does employee participation contribute to speech and representation?

#### **7) Robertson Smith and Markwick (2009)**

Take a look at what interaction is to demonstrate that it is a significant but dynamic challenge, and there is still a great deal of space to explore the different approaches.

#### **8) Simpson (2009)**

Discussed the existing state of awareness about workplace participation through a literature review. The four lines of engagement research are highlighted in this analysis and the determinants and implications of engagement at work are based.

#### **9) Susi & Jawaharrani (2011)**

To foster employee involvement in their companies to improve the efficiency of their workers and attract them, they reviewed some of the literature on employee engagement, addressing policies and strategies for organisational culture & work life balance implemented in industries. The primary driver of employee satisfaction is harmony in work life.

#### **10) Ram & Gantasala (2011)**

Investigated the antecedents & implications of Jordanian Industry employee participation Bhatla (2011) concentrated on the need for such workers and how their involvement can enhance the organization as a whole success and work performance it also focused on the obstacles that HR managers face in improving employee engagement for an organization's sustainability.

#### **11) Shashi (2011)**

The influence of employee interaction on an organization's performance has been enhanced. She revealed that an organization should recognize more than any other variable the value of the employees as the most important contributor to the competitive position of an organization.

### **12) Bijaya Kumar Sundaray (2011)**

Centered on multiple factors that contribute to employee retention, and what companies should do to hire them. In terms of higher performance, proper attention to commitment strategies can improve organizational productivity, Sales, efficiency, customer satisfaction, retention of employees and greater adaptability.

### **13) Siddhanta & Roy (2012)**

Through synthesizing current 'Employee Engagement' practices that the company performs with an interpretation of the findings of previous study surveys, the implications for theory, more research and practices were discussed. In order to build an engaged workforce, Singh & Shukla (2012) attempted to find out what variables are relevant. The thesis was exploratory in nature, and knowledge was gathered from a tin manufacturing business.

### **14) According to Deci and Ryan (1987)**

Management that facilitates a comfortable work atmosphere usually demonstrates respect for the needs and feelings of the workers, Provides positive feedback, allows them to communicate their thoughts, learn new skills and solve issues relating to work. Purcell and al. (2003) stressed that the participation of employees is successful only where there is truer sharing of duties between management and staff on drug issues. Their research also found that engagement was a major factor in workplace or work-related decisions, Close to the high degree of involvement of the workers.

### **15) Lucas etal. (2006)**

The voice of the employee can be represented as an opportunity for staff to contribute to organisational decisions. U.a. Robinson, It has stressed the importance of feeling valued and involved as a main driver of engagement (2004).

Under this umbrella of feeling appreciated and involved, there are a variety of variables influencing the degree to which the employee could feel respected, involved and

committed, then from Robinson. (2004) noted that this can be a beneficial indicator for organizations that need important attention to certain aspects of working life.

#### **16) Penna (2007)**

A hierarchical engagement model is presented. This model suggests that workers are looking at the job to find "sense." Penna describes "purpose" as the job's fulfilment. Fulfillment stems from the valuation and gratitude of the employee, getting a sense of belonging to the organisation, and feeling as if they are providing contribution and following Robinson's underlying theoretical structure. Penna reports that the company is becoming more attractive to new prospective hires and is becoming more engaged with its current workers.

#### **17) Robinson (2006)**

It recommended that there is ample evidence that, due to the lack of interest in work-based decisions, many workers are significantly underused in the workplace. Beardwell and Claydon (2007) found that the engagement of employees is seen as a key theme of 'soft' HRM, where the emphasis is on catching employee ideas and maintaining their devotion. Critics have claimed that employee participation has firm power over management, and that employees are granted only little real leverage. According to Lawler and Worley (2006) to be successful in a highly involved work practise and to have.

#### **18) Cooper (1997)**

Explained that if feelings are treated correctly instead of being shut out at work, people, teams and organizations can fuel confidence, loyalty and dedication and great productivity gains.

#### **19) Buchanan and Huczynski (2004)**

Perception has been described as the complex psychological mechanism responsible for taking care of, organising and interpreting

## **CHAPTER 3**

### **STATEMENT OF THE PROBLEM**

- ❖ The nurses are not happy at their work place because they are not satisfied with the Job they are performing.
- ❖ Hospital is not giving high priority in satisfying the basic needs of the nurses, and this is leading to more dissatisfaction.
- ❖ Job satisfaction is seen as a key problem in which attempts are not made and initiated, nurses are not happy with the job; there is a risk of absenteeism , high turnover and job resignation.

#### **NEED FOR THE STUDY**

For hospital growth, nurse satisfaction is very critical. Especially in health care facilities, nurses are a significant variable because nurses will be with and take care of the patient much of the time.

#### **OBJECTIVES OF THE STUDY**

- ❖ To analyse the patterns in Fortis hospitals' HR activities.
- ❖ Assess the satisfaction level of the employee at Fortis hospitals.
- ❖ To research the view of the employee towards Fortis hospitals.

#### **SCOPE OF THE STUDY**

- ❖ Nurse satisfaction is a major problem for hospitals.
- ❖ It is a fascinating and critical research field.
- ❖ The research on the nurse's job satisfaction subject.
- ❖ This study is useful for hospital management in order to know the nurses' level of satisfaction and enhance their hospitality.

## **RESEARCH METHODOLOGY**

### **RESEARCH DESIGN**

This section of the research compressed a brief presentation of the study methodology, the nature of the research instruments, the study selection and the participants in the research. This gives a detailed image of the data collection, presentation and analysis methods by the same indication. This study focused very much on evaluating HR activities and their effect on AT Fortis health care service Nurses satisfaction.

This thesis employed a qualitative and quantitative approach to science. The questioner approach was more suitable for collecting a variety of data pertaining to the analysis and analysing data

For my research at Fortis Hospital, I followed the following procedure.

#### **Primary data:**

The primary data was gathered from the Fortis Hospital nurse.

#### **Secondary data:**

Secondary data from the hospital websites was obtained from the books and the internet.

#### **Sample size & sample process:**

The sample size was 50 in the Fortis healthcare ward 6A nurse and the sample method was a basic random method with open-ended questions

## **LIMITATIONS OF THE STUDY**

Some of the limitation of the study at FORTIS Hospital

- ❖ Some respondents did not seriously address the issue.
- ❖ A portion of the research is performed with the aid of data obtained.
- ❖ Since FORTIS is a large hospital and many nurses were busy all the time, all the nurses could not be covered officially.
- ❖ Because of time constraints, the study could not be performed in more depth.



## CHAPTER 4

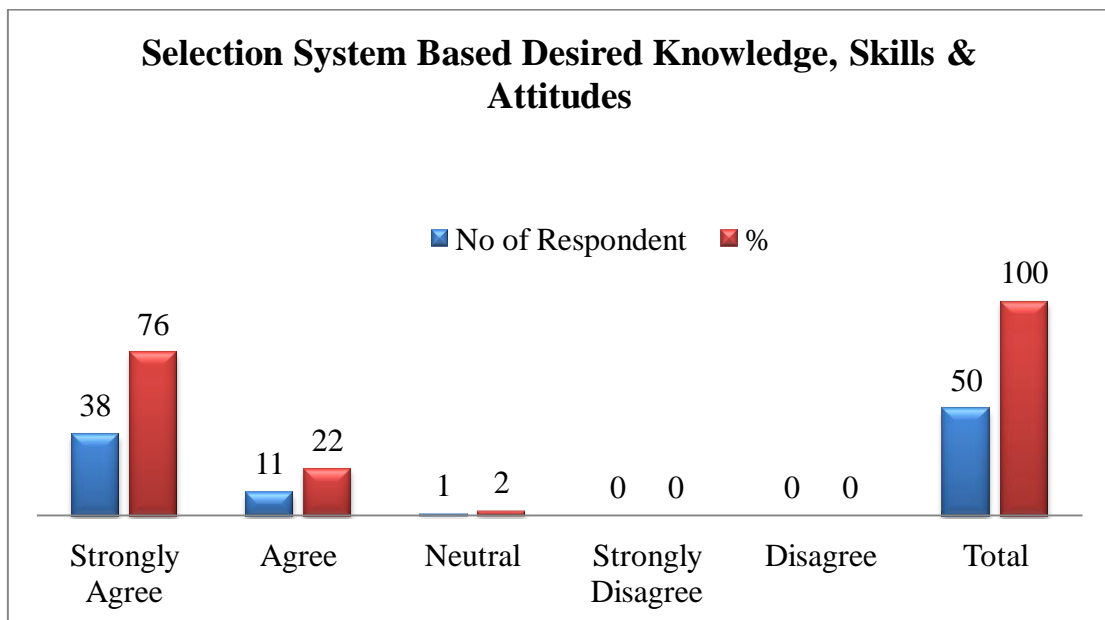
### DATA INTERPRETATION

**Table no 01: Selection System Based On Desired Knowledge, Skills & Attitudes**

| Nature            | No of Respondent | %          |
|-------------------|------------------|------------|
| Strongly Agree    | 38               | 76         |
| Agree             | 11               | 22         |
| Neutral           | 1                | 2          |
| Strongly Disagree | 0                | 0          |
| Disagree          | 0                | 0          |
| <b>Total</b>      | <b>50</b>        | <b>100</b> |

**Chart no: 01**

**Selection System Based On Desired Knowledge, Skills & Attitudes**

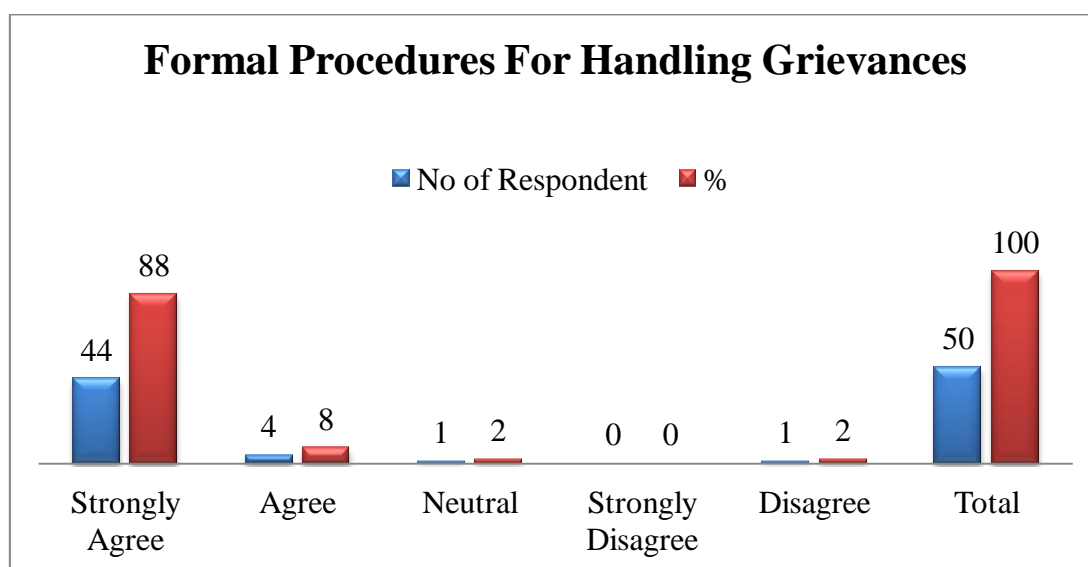


**Interpretation:** From the above chart we can interpret that 76% of the nurses strongly agree that selection system is based on desired knowledge skills and attitudes 22% are agreed 2% are Neutral and 0% are strongly disagree and disagreed with the selection process at Fortis hospital.

**Table no 02: Formal Procedures for Handling Grievances**

| Nature            | No of Respondent | %   |
|-------------------|------------------|-----|
| Strongly Agree    | 44               | 88  |
| Agree             | 4                | 8   |
| Neutral           | 1                | 2   |
| Strongly Disagree | 0                | 0   |
| Disagree          | 1                | 2   |
| Total             | 50               | 100 |

**Chart no: 02**

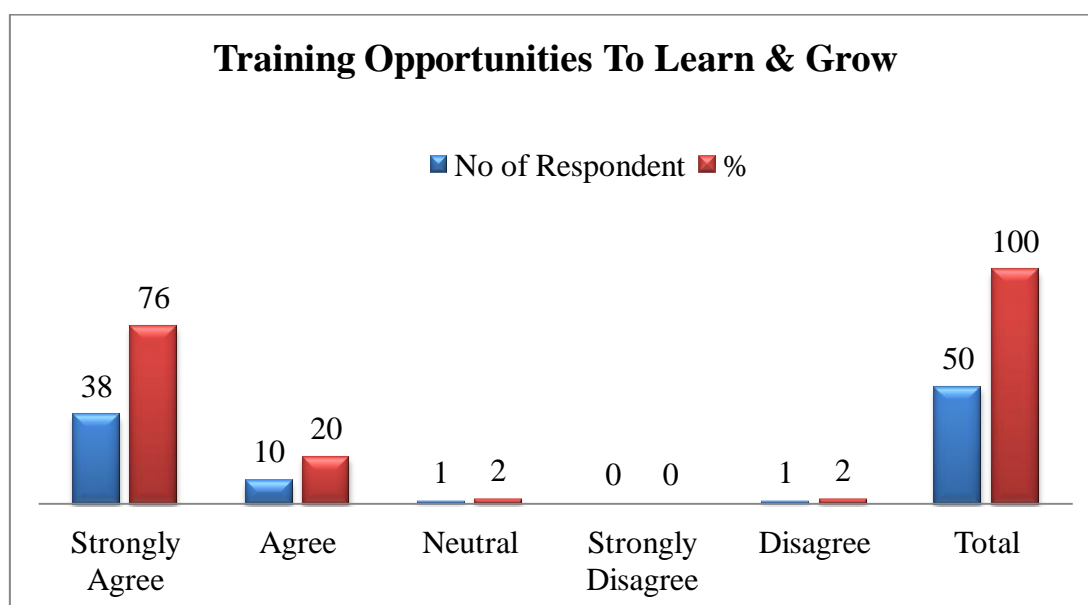


**Interpretation:** From the above chart we can interpret that 88% of the nurses strongly agree that there is a formal procedures for handling grievances and 8% are just agreed with procedures and only 2% are Neutral and some are disagreed & 0% are strongly disagree with the procedures in the Fortis hospital.

**Table no 03: Training Opportunities to Learn & Grow**

| Nature            | No of Respondent | %   |
|-------------------|------------------|-----|
| Strongly Agree    | 38               | 76  |
| Agree             | 10               | 20  |
| Neutral           | 1                | 2   |
| Strongly Disagree | 0                | 0   |
| Disagree          | 1                | 2   |
| Total             | 50               | 100 |

**Chart no: 03**

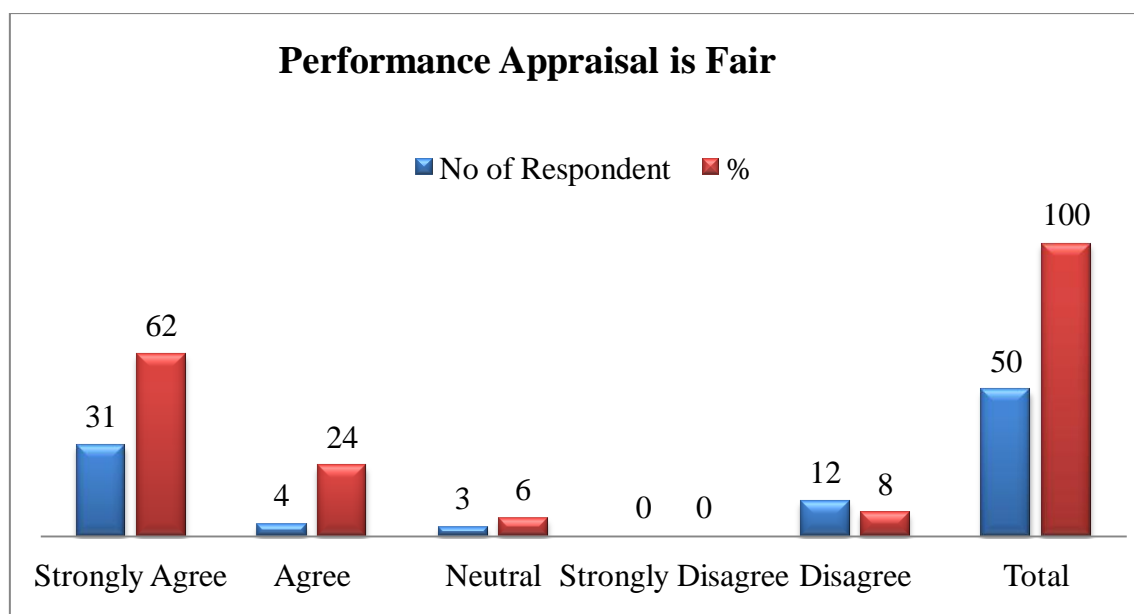


**Interpretation:** From the above chart we can interpret that 76% of the nurses strongly agree that there is a Training Opportunities To Learn & Grow and 20% of them agree with that and 2% are neutral and other 2% disagree & 0% are strongly disagree with the training opportunities in the Fortis hospital.

**Table no04: Performance Appraisal is fair**

| Nature            | No of Respondent | %   |
|-------------------|------------------|-----|
| Strongly Agree    | 31               | 62  |
| Agree             | 4                | 24  |
| Neutral           | 3                | 6   |
| Strongly Disagree | 0                | 0   |
| Disagree          | 12               | 8   |
| Total             | 50               | 100 |

**Chart no: 04**

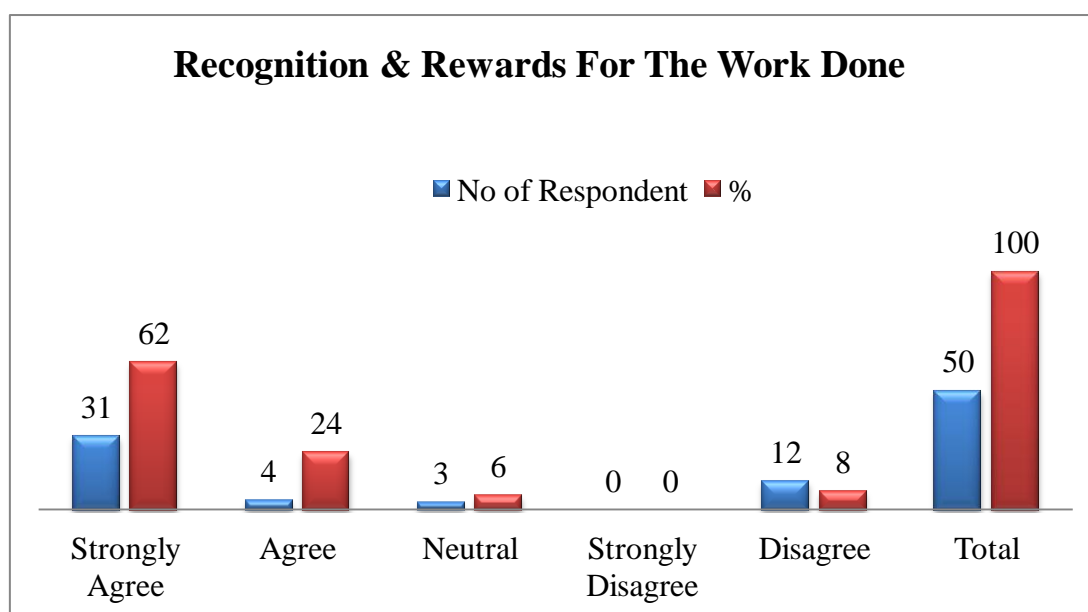


**Interpretation:** From the above chart we can interpret that 62% of the nurses strongly agree that the Performance Appraisal is Fair enough and 24% of them agree with that and 6% are neutral and other 8% disagree with that & 0% are strongly disagree with the Performance Appraisal is Fair in the Fortis hospital.

**Table no 05: Recognition & Rewards for the Work Done**

| Nature            | No of Respondent | %   |
|-------------------|------------------|-----|
| Strongly Agree    | 31               | 62  |
| Agree             | 4                | 24  |
| Neutral           | 3                | 6   |
| Strongly Disagree | 0                | 0   |
| Disagree          | 12               | 8   |
| Total             | 50               | 100 |

**Chart no: 05**

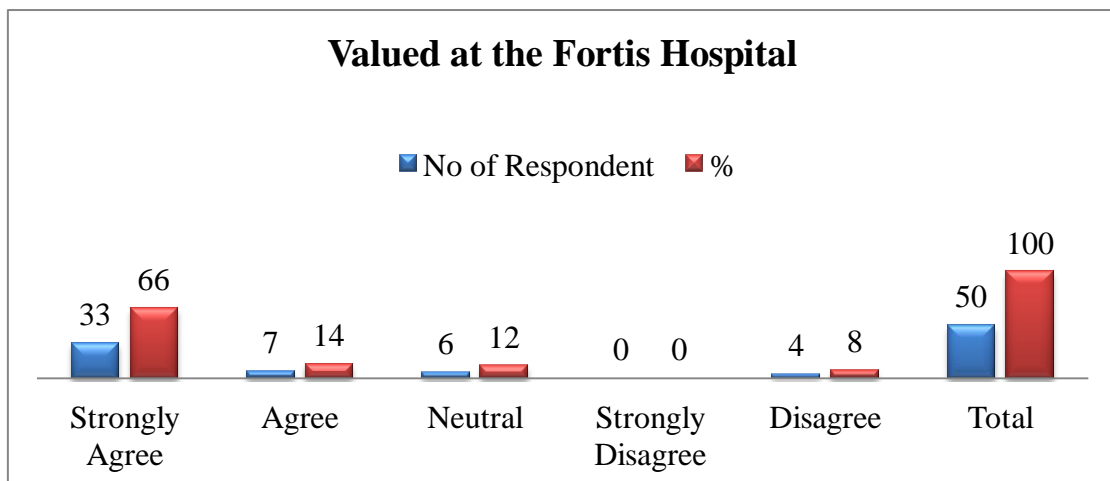


**Interpretation:** From the above chart we can interpret that 62% of the nurses strongly agree that there is Recognition & Rewards for the Work done and 24% of them agree with that and 6% are neutral and other 8% disagree & 0% are strongly disagree with the Recognition & Rewards for the Work done in the Fortis hospital.

**Table no06: Valued at the Fortis Hospital.**

| Nature            | No of Respondent | %   |
|-------------------|------------------|-----|
| Strongly Agree    | 33               | 66  |
| Agree             | 7                | 14  |
| Neutral           | 6                | 12  |
| Strongly Disagree | 0                | 0   |
| Disagree          | 4                | 8   |
| Total             | 50               | 100 |

**Chart no: 06**

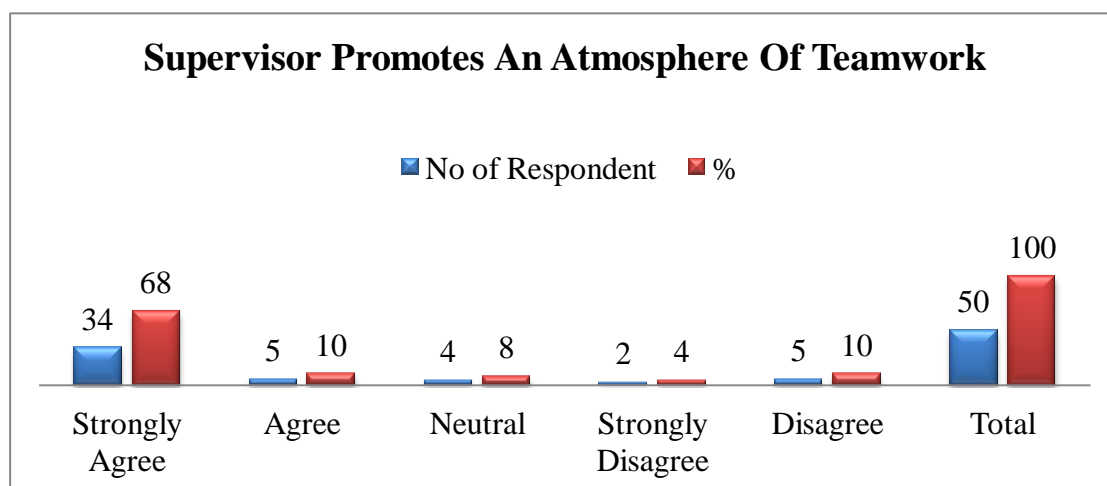


**Interpretation:** From the above chart we can interpret that 66% of the nurses strongly agree that there is Valued at the Fortis Hospital and 14% of them agree with that and 12% are neutral and other 8% disagree & 0% are strongly disagree with the Valued at the Fortis Hospital.

**Table no 07: Supervisor Promotes an Atmosphere of Teamwork**

| Nature            | No of Respondent | %   |
|-------------------|------------------|-----|
| Strongly Agree    | 34               | 68  |
| Agree             | 5                | 10  |
| Neutral           | 4                | 8   |
| Strongly Disagree | 2                | 4   |
| Disagree          | 5                | 10  |
| Total             | 50               | 100 |

**Chart no: 07**

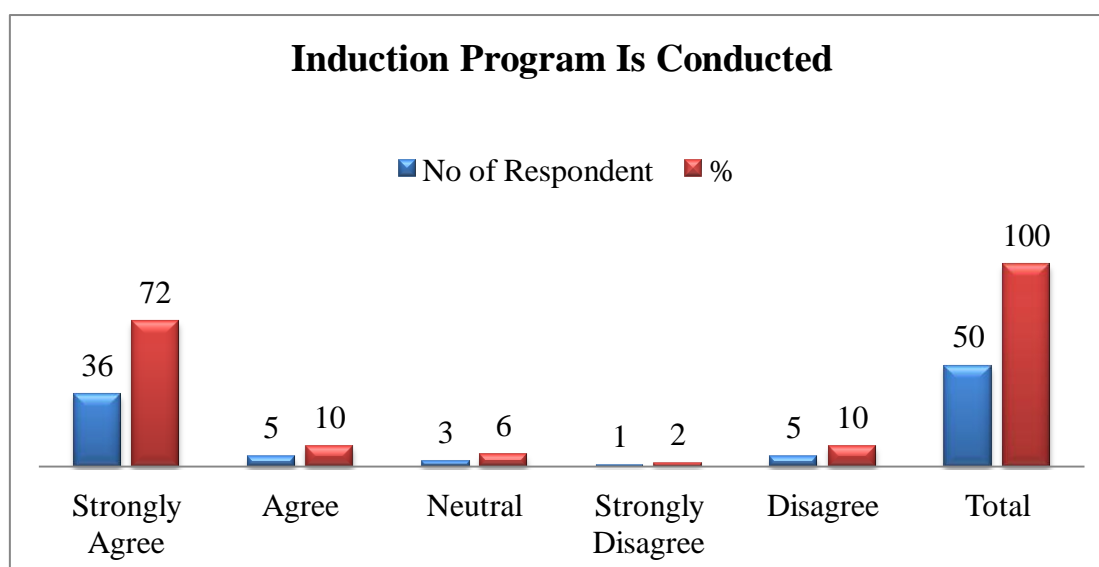


**Interpretation:** From the above chart we can interpret that 68% of the nurses strongly agree that there is Supervisor Promotes an Atmosphere of Teamwork and 10% of them agree and disagree 8% are neutral about the teamwork processing the Fortis Hospital.

**Table no 08: Induction Program Is Conducted.**

| Nature            | No of Respondent | %   |
|-------------------|------------------|-----|
| Strongly Agree    | 36               | 72  |
| Agree             | 5                | 10  |
| Neutral           | 3                | 6   |
| Strongly Disagree | 1                | 2   |
| Disagree          | 5                | 10  |
| Total             | 50               | 100 |

**Chart no: 08**



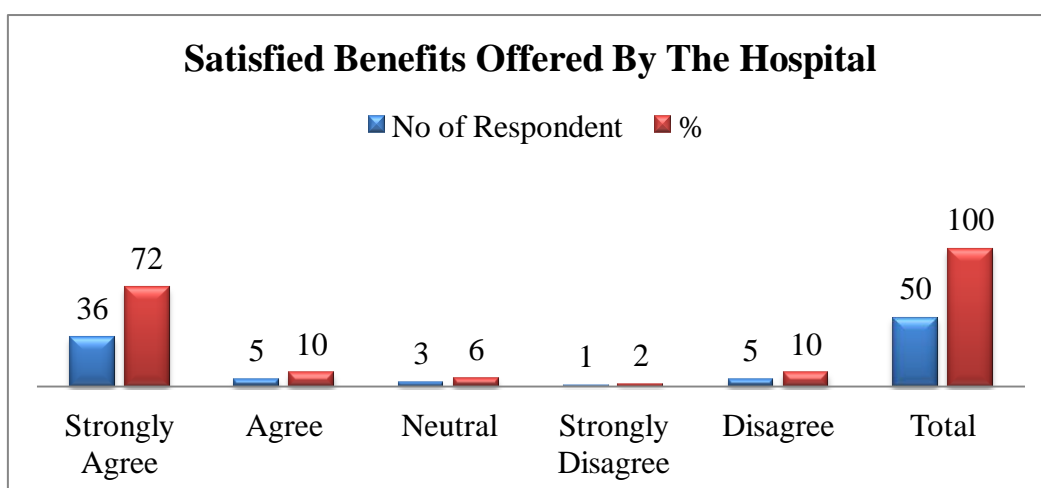
**Interpretation:** From the above chart we can interpret that 72% of the nurses strongly agree that there is Induction Program Is Conducted and 10% of them agree and disagree with the induction program 6% are neutral and 2% of them strongly disagreeing about the induction program in the Fortis Hospital.



**Table no 09: Satisfied Benefits Offered By the Hospital**

| Nature            | No of Respondent | %   |
|-------------------|------------------|-----|
| Strongly Agree    | 36               | 72  |
| Agree             | 5                | 10  |
| Neutral           | 3                | 6   |
| Strongly Disagree | 1                | 2   |
| Disagree          | 5                | 10  |
| Total             | 50               | 100 |

**Chart no: 09**

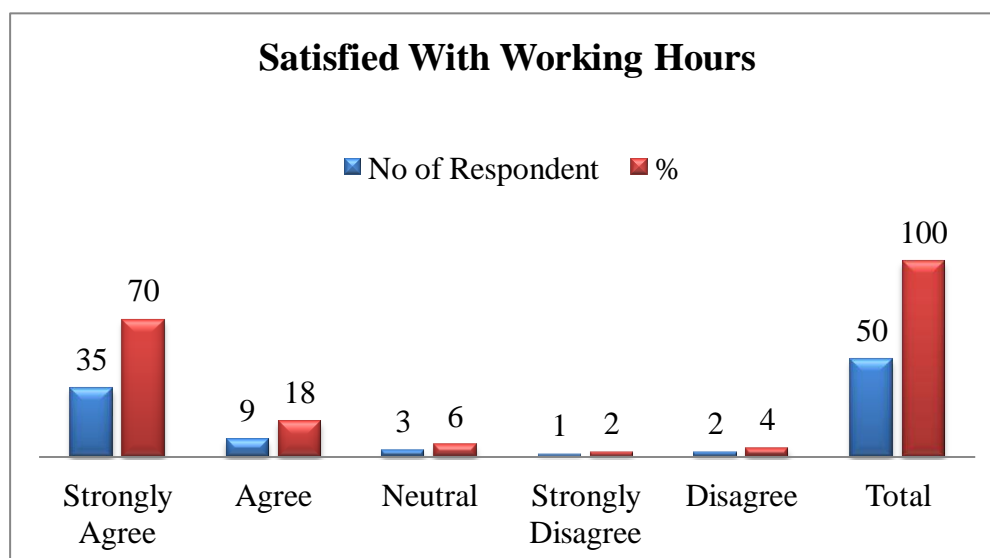


**Interpretation:** From the above chart we can interpret that 72% of the nurses strongly agree that they are Satisfied with Benefits offered by the hospital and 10% of them agree and disagree with the induction program 6% are neutral and 2% of them strongly disagreeing about the induction program in the Fortis Hospital.

**Table no10: Satisfied With Working Hours**

| Nature            | No of Respondent | %   |
|-------------------|------------------|-----|
| Strongly Agree    | 35               | 70  |
| Agree             | 9                | 18  |
| Neutral           | 3                | 6   |
| Strongly Disagree | 1                | 2   |
| Disagree          | 2                | 4   |
| Total             | 50               | 100 |

**Chart no: 10**

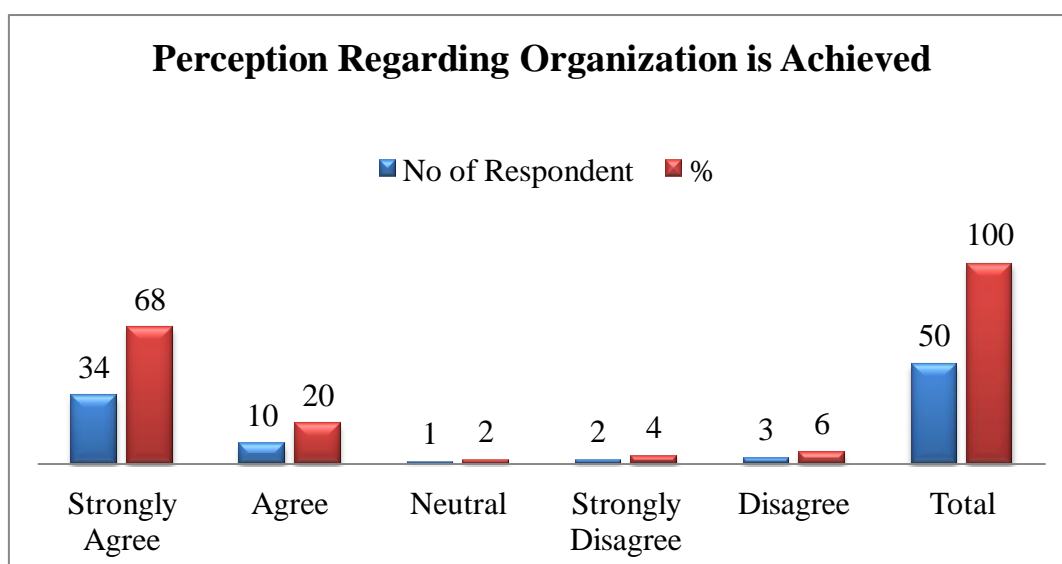


**Interpretation:** From the above chart we can interpret that 70% of the nurses strongly agree that they are Satisfied with working hours in the hospital and 18% of them agree to it and 6% are neutral and 2% they are strongly disagree and 4% are disagree with the working hours in the Fortis Hospital.

**Table no 11: Perception Regarding Organization is achieved**

| Nature            | No of Respondent | %   |
|-------------------|------------------|-----|
| Strongly Agree    | 34               | 68  |
| Agree             | 10               | 20  |
| Neutral           | 1                | 2   |
| Strongly Disagree | 2                | 4   |
| Disagree          | 3                | 6   |
| Total             | 50               | 100 |

**Chart no 11:**

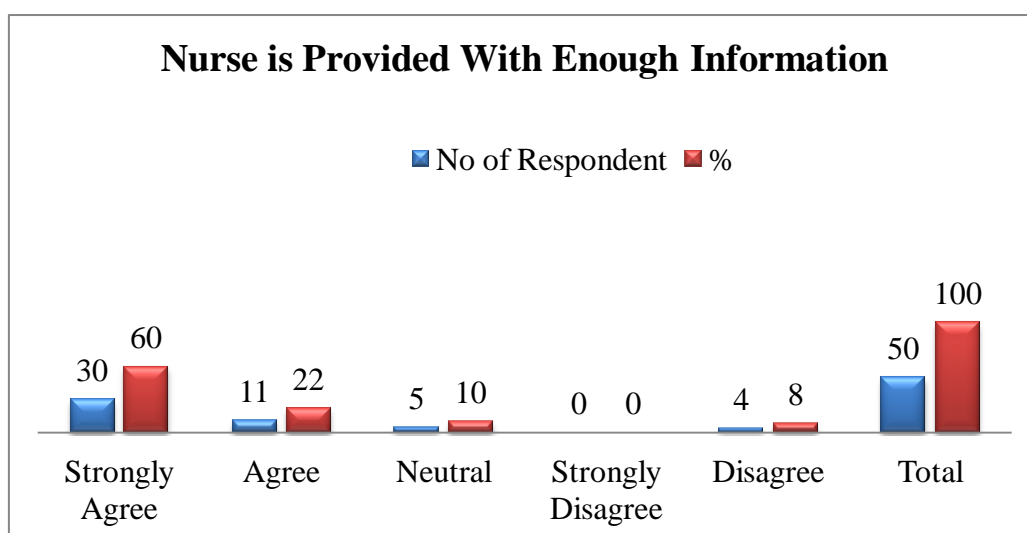


**Interpretation:** From the above chart we can interpret that 68% of the nurses strongly agree and 20% of them agree that there is perception regarding organization is achieved in the hospital and only 2% of them are neutral 6% of them disagree and 4% are strongly disagree regarding organization perception is achieved in the Fortis Hospital.

**Table no12: Nurse is provided With Enough Information.**

| Nature            | No of Respondent | %   |
|-------------------|------------------|-----|
| Strongly Agree    | 30               | 60  |
| Agree             | 11               | 22  |
| Neutral           | 5                | 10  |
| Strongly Disagree | 0                | 0   |
| Disagree          | 4                | 8   |
| Total             | 50               | 100 |

**Chart no: 12**

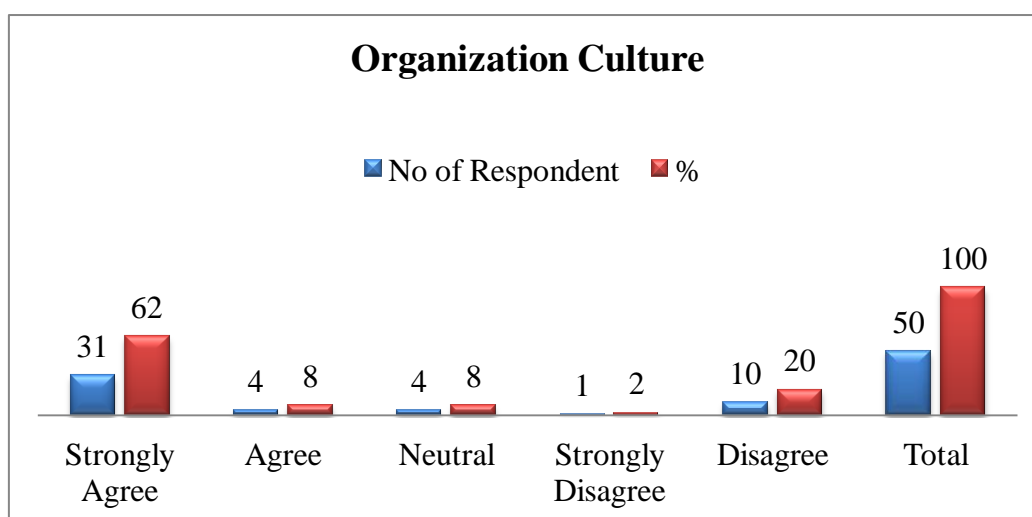


**Interpretation:** From the above chart we can interpret that 60% of the nurses strongly agree and 22% of them agree that Nurse is provided with Enough Information in the hospital and only 8% of them are disagree with that 10% of them are neutral in the Fortis Hospital.

**Table no13: Organization Culture**

| Nature            | No of Respondent | %   |
|-------------------|------------------|-----|
| Strongly Agree    | 31               | 62  |
| Agree             | 4                | 8   |
| Neutral           | 4                | 8   |
| Strongly Disagree | 1                | 2   |
| Disagree          | 10               | 20  |
| Total             | 50               | 100 |

**Chart no: 13**

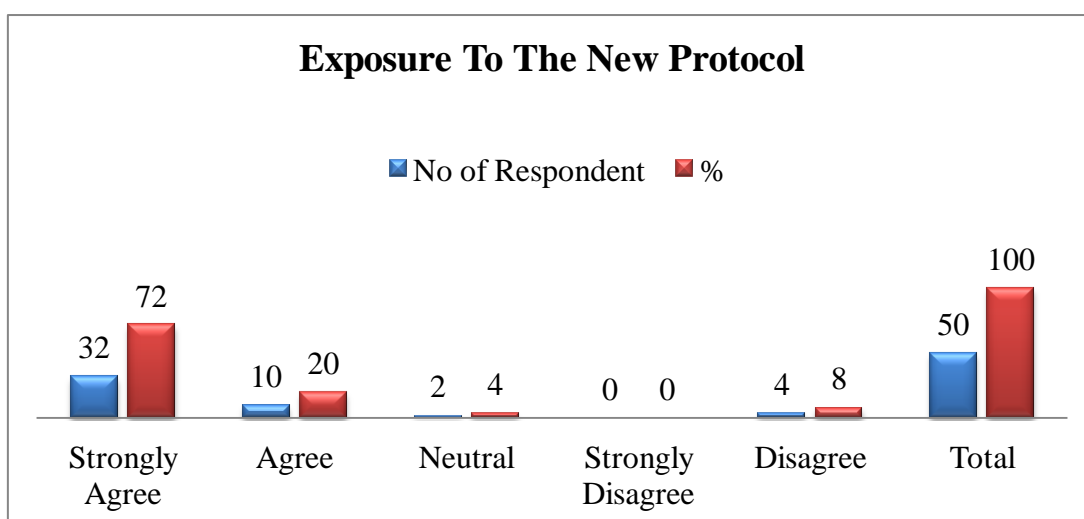


**Interpretation:** From the above chart we can interpret that 62% of the nurses strongly agree and 20% of them disagree with the organization culture in the hospital and only 8% of them are agree and other 8% of the are neutral only 2% are strongly disagree in the Fortis Hospital.

**Table no: 14 Exposures to the New Protocol.**

| Nature            | No of Respondent | %   |
|-------------------|------------------|-----|
| Strongly Agree    | 32               | 72  |
| Agree             | 10               | 20  |
| Neutral           | 2                | 4   |
| Strongly Disagree | 0                | 0   |
| Disagree          | 4                | 8   |
| Total             | 50               | 100 |

**Chart no: 14**

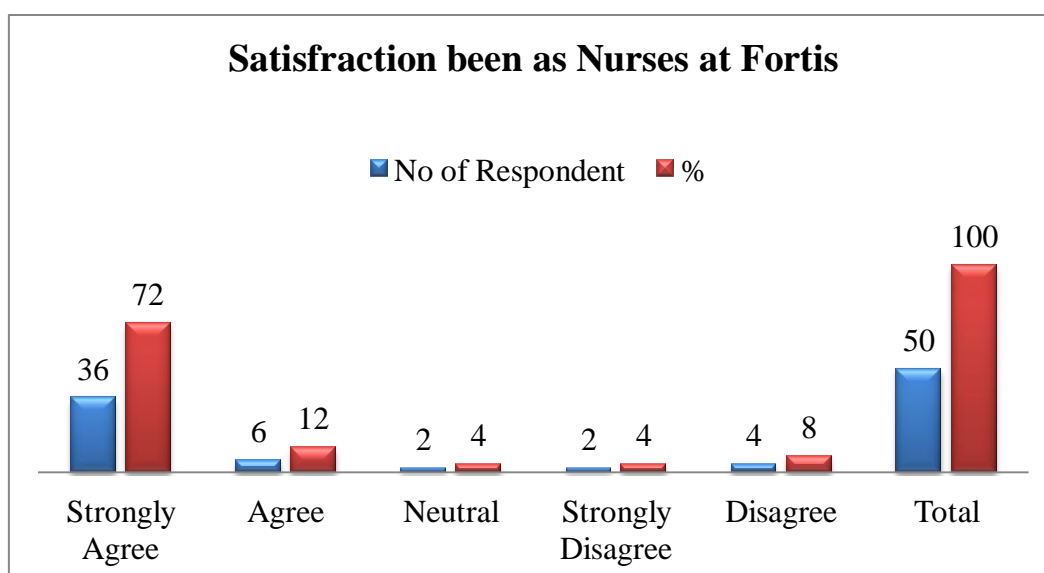


**Interpretation:** From the above chart we can interpret that 72% of them strongly agree and 20% of them agree to the exposure for new protocol in the hospital and only 8% of them are disagree with that and 4% of them are neutral only in the Fortis Hospital.

**Table no15: Satisfactions been as Nurses at Fortis**

| Nature            | No of Respondent | %   |
|-------------------|------------------|-----|
| Strongly Agree    | 36               | 72  |
| Agree             | 6                | 12  |
| Neutral           | 2                | 4   |
| Strongly Disagree | 2                | 4   |
| Disagree          | 4                | 8   |
| Total             | 50               | 100 |

**Chart no: 15**



**Interpretation:** From the above chart we can interpret that 72% of the nurses strongly agree and 12% of them agree that are happy been a nurse in the hospital and only 4% of them are strongly disagree and neutral and 8% of them disagree in the Fortis Hospital.

## **FINDINGS**

- ❖ The profiles of hospital respondents indicate that most of the respondents are females.
- ❖ The majority of staff nurses realise the company's overall priorities
- ❖ Most nurses (88 percent) are extremely pleased with HR procedures.
- ❖ The selection process satisfies 76 percent of the nurse.
- ❖ Majority of the nurse is satisfied with the working hours
- ❖ Majority of the nurse is satisfied with Formal Procedures for Handling Grievances.
- ❖ Only 24% of the nurse agree with the performance Appraisal at Fortis
- ❖ Majority of the nurse is satisfied with the medical benefits been provided by the hospital
- ❖ There is a proper disposal of the waste material in the hospital.
- ❖ They follow the good ethics in the hospital.

## **SUGGESTIONS**

- ❖ Management has to work on effective communication channel in the hospital.
- ❖ HR department has to maintain the proper tracker for the nurse.
- ❖ Management has to take care of retention of the nurse.
- ❖ They have to provide a safety measure induction to the new joining.
- ❖ They have provided a training program to the nurse which helps for the better carrier growth.



## **CONCLUSION**

As part of the project work, I got a chance to spend two months at Fortis Healthcare, Bangalore. It has helped me evaluate the organization's function, which has helped me to bring the theoretical aspects into realistic execution.

The present research is a severe attempt to assess Fortis Healthcare's Nurse Satisfaction. It is also important to consider the nurse's need before they leave the organization, and to fill it entirely. If nothing is done to meet nurse needs then there is a risk that the hospital will lose the skilled nurse to its rivals. It is also important to ensure the satisfaction of employees in every field.

I hope the hospital will be able to send its nurse out with total satisfaction and get good results in the future.

## **Bibliography**

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- **Rakesh chopre Publishing 2 edition New Delhi 2004 Human Resource Management UK**

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- **[www.fortishealthcare.com](http://www.fortishealthcare.com)**
- **[www.wikipedia.com](http://www.wikipedia.com)**

# QUESTIONNAIRE

|                             |                |
|-----------------------------|----------------|
| <b>SURVEY QUESTIONNAIRE</b> |                |
| Name:                       | Qualification: |
| Gender:                     | Dep:           |

1) Whether there is an adequate planning at hospital.

A) Strongly Agree

B) Agree

C) Neutral

D) Strongly Disagree

E) Disagree

2) Are you satisfied with the welfare facilities provided to you at Hospital?

A) Strongly Agree

B) Agree

C) Neutral

D) Strongly Disagree

E) Disagree

3) Do you feel that you're motivated during the work place?

A) Strongly Agree

B) Agree

C) Neutral

D) Strongly Disagree

E) Disagree

4) Whether the employee is satisfied with the initial training provided to them.

A) Strongly Agree

B) Agree

C) Neutral

D) Strongly Disagree

E) Disagree

5) Does the hospital recognize And Acknowledge your work?

A) Strongly Agree

B) Agree

C) Neutral

D) Strongly Disagree

E) Disagree

6) Are you satisfied with Job you're performing at Fortis Hospital.

A) Strongly Agree

B) Agree

C) Neutral

D) Strongly Disagree

E) Disagree

7) Do you like to explore yourself to the new rules and regulation?

A) Strongly Agree

B) Agree

C) Neutral

D) Strongly Disagree

E) Disagree

8) Whether there is a strong spirit of teamwork & cooperation among nurse.

A) Strongly Agree

B) Agree

C) Neutral

D) Strongly Disagree

E) Disagree

9) Are you satisfied with the leave policy at Fortis?

A) Strongly Agree

B) Agree

C) Neutral

D) Strongly Disagree

E) Disagree

10) Are you satisfied with the working hours at Fortis?

A) Strongly Agree

B) Agree

C) Neutral

D) Strongly Disagree

E) Disagree

11) Does your perception regarding organizational culture is achieved.

A) Strongly Agree

B) Agree

C) Neutral

D) Strongly Disagree

E) Disagree

## ACTIVITY CHART

| Sl. No. | Activity   | Activity Details  | Duration                              |
|---------|------------|---|---------------------------------------|
| 1       | Activity-1 | Understanding Structure, Culture and functions of the organization/identification of business problem from the Industry from the literature study | Week-1<br>[03-01-2020 to 11-01-2020]  |
| 2       | Activity-2 | Discussion with the guide for finalization of research design and instrument and presenting the same to the guide.                                | Week-2<br>[13-01-2020 to 20-01-2020]  |
| 3       | Activity-3 | Collection of data, editing of the collected data, coding, tabulating and presenting to the guide for suggestions for analysis.                   | Week-3<br>[21-01-2020 to 27-01-2020 ] |
| 4       | Activity-4 | Analysis and finalization of report and making presentation to the guide  | Week-4<br>[28-01-2020 to 08-02-2020]  |
| 5       | Activity-5 | Submission of final Report to the University before one week of the commencement of theory examination  | Week-5<br>[10-02-2020 to 15-02-2020]  |

**Name and Signature of the Student**