

Frist Interim Report

Master of Business Administration (MBA) Part 2

Submitted by

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Roll. Number 2019

Under the guidance of

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At

Vision Hospital

Mapusa, Goa.

Goa University



Goa Business School

January-February
2022

CERTIFICATE



Date : 5th May 2022

CERTIFICATE

TO WHOMSOEVER IT MAY CONCERN

This is to certify that Ms. Sajal Govenkar a student from Goa Business School, Goa University, Taleigao Plateau, Panjim-Goa has attended internships as Human Resource Intern at Vision Hospital, from 15th January 2022 to 05th May 2022.

During her internship with us she was punctual, dedicated to the assignments entrusted to her and was found to be a good team player. She was liked by her colleagues in the office and the hospital.

We place on record our thanks to her for her contribution in terms of valuable inputs to streamline the functioning of the HR department.

We wish her all success in her future,

Savio De Souza
Hospital Administrator



DECLARATION

I **Sajal Govenkar** Roll No **2019** hereby declare that this **Final Report** has been prepared by me towards the partial fulfillment of the requirement for the award of the Master of Business Administration (MBA) Degree under the guidance of **Dr. R. Nirmala**, also declare that this project report is my original work and has not been previously submitted for the award of any Degree, Diploma, Fellowship, or other similar titles.

Sajal Govenkar

Roll Number 2019

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1. Industry overview:

Indian healthcare delivery system is categorised into two major components public and private. The Government, i.e. public healthcare system, comprises limited secondary and tertiary care institutions in key cities and focuses on providing basic healthcare facilities in the form of primary healthcare centres (PHCs) in rural areas. The private sector provides majority of secondary, tertiary, and quaternary care institutions with major concentration in metros and tier I and tier II cities. India's competitive advantage lies in its large pool of well-trained medical professionals. India is also cost competitive compared to its peers in Asia and Western countries. The cost of surgery in India is about one-tenth of that in the US or Western Europe. As of November 19, 2021, >115 crore COVID-19 vaccine doses have been administered across the country.

The healthcare market can increase three-fold to Rs. 8.6 trillion (US\$ 133.44 billion) by 2022. In Budget 2021, India's public expenditure on healthcare stood at 1.2% as a percentage of the GDP. A growing middle-class, coupled with rising burden of new diseases, are boosting the demand for health insurance coverage. With increasing demand for affordable and quality healthcare, penetration of health insurance is poised to expand in the coming years. In FY21, gross direct premium income underwritten by health insurance companies grew 13.3% YoY to Rs. 58,572.46 crore (US\$ 7.9 billion). The health segment has a 29.5% share in the total gross written premiums earned in the country. Recent developments. Indian medical tourism market was valued at US\$ 2.89 billion in 2020 and is expected to reach US\$ 13.42 billion by 2026.

India is a land full of opportunities for players in the medical devices industry. The country has also become one of the leading destinations for high-end diagnostic services with tremendous capital investment for advanced diagnostic facilities, thus catering to a greater proportion of population. Besides, Indian medical service consumers have become more conscious towards their healthcare upkeep.

1.1. PESTLE Analysis:

Political:

Government hopes to provide innovative drug, expand facilities of healthcare insurance, and provide modern medical equipment and better service by implementing telemedicine in India. The motive is to revolutionize the delivery of healthcare services using information technology and communication. Lower public expenditure: lower public expenditure that means healthcare industry is highly dominated by the private sector.

Government facilities and functioning attract foreign investors through investor-friendly policies and tax incentives. During Covid-19 the Goa government took over the right to admission in all private hospital in the state as hospital were not reserving 50% of their total beds for the treatment of covid-19 patients and even some instances wherein private hospital were not providing covid-19 treatment under DDSY and charging patients exorbitantly and to ensure that hospital company to this decision a government officer was stationed at each private hospital.

The health legislations are very few as compared to the size and problems in the health care sector. There is a need for having a comprehensive health care act, framed in order to gear the entire health care sector to the objectives laid down in the different policies in India. Most of the common medico legal situations arise out on noncompliance with these rules and regulations. If a hospital or doctor acquaints well with these rules and regulation and follow them sincerely, he/she would be on the right side of the law.

Economical:

Healthcare expenditure comes from the private patients, it means the higher-income people who goes to private hospital are the ones who contribute more than the people who goes to government hospitals. Healthcare industry can be effected by many economic factors especially unemployment for an example if there is unemployment people will not have enough money to spend on their medicals this will result in likely the people will not able to pay the entire cost of any hospital or emergency room visit, so there are very less chances that the people will seek help when they become ill the people will select the health services they can afford. The cost of

medical devices which are used in hospitals for treatments plays an important role in the case of unemployment, people will not be able to afford higher rates of medical bills. Inflation and interest rates are other economic issues that effects both directly and indirectly influence the financial performance of healthcare industry this can impact on public spending policy and thought process of purchasing power. For an example if you are the manufacturer of an health care equipment there are high chances of health care organization will not invest in the products as there will be less demand for services.

Social:

The health segment has a 29.5% share in the total gross written premiums earned in the country. In June 2021, gross written premiums of health insurance companies in the non-life insurance sector increased by 40% (for the FY period up to June 2021) to Rs. 17,497.4 crore (US\$ 2.36 billion), driven by rising demand for health insurance products amid the COVID-19 surge.

The Healthcare industry size is estimated to reach US\$ 372 billion by 2022. Healthcare market in India is expected to reach US\$ 372 billion by 2022, driven by rising income, better health awareness, lifestyle diseases and increasing access to insurance. The healthcare sector is expected to generate 2.7 million new job in India between 2017 and 2022 over 0.5 million new jobs per year. The government of India aims to increase healthcare spending to 3% of the Gross Domestic Product [GDP] by 2022.

The country had 393 Ayurveda and 221 homeopathies Government recognized colleges. As of April 2021, over 75,500 Health and Wellness Centers were operationalized in India. The hospital industry size is estimated to touch US\$ 193.83 billion by 2020 and US\$ 372 billion by 2022. The e-health market size is estimated to reach US\$ 10.6 billion by 2025. Indian medical tourism market was valued at US\$ 2.89 billion in 2020 and is expected to reach US\$ 13.42 billion by 2026.

Technological:

India offers highly cost-competitive medical treatment and technological advances in area such as cardiology, cosmetic, orthopedic surgery, eye care, dentistry and preventive health check-ups.

Offers world class cardiac bypass surgery, organ transplants, hip replacement cosmetic, dental surgery and vision correction. India is also medical destination for many international patients around the world. Talking about Vision Hospital it is equipped with ventilators, multi-parameter monitors, defibrillators, and other equipment's required to provide care for critical patients and state of the art modular operation theatre complex equipped with latest operating tables, anesthesia workstations from dragger, for safer anesthesia in high risk patients, multi parameter patient monitors, also equipped with laminar air flow systems to provide comfortable environment for patient and surgeon as well as to maintain international standards of care.

Environmental:

Talking about Indian health care industry health care organizations has to comply with bunch of environmental laws. Hospitals should carefully evaluate the environmental laws that are necessary to comply with for its operation in the industry. Some of the environmental laws which need to be complied to are bio-medical waste management rule, in which bio-medical waste shall be treated and disposed of in accordance with schedule I, and in compliance with the standards provided in schedule II by the health care facilities and common bio-medical waste treatment facility. Other laws that need to be complied are The Water (Prevention and Control of Pollution) Rules, The Air (Prevention and Control of Pollution) Rules, Environment Protection Rule, Rules regarding the safe discharge of effluents in the public sewers /drains and many other laws failing to comply will led to cessation of work and even cancellation of licenses.

Legal

There are various laws governing the health care organization which every organization has to comply with for example laws governing the commissioning of hospital, laws governing to the qualification / practice and conduct of professionals, laws governing to sale, storage of drugs and safe medication, laws governing management of patients, laws governing environmental safety, laws governing employment and management of manpower.

1.2. Porter's five forces analysis:

Threat of substitute products and services:

Threat of substitute is medium as a customer (patient) prefers cheaper or less price prescriptions medicines, so the customer will always opt to go where they are able to find cheaper price. Do it yourself strategy is most use now a days a people want to research about the home remedies to get cure themselves at home and keep of the medical equipment's at home and even sine people prefer to search remedies online and try to act as doctors.

Threat of new entrants:

Threat of new entrants in the healthcare sector is medium to high because. Setting up of hospital is not that easy are need to comply with bunch of raise and regulations. Even though government is encouraging FDI in the country, there are very few FDI hospitals in Goa and India other forms of funding are more prevalent. The reason for this can be long gestation period of investment and relatively law rate of return.

Bargaining power of suppliers:

Bargaining power of suppliers is high. Suppliers hold a very strong bargaining position. As it is completely depended on its service and products and also there are high demand for medicines. As people don't stop getting sick. Despite the increase in healthcare cost, demand does not stop because people and also the government is more concerned about people's health and quality of life.

Bargaining power of buyers

When it comes to bargaining power of customers in hospital, the customer are in a weak bargaining power or in other words, customers hold a less position to bargain as the rate/ fees are fixed to pay. As a patients (buyer) of medicine, they do not have many choices and should take the medication as prescribed by their doctors.

Rivalry among existing players

There is high intensity of competitive rivalry. Most in private healthcare, as all the organizations are investing a hefty amount of money for their R&D requirement so they develop the new drug in the market before the other competitors do. The competition can be strong as there are several clinics that are run by private individuals, where patients can seek healthcare.

2. Company Overview:

2.1. Introduction:

Vision Multispecialty hospital was established in the year 2012 in Mapusa, by Dr. Chandrakant Shetye (Among the many firsts to his credit, Dr. Shetye is the first who implant the Toric lens, first to implant the Alcon trifocal lens and also the first in Goa to do refractive lens exchange surgery). It is one of the top players in the category hospitals in the Goa. Vision Care, center for advanced eye care offers a wide range of medical and surgical care for eyes. Vision being the only super specialty eye hospital and the premier institution in Goa for their ophthalmology services, which provide advanced eye care diagnosis, and treatments. In Goa, this establishment occupies a prominent location, it has Vision Multispecialty Hospital, Vision Hospital at Duler Mapusa, Vision care (center for advance eye care) at Duler Mapusa and Sawantwadi, Vision Clinics at Patto-Panjim and Vision Care (optometry Clinic) located at Vengurla, Dodamarg and Reddy.

The vision super specialist ophthalmology consultants have completed their fellowship from premier institution from the country and have vast and significant experience in their areas of super specialization. The vision team uses state of art diagnostic and surgical equipment, offering good overall range of eye care services and ensuring treatment to the patient's individual needs. Their eye care services are backed up by a team of qualified and dedicated optometrists, nurses and paramedical staff. Vision as a business has established a firm foothold in its industry. The belief that customer satisfaction is as important as their products and services have helped this establishment garner a vast base of customers, which continues to grow by the day. This business employs individuals that are dedicated towards their respective roles and put in a lot of effort to achieve the common vision and larger goals of the company. In the near future, this business aims to expand its line of products and services and cater to a larger client base. It is an effortless task in commuting to this establishment as there are various modes of transport readily available.

2.1.1. Quality Policy: We, Vision Multispecialty Hospital, declare our commitment to meet and surpass the requirement and expectations of all our valued patients by providing, compassionate and high-quality health care services at affordable rates.

2.1.2. Tag line of Vision Hospital: Restoring the joy of Health

2.1.3. Vision: To be the leader of advanced affordable healthcare in the region.

2.1.4. Mission: To work as a team to meet the demands of the community and to be the best healthcare provider by adopting the finest healthcare standards available.

2.1.5. Tie ups with corporate and insurances companies:

Goa Deen Dayal Swasthya Seva Yojana, Cholamandalam MS General Insurance, Dedicated Healthcare services TPA (India) Private Limited, Konkan Railway Corporation LTD., ACGL, Indian overseas Bank, Cigna ttk Health Insurance, Religare values that bind Health Insurance, Max Bupa Health Insurance, ICICI Lombard General Insurance, Vidal Health Third Party Administrator, Union Bank of India, Kalyani, Media Assist, SBI, MRF, GKB Ophthalmic Ltd., Aditya Birla Health, Universal Sompo general insurance co. ltd., Titan, HDFC ERGO general Insurance, Medicare TPA services (I) pvt. Ltd., United health care Parekh, Diebold innovation delivered, Goa shipyard limited, GENO pharmaceuticals limited, Bajaj Allianz, Paramount health, Ericson insurance TPA pvt. Ltd., Apollo Munich health insurance, Star personal and caring, Canara bank, SESA Goa, CSIR- National Institute of Oceanography, Amsar, Reliance general insurance, Corporation Bank, E-mediate and BRAJ Banani group, GMD, Customs and Central Excise.

2.1.6. Capacity of the Hospital: -

Vision Hospital is purpose built for the delivery of specialized care and offering maximum comfort for patients. Vision Multispecialty Hospital is an ultra-modern Multispecialty Hospital with 40 beds which include 5 beds for critical care, in an Intensive Care unit equipped with state-of-the-art ventilators, infusion pumps, arterial blood gas analyzer and patient monitoring systems.

Vision Multispecialty hospital offers a comprehensive range of medical services and specialist care to the community. Vision Multispecialty Hospital also has a Modular operation Theatre Complex, comprising of three operating theatres, equipped with laminar Air flow, Hep Filters, centralized medical gases and support facilities.

2.1.7. Equipment's & Phacoemulsification Technology: -

At vision care the most advanced equipment is used to ensure that your eyes are treated with the best available technology. Vision care is equipped with the Infiniti Vision System and Centurion Vision System both from Alcon USA. The state of art modular operation theatre with laminar air flow is also equipped with a Carl Zeiss OPMI 1 FR and Carl Zeiss OPMI LUMERA 300 operating microscopes. Also used in the OT is an Alcon Constellation Vitrectomy System for Retinal & Vitreous Surgery.

The Diagnostic Unit is equipped with a Carl Zeiss IOL master, a Carl Zeiss Optical Coherence Tomography Machine, Iridex Green Laser, and a Carl Zeiss Fundus Fluorescein Angiography Machine. The perimetry unit is also from Carl Zeiss. As a referral center across multiple disciplines, it attracts patients requiring complex medical procedures. It has a center for Endoscopic surgeries and Minimal Access, and a high-end dialysis unit. The entire hospital is equipped with ultra-modern equipment's. Basic Equipment; Advanced Medical Imaging, 3D Ultrasound Imaging, Echocardiography, Color Doppler, C-Arm, Digital X-ray, Portable X-ray, Cardiac Monitoring, ECG, Holter Monitoring, Computerized Stress Test, Others.

2.1.8. Staff:

Total number of Staff at hospital is above 250. The staff at this establishment is courteous and prompt at providing any assistance. They readily answer any queries or questions that you may have. Pay for the service with ease by using any of the available modes of payment, such as Cash, Claque. This establishment is functional from 00:00 - 23:59. By combining medical expertise with high standards of personalized care, in a friendly and compassionate environment, their focus is to provide a hassle-free experience for their dear patients. A very highly qualified and vastly experienced team of Super specialists, Specialists and Consultants who are backed up with widely experienced Resident Medical Officers, Nurses, and Para medical staff, offer to their patients dedicated services round the clock.

2.1.9. Services provided by hospital:

- 24 hours Emergency, Accident and Trauma Care
- 24 hours Diagnostic services including CT Scan, X-Ray and Pathology Laboratory.

- State of the art modular Operation Theatre Complex and 10 bedded intensive Care Unit.
- Physiotherapy and Rehabilitation Center.
- 24 hours Ambulance Service
- Surgical ICU, Dialysis, Health check-up, In house Optical Showroom, Modular Operation Theater, Pulmonary Function Test, Electro-Encephalography (EEG), INFRASTRUCTURE FEATURES.
- The Hospital is equipped with a complete range of Infrastructure facilities required to operate in a modern Hospital.
- Two Standby Generator (Two 250 KVA capacity), Central medical gases system, Electrical sub-station, Two stretcher Elevator, One passenger Elevator, Fire Fighting System, Two Cafeteria.

2.1.10. Hospital specialties:

Aesthetic and plastic surgery, Anesthesiology, Arthroscopy and joint, Bariatric (obesity) surgery, Chest medicine, Dentistry, Dermatology, Diabetology, Endocrinology, Ent, Fertility clinic, Fetal medicine, Gastroenterology, General surgery, Hematology, Internal medicine, Intensive care unit, Neurosurgery, Nephrology and dialysis unit, Ophthalmology, Orthopaedics & joint replacement, Obstetrics and gynaecology, Paediatric, Pathology, Pediatric surgery, Physiotherapy, Psychiatry, Radiology, Rheumatology, Sexology, Urology

2.1.11. Vision dental clinic:

The dental office combined with an innovative diagnostic center with high end equipment's, specializes in Cosmetic, Implant, Restorative, Full Mouth Rehabilitation and General Dental Services.

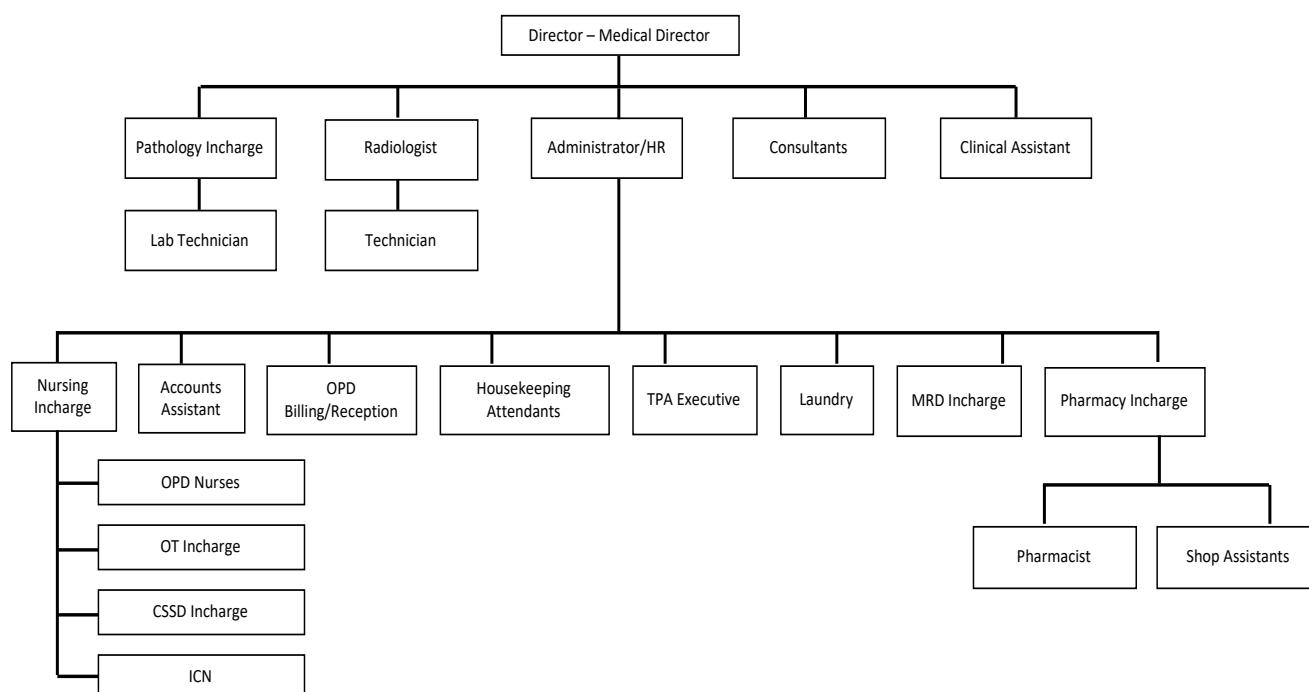
They provide services like: Full Mouth Rehabilitation (FMR), Smile Designing, Implant, Esthetic / Cosmetic Dentistry, Fixed Prosthesis (veneers Crown Bridges), Removable Prosthesis (Dentures), Restorative Services (Fillings), Teeth Whitening, Scaling & Polishing, Orthodontics (Invisible braces), Endodontics (Root Canal Treatment), TMJ Treatment, Oral Surgery, Periodontics (Gum treatment), Pedodontics (Dentistry for kids). Vision hospital have Advanced Dental Technology, Preventive & Restorative Dental Services, Dental Emergencies, Cosmetic Dental Procedures, Personalized Gentle Care, State of the Art Equipment, Affordable Treatments for all, Premium

Cosmetic Services, Gum Recontouring, Enamel Recontouring, Orthodontics / Invisalign, Veneers, Inlays / Onlays Dental Implants, Teeth Jewelry, Gum depigmentation, Metal Free Crown (All Ceramic) Bridal Smile Makeover.

2.1.12. Vision eye care:

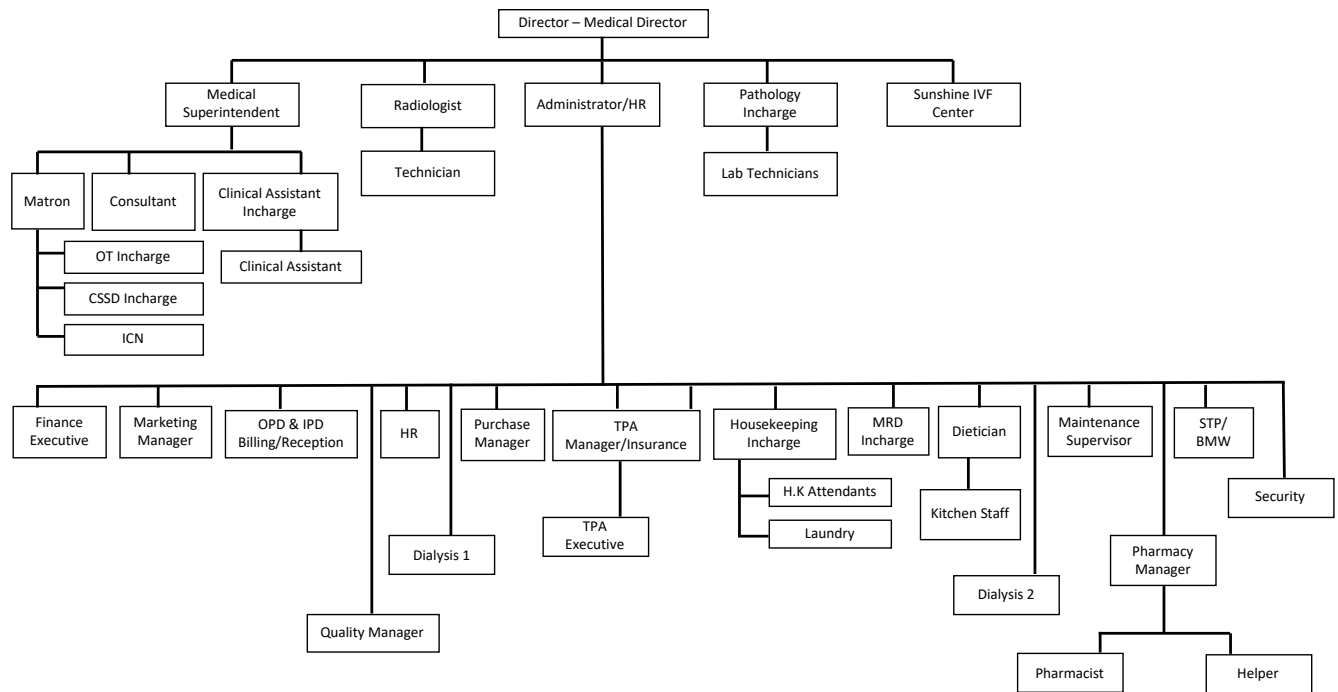
small incision suture less cataract surgery, Phacoemulsification, Foldable & non foldable lens, Multi focal and toric lens, Topical phaco, ND Yag laser, Optical coherence tomography, FFA, Retinal laser, Vitrectomy retinal surgery, Suturless vitrectomy, Functional & cosmetic, Eye lid surgery, Lacrimal surgery, Orbit reconstruction, Socket surgery, Artificial eye placement, Botox & Dermal filler injections, Applanation Tonometry, Perimetry, Shunt & implants, Medical and surgical management of glaucoma, ROP Screening, Visual acuity screening, Squint & diplopia, Keratoplasty, Corneal degeneration, Contact lens, Corneal infection & trauma, Ocular immunology, Uveitis, Ocular allergy & inflammation.

2.1.13. Organizational structure of vision-multispecialty hospital



Graph - 01

2.1.14. Organizational Structure of vision hospital



Graph - 02

3. SWOT Analysis:

Strengths:

Highly qualified and vastly experienced team of super-specialty, and specialist consultants. set up of 40 bedded facility includes a fully equipped 12 bedded intense care unit (equipped with ventilators, multi-parameter monitors, defibrillators, and other equipment's required to provide care for critical patients) and state of the art modular operation theatre complex (equipped with latest operating tables, anesthesia workstations from dragger, for safer anesthesia in high risk patients, multi parameter patient monitors, also equipped with laminar air flow systems to provide comfortable environment for patient and surgeon as well as to maintain international standards of care).

Vision hospital has two ambulance providing services manned by doctors, nurse and paramedics. Patients are safely and speedily transferred to the hospital by our staff using our emergency services. Vision hospital has dedicated international patient coordinator who assist in all the possible way i.e. providing weather information to international patients to migrate for medical purpose along with visa invite and from providing local sim card to foreign currency exchange even provide travelling facility and booking rooms for stay. Brand value of vision hospital especially in eye care unit provide hospital with good revenue stream thus making it a core strength to hospital.

The hospital has its own in-house pharmacy, canteen facility and optical store, which enables patients to conveniently arrange for medicines. The hospital has the best doctors and support staff one can hope for. It has spotlessly clean and well-maintained facilities. Hospital offers their patients the best possible care in a friendly and compassionate manner at reasonable cost. Vision hospital now has a dedicated and comprehensive trauma team for management of emergency (accident) and trauma patients. Hospital also deals with numerous international insurance companies as they have a lot of patients who are from different part of the world.

Weaknesses:

As patients comes from different locations, along with it brings language barrier however, receptionist should know to communicate effectively. Communication is one of the important parts when dealing with clients/ patients. After observing and understanding patient's feedback I found that the staff lacks behind in soft-skills, polite approach and effective communication towards patients. Till now MRI facility is not available. When it comes to online consultation staff seems to be in hurry which leaves patient with lack of guidance. No proper appraisal system or process in place.

Opportunities:

One of the opportunities will be to provide MRI facility to the patients which are currently not available at the hospital. Conducting regular training sessions with respect to effective communication dealing with patients and positive approach will help the vision hospital stuff.

Setting up effective appraisal system will help to boost the moral and performance of the staff. If hospital provide critical data and information to players or companies that produces drugs can help speed the development of drugs and decrease the cost of research and hospital can gain edge in the sector. Use of sophisticated big data tools to predict patients need, hospital can not only identify which risk factors lead to patient issues but also which patients to monitor more closely.

Threats:

District Hospital, Mapusa; Primary health center, Aldona; Modern homeopathy, Mapusa; Sankalp nursing home, karaswada, mapusa is a competition for the vision hospital. There are many staff leaving vision hospital for better opportunities outside so loss of key staff or associates can turn into threats. Adverse changes in reimbursement or regulations can be another reason for threats for vision hospital. Other threats could be employee poaching by other hospitals which could lead to loss of valuable resource of the hospital.

4. VRIN Analysis:

Valuable:

The eye care service which is the specialty of the hospital is a valuable resource, as much patience prefers vision hospital for their eye care services. The brand “vision” hospital is the valuable resources as Dr. Chandrakant Shetye is the first who implant the Toric lens, first to implant the Alcon trifocal lens and also first in Goa to do Refractive lens exchange surgery and being the only super specialty eye hospital and the premier institution in Goa.

Tie ups with corporates and insurance companies is also valuable resource to the hospital because of the understanding between hospital and insurance companies’ settlements are done on the faster way. Advance technology is another valuable resource to the hospital as it is equipped with technology from Alcon USA like Infiniti Vision System, Centurion Vision System etc. which ensures that eyes are treated with the best available technology. VIRO analysis shows that doctors are a valuable resource to the hospital as they are highly trained and specialized and this leads to more productive result for the hospital and translate into greater value for the end customer (patients).

Rare:

The services provided for the international patients is rare as per me as the vision hospital has appointed international patients coordinator his duty is to provide the international patients with the services like providing all the necessary information about treatment, cost, period after diagnosing the condition via online consultation and then provide them with the visa invite. Even weather conditions are being informed by the coordinator so that international patients can plan accordingly. Hospital even do the required pick-up arrangements and room booking, even they assist with the foreign currency exchange as and when required, this makes it a rare resource to the hospital.

Imitable:

Brand awareness of the vision hospitals is not imitable as vision hospitals have successfully created the brand image; this has provided a sustainable competitive advantage and is one of the leading brands in the sector, especially in eye care.

Advance technology which vision hospitals use like infinite vision system, a centurion vision system and much more technology which ensure that eyes are treated in best ways this came be imitable but it will be very costly to the organization.

Vision hospital provides international patients services where they provide the patients with the invite visa and also arrange rooms, pickup, money exchange, SIM card service along with medical services; this can be imitable if the organization has good contact and resource.

Non-substitutable:

Vision hospital image and reputation is non-substitutable this image is been created past 10 years and is growing into a strong brand. The service offered by Dr. Chandrakant Shetye is non-substitutable; he is a specialist of eyes care, Experienced In private practice for more than 18 years since 8 November 2002. Operated more than 30000 cataract cases to date and with the help of the new equipment and technology the services which are provided are non- substitutable.

5. Tasks Carried out at Vision Hospital

- **Leave management:**

calculated the leaves as per the leave policy of the vision hospital. In vision hospital the leave management is calculated by using accumulating method and I was told to calculate EL (Earned leaves). Vision hospital should calculate leaves from November but from this year it has been changed and decided that they will be calculating leaves as per calendar year that is from 1 Jan. to 31 Dec. of every year, all this while I was told to maintain book for employees where the calculation of earned leaves was to be updated.

- **ABRY benefit:**

ABRY benefit with respect to PF calculation, here the ABRY benefit is given for (24 wage months) i.e. 2 years from the date of registration. The new employees joining with a monthly wage less than 15,000 are eligible for the ABRY benefit. If the organization has less than 1000 employees then the government pays for both employees 12% and employers 12% that totals up to 24%.

- **Appointment letter** - Giving of Appointment letters to doctor and staff.

- **Documentation**

Carried the documentation work wherein all the personal files of all employees were sorted out and prepared a checklist of required and missing documents.

- **Creating automated system**

Creating an automated system to feed the data of employees under one system. Vision hospital should maintain employee's data manually which was time consuming and costing them for books. I am creating an excel system wherein all the data of employees will feed in to the system and in one click they can find employees data easily this will save time and cost.

- **E-nomination** - Did the filing of e-nomination of employees.

6. My learnings

- Got to learn how vital it is to have strong and positive mental state when working or even in personal life for that matter and which has great impact on personality.
- If you are not sure about something it is always better to seek clarification on it rather than wasting energy, time and resources by doing things wrong and getting into trouble.
- Learnt about how important it is to have good listening, communicating and understanding ability and if one has it than half of the problem is solved there itself.
- During the internship period I learnt how to put my skills and available knowledge into action (things that I learnt at college I actually put that into practice for e.g. knowledge about PF and other benefits).
- I learnt about how good working environment or culture can add greater value to one's work and get most out of it.
- Sense of accomplishment: Thing which I learned during the internship period is when you complete tasks you should have a sense of accomplishment that you hit another milestone, which builds self-motivation and you want to strive even more to accomplish another milestone.
- Believe in yourself: Working as an intern and completing tasks assigned by Administrator and hospital gave me confidence to believe in myself. Believing yourself is not only vital to your success but it also helps you feel much more competent and confident in every task you do.
- Taking constructive criticism well : As an intern, I learned how to handle criticism with grace (from watching co-workers receive criticism), which built my confidence in a professional setting, and I know how to respond to it professionally and respectfully, which will definitely help me in my career.
- "It's ok to do mistakes" : This statement varies depending upon the leadership style and organisation. In some organisations it is not ok to do mistakes particularly at hospitals as it can result in dangerous circumstances so, you have to be active and stop making mistakes.

7. Problems Analysis:

- There was a problem which was raised, the complaint from one of the patients that his reports were not clearly visible so thought that there is problem in the machine but then it was found that the employee who was appointed to operate the machine did not know how to use the machine properly.

Suggestion: I would like to suggest that there should be training session in all kind of services they need to cater the patients this will help the hospital to reduces the complaints from the patients.

- According to my observation the main problem I have identified is the lacking of communication skills in the front office area.

Suggestion: as per me they need to be trained to speak properly and clearly to the patients and have a helpful nature and give proper guidance to the customer.

- A complaint had come from patient that his report was changed with some other patient and it could have been a big trouble if he would have got wrong treatment referring to changed report. Then it was found that due to negligence of the nurse reports were exchanged.

Suggestion: Here the role of Emotional Intelligences comes into picture. The presence of mind in the workplace is very vital so, hospital should come with some stress management activities to employee's even small breaks in between will help to refresh the mind and focus on work.

- Another problem is about the recording of data which is done manually and demands lot of time to search employee's data when required even leave management is recorded only in manually mode.

Suggestion: to solve this problem and to save plenty of time, I created the system wherein all the data regarding leave could be feed in the computer using excel and within one click they could find the required data

8. Conclusion

Having good brand value Is not the ultimate thing having good internal practice with respect to employees is equally important. After analyzing and studying the hospital's strategic position and after identifying the problems that are existing in the hospital, in my opinion, hospital staff needs to refrain from the fear of asking questions and opt for seeking clarification so that they can do their work without making any mistakes. Another thing that hospital is lacking behind is constructive criticism and effective feedback as giving harsh feedback can affect the work environment which will affect the performance of the employees. Also, they need to be trained on how to provide concise and effective instructions. Another major problem was that the employees were leaving the hospital too frequently because of various reasons and this encouraged me to work and identify the reason behind employees leaving the organization which lead me to my project topic “Factors affecting employees Job satisfaction and does it lead to employee turnover”

9. Research Project

Factors affecting employees Job satisfaction and does it lead to employee turnover

9.1. Introduction

Employee dissatisfaction and attrition affects the productivity of employees and Hospital. If employees are dissatisfied with their jobs, they are thought to be less productive and more prone to turnover. The study of job satisfaction focus on the various parts that are related to attitudes predispose an employee to behave in certain way so, job satisfaction is important as it is linked to many variables including productivity, absenteeism's and turnover this leads to increase in cost and loss of time. According to Hoppock he says job satisfaction can be explained as a combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job (Hoppock, 1935). According to Davis he says it is about the positive or negative feelings that employees has towards their job. He also says that it's the behavior of employee which counts for job satisfaction (Davis et al.,1985). To increase the profitability, it is important to reduce employee attrition. Having sufficient employees with right skills is vital for executing business. There are various theories related to motivation & job satisfaction like Maslow's theory which states that employees desire more when their subsequent needs are satisfied. Important thing about job satisfaction is, employees who are satisfied at work are the one who stick to their jobs. Another theory by Frederick Herzberg states that there are two dimensions namely "hygiene" and "motivation" job satisfaction and dissatisfaction exist on two different continua, each with its own set of factors. This runs contrary to the traditional view of job satisfaction, which posits that job satisfaction and dissatisfaction are interdependent. So, job satisfaction is correlated with employee retention. This study will help the management to focus and improve the factors those affecting employee job satisfaction and eventually it will reduce the employee attrition and retain them.

9.2. Problem statement

The grave issue encountered by the hospital is regarding the shortage of employees This phenomenon is due to the employees leaving the hospital. The number of turnover rates in private hospital is high due to which hospitals management face problems. At XYZ hospital attrition of employees seems quite high and which incurs lot of resources and time so, it is important to better understand the factors and reasons behind job dissatisfaction and employees

leaving the hospital. Identifying this reason and factors will help the management in the areas of compensation, benefits, training, and supervisor relations, identifying this factor will help the hospital to retain employees with highest level of job satisfaction.

9.3 Research questions

- What is the relationship between job satisfaction and employee turnover?
- Does organizational factors Compensation level, career development, Leadership style affect job satisfaction and does it lead to turnover?
- Does personal factors; education, expectation and gender affect Job satisfaction and led to turnover?

9.4 Research objectives

- To analysis the relationship between job satisfaction (OF+PF) & job satisfaction (PF) with employee turnover.
- To understand whether there is significant relationship between organizational factors; Compensation level, career development, Leadership style jointly on employee turnover.
- To study and identify whether personal factors like education, expectation and gender jointly has statistically significant relationship with employee turnover.

9.5. Research Hypothesis

- **Null H₀:** There is no co-relation between job satisfaction (OF+PF) and job satisfaction (OF) with employee turnover.
- **H₁:** There is a correlation between job satisfaction (OF+PF) with employee turnover.
- **H₂:** There is a correlation between job satisfaction (PF) with employee turnover.

Note: Look for Section B – 2.3, for Organizational Factors (OF) and Personal Factors (PF)

- **Null H₀:** Organizational factors; Compensation level, career development & Leadership style jointly has no significant relationship with employee turnover.

- **H₂:** There is a significant relationship between Organizational factors; Compensation level, career development & Leadership style jointly with employee turnover.
- **Null H₀:** Personal factors like education, expectation and gender jointly have no statistically significant relationship with employee turnover.
- **H₃:** Personal factors like education, expectation and gender jointly have statistically significant relationship with employee turnover.

9.6. Scope of study

The research is concerned with the factors affecting job satisfaction at Vision Multispecialty hospital, it will test whether there is relationship between job satisfaction and employee turnover, so that we understand the reason behind employee leaving the hospital, the research study is also focusing on identifying impact of organizational and personal factors influencing the job satisfaction and turnover. Research will help to understand how to improve on factors those impacting job satisfaction and will help to retain the employees. The research will give necessary details by determining the responses and will show correlation and significance between the variables.

9.7. Ethical considerations

1. The research was conducted under the guidance of my mentor (Prof. R. Nirmala).
2. The information provided by participants is used only for the study purpose.
3. The communication in relation to the research with the participants is done with complete transparency and honesty.

10. Literature review

10.1. Review of Literature

- **To analysis the relationship between job satisfaction and employee turnover.**

Researched carried out on Relationship Between Job Satisfaction and Turnover Intention by Aliya Alam (Corresponding author) and Dr. Muhammad Asim, open access by International Journal of Human Resource Studies (April 2019) in their research they found that factors such as career development, relationship with supervisor, clarity of job, compensation levels, organizational policies and strategies have significant negative correlation with employee turnover and further they even found that overall job satisfaction have a significant negative association with turnover intention.

The research focusing on the relationship between job satisfaction and turnover intention among nurses in Axum comprehensive and specialized hospital Tigray, Ethiopia by Dawit Gebregziabher , Eskedar Berhanie, Hagos Berihu, Addis Belstie and Girmay Teklay, published at Gebregziabher et al. BMC Nursing (2020) according to their research they found that level of job satisfaction was significantly associated with the turnover. To support the study Nurses who were unsatisfied on their job autonomy were 2.55 (95% CI: 1.194, 5.466) more likely to intend to leave their workplace than nurses who reported to be satisfied.

- **To understand if organisational factors; Compensation level, career development, Leadership style impact employee turnover.**

The study investigating the Factors influencing job satisfaction and turnover intentions in commercial banks by Shaibu Ramadhani and research paper Provided by digital library of open university of Tanzania (2014). In this research he found out factors such as categories of employees, job position, tenure, age and education has significant impact on employee leaving the organisation. Furthermore, the study revealed that job satisfaction and some of the demographic variables specifically gender and length of services has a significantly negative relationship with intention to leave

The research investigating organizational factors like career advancement, pay level influence nurses turnover intention at public hospital in Jordan by Mohammad Alhamwan, Norazuwa Bt Mat and Imat Al Muala, published by Journal of management and sustainability- (2015) in this researchers found that pay level has significant relationship with turnover intention of nurses and career development has insignificant relationship with turnover intention of nurses.

Research investigating Does Total Rewards Reduce the Core Employees' Turnover Intention by Zhoutao Cao, Jinxi Chen & Yixiao Song, published by Canadian Center of Science and Education- International Journal of Business and Management (2013) in this research they found out that elements like salary, rewards and career are negative to employees' turnover intention.

- **To study and identify whether personal factors like education and gender has an impact on employee satisfaction and turnover.**

In the research effect of job satisfaction on labour turnover by gender by Alfonso Sousa-Pozaab and Andrés A. Sousa-Pozac, in the Journal of Socio-Economics (2007), the result of this research shows that job satisfaction is a very good predictor of future quits and, more important, reveal that job satisfaction does not influence the inclination to become non-employed; that is, neither men nor women self-select out of the labour force due to dissatisfaction.

Research carried out on A Review of Employee Turnover Influence Factor and Countermeasure by Yanjuan Zhang, in the Journal of Human Resource and Sustainability Studie (2016), results shows that employee turnover intention is indirectly affecting by factors like age, education, work tenure and marriage. And interestingly study found that turnover rate of female employees is greater than of males and it could be due to they need to birth and take care of the family.

10.2. Research Gap

The project study investigates the factors affecting job satisfaction and does it leads to employee turnover. To add on to this research further, some additional variables are considered for this study to take forward with regards to organisational factor affecting job satisfaction is Leadership style, and to know its impact on employee intention to leave the job. Another variables that are taken into consideration with regards to personal factors affecting job

satisfaction is Education and expectation, and to find out its relation and impact and whether it leads to employee turnover.

10.3. Variables for research project

- **Job satisfaction**
 - **Organisation Factors:** Compensation level, career development and Leadership style.
 - **Personal Factors:** Education, Expectation and Gender

11. Research Methodology

Research Methodology for Project Study

11.1. Sample size

To conduct this study Sample size of 50 + (could be more because some will be voluntary participants) will be considered who will be current and ex-employees of the hospital.

11.2. Study period

The project study is conducted in a span of 16 weeks, period of study range from Jan to April, 2022.

11.3 Data collection methods

There are two sources of data collection first is, **Primary data**: The data will be collected via a survey questionnaire (questionnaire: four-point scale ranging from Strongly disagree (1), Disagree (2), Agree (3) and strongly agreed (4). where the questions will be both open & closed ended. Open ended questions are used to the identify various factors and close ended questions will be used because it would be easier owing to definite replies for the questions). **Secondary data**: Secondary data will be gathered from books, journals and internet, for better understanding and clarity about the research outline various research papers had been referred.

11.4 Sampling

Population for this study will be the current and ex- employees of the hospital and for this study purposive sampling technique (also known as judgment, selective or subjective sampling) is a sampling technique in which researcher relies on his or her own judgment when choosing members of population to participate in the study and Voluntary response sampling will be used,

Instead of the researcher choosing participants and directly contacting them, people volunteer themselves (e.g. online survey).

11.5 Instrument development and pre-test

For collecting data from respondents structured questionnaire with open and close-ended questions will be used that provide people with an answer format as it is easier for people to respond and easy to analysis that focuses on systematically summarizing the data. The level of measurement used is nominal (for only two questions) where there is no fixed order between the option like gender and education.

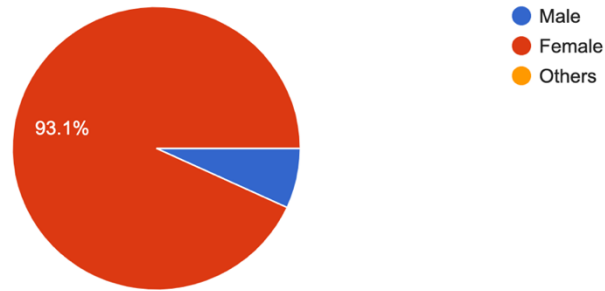
11.6 Data representation and Data technique

The data collected will be represented in form of Tables. To establish clear understanding and to know the role of factors **Multiple co- relation** will be used to correlate a set of variables. **Multiple regression** will be used for this study. Multiple linear regression analysis helps to understand how much will the dependent variable change when we change the independent variables, besides this anova and T-test will also be used.

12. Data analysis and interpretation

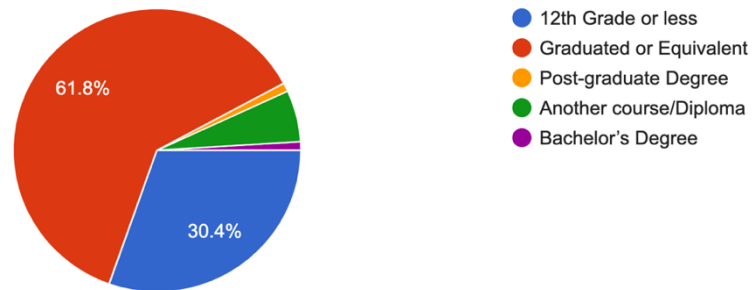
Gender

102 responses



Education

102 responses



Graph - 03

Total number of responses received for the study are N= 102, out of which N= 95, which is 93.1% respondents were Female and N= 07 which is 6.9% respondents were Male. Talking about the education levels of all the respondents are, N= 67 which is 62.8% of respondents are Graduated or has Bachelors or hold Equivalent degree, N= 31 which constitutes for 30.4% respondents education level is 12th grade or less , N= 6 which come to 5.9% respondents have completed particular courses for their position for an example nurses has completed nursing courses, ANM, Home nursing etc. and N= 1 which is 1% respondent holds Post- graduate degree.

12.1 Descriptive Statistics

Descriptive statistics			
	<i>Job Satisfaction (OF)</i>	<i>Job Satisfaction (PF)</i>	<i>Employee Turnover</i>
Mean	2.400326797	2.533496732	2.573529412
Standard Error	0.044396884	0.030835255	0.05876283
Median	2.458333333	2.583333333	2.5
Mode	2.416666667	2.666666667	3
Standard Deviation	0.448386549	0.311420811	0.593475494
Sample Variance	0.201050497	0.096982921	0.352213162
Kurtosis	0.114645286	2.012888265	0.165179352
Skewness	-0.352234442	-0.954085091	0.017506407
Range	2.333333333	1.833333333	3
Minimum	1.333333333	1.333333333	1
Maximum	3.666666667	3.166666667	4
Sum	244.8333333	258.4166667	262.5
Count	102	102	102
Confidence Level(95.0%)	0.088071475	0.061168851	0.116569648

Table - 01

As per the above table mean of Employee Turnover 2.573529412 is more than the mean of Job satisfaction of organization factors and Job satisfaction of personal factors. As per symmetric distribution, the mean and median are very close together. However, there is a difference between Employee Turnover means 2.573529412 and a median of 2.5 when the mean is greater than the median it is indicated that the distribution is right-skewed. If we see the value of Job Satisfaction of organization factors mean 2.400326797 is less than the median 2.458333333. The mean and median both reflect the skewing but the mean reflects it more so here the skewness is negative and so the distribution is skewed left. If we have a look at Job satisfaction (personal factors) then the mean 2.533496732 is again less than the median 2.583333333. The standard deviation of Employee turnover, Job satisfaction factors (organization and personal) measure the average distance indicating that the data points tend to be very close to the mean. The value of sample variance of Employee turnover, Job satisfaction factors (organization and personal) indicates that the sample values are distributed close to the mean value. The values of kurtosis of Employee turnover, Job satisfaction factors (organization and personal) are less than 3 ($k_a < 3$) therefore both curves are platy kurtic and the data is more disperse from the central mean.

12.2. Testing of Hypothesis

1. **Objective:** To analysis the relationship between job satisfaction (OF+PF) & job satisfaction (PF) with employee turnover.
- **Null H₀:** There is no co-relation between job satisfaction (OF+PF) and job satisfaction (OF) with employee turnover.
 - **H₁:** There is a correlation between job satisfaction (OF+PF) with employee turnover.
 - **H₂:** There is a correlation between job satisfaction (OF) with employee turnover.

12.3. Multiple correlation

Correlation Matrix

		Job Satisfaction (OF+PF)	Job Satisfaction (OF)	Employee Turnover
Job Satisfaction (OF+PF)	Pearson's r	—		
	p-value	—		
Job Satisfaction (OF)	Pearson's r	0.935 ***	—	
	p-value	< .001	—	
Employee Turnover	Pearson's r	-0.264 **	-0.425 ***	—
	p-value	0.007	< .001	—

Table- 02 - Note: OF (Organizational Factors), PF (Personal Factors) ; Note. * p < .05, ** p < .01, *** p < .001

Multiple Correlation test was run to test the above stated hypothesis, as the result can be seen in the above table- 01, shows that there is a weak negative correlation between job satisfaction (OF+PF) with employee turnover, as $r = - 0.264$, which lies between -0.20 and -0.39 that indicates, both variables i.e. job satisfaction (OF+PF) and employee turnover tend to go in opposite direction in response to one another in other words if job satisfaction (OF+PF) improves than employee turnover will decrease. Now looking at the **p-value = 0.007** which is **< 0.05 of alpha** meaning correlation between job satisfaction (OF+PF) and employee turnover is **statistically significant** so, we reject null hypothesis and accept the alternate hypothesis (**H₁**) that there is a correlation between job satisfaction (OF+PF) with employee turnover.

Now looking at another alternate hypothesis (**H₂**), results shows that there is moderate negative correlation between job satisfaction (OF) with employee turnover, as $r = - 0.425^{***}$, which lies between -0.39 and -0.50 that indicates, both variables i.e. job satisfaction (OF) and employee turnover tend to go in opposite direction in response to one another in other words if job satisfaction (OF) improves than employee turnover will decrease. Now looking at the **p-value = < 0.001** which is **< 0.05 of alpha** meaning correlation between job satisfaction (OF) and employee turnover is **Highly statistically significant** so, we reject null hypothesis and accept the alternate hypothesis (**H₂**) that there is a correlation between job satisfaction (OF) with employee turnover.

2. **Objective:** To understand whether there is significant relationship between organizational factors; Compensation level, career development, Leadership style jointly on employee turnover.

- **Null H₀:** Organizational factors; Compensation level, career development & Leadership style jointly has no significant relationship with employee turnover.
- **H₂:** There is a significant relationship between Organizational factors; Compensation level, career development & Leadership style jointly with employee turnover.

12.4 Multiple Regression

MULTIPLE REGRESSION					
Regression Statistics					
Multiple R	0.462794843				
R Square	0.214179066				
Adjusted R Square	0.190123324				
Standard Error	0.534087283				
Observations	102				
ANOVA					
	df	SS	MS	F	Significance F
Regression	3	7.619105317	2.539701772	8.903	0.000028
Residual	98	27.95442409	0.285249225		
Total	101	35.57352941			
	Coefficients	Standard Error	t Stat	P-value	
Intercept	3.829210872	0.293429091	13.04986789	0.00	
COMPENSATION LEVEL	-0.287316991	0.11451775	-2.508929759	0.01	
CAREER DEVELOPMENT	-0.334036364	0.154080969	-2.167927459	0.03	
LEADERSHIP STYLE	0.083936749	0.14284828	0.587593698	0.56	

Table- 03

Multiple regression test was run to test the above-mentioned hypothesis, the outcome of this test firstly, looking at the regression statistics table-02, ($R^2 = 0.21\%$) which means 21% is the proportion of the variance in DV (dependent variable) is explained by IV (independent variables). ($\text{Adjusted } R^2 = 0.19\%$) which means there is only 2% of shrinking between R^2 and $\text{Adjusted } R^2$.

To investigate if there is a jointly statistically significant relationship between the two predictor variables and the response variable, we need to analyse the overall F value of the model and the corresponding p-value: looking at the Anova table the overall regression model is significant, $F = 8.90$, $p < 0.05$ (alpha) (0.000028), which indicates that the IV's (organisational factors) play a significant role in shaping DV (Employee turnover).

Now determining the significant relationship of Organizational factors; Compensation level, career development & Leadership style with Employee turnover. The result shows that, Compensation level ($\beta_1 = -0.29$, $t\text{-value} = -2.50$, $P\text{-value} = 0.01$), Career development ($\beta_2 = -$

0.33, t-value= - 2.16, P- value = 0.03), Leadership style ($\beta_3 = 0.08$, t-value= 0.58, P- value = 0.56) Since this p-value of compensation level and career development is less than .05, and p-value of leadership style is > 0.05 , we can still reject the null hypothesis. In other words, **Organizational factors; Compensation level, career development & Leadership style have jointly statistically significant relationship with employee turnover.**

Note: Although the p-value for Leadership style ($p = 0.56$) is not significant, Leadership style *combined* with compensation level and career development has a significant relationship with Employee turnover.

3. Objective: To study and identify whether personal factors like education, expectation and gender jointly has statistically significant relationship with employee turnover.

- **Null H_0 :** Personal factors like education, expectation and gender jointly have no statistically significant relationship with employee turnover.
- **H_3 :** Personal factors like education, expectation and gender jointly have statistically significant relationship with employee turnover.

12.5 Multiple Regression

Multiple Regression					
Regression Statistics					
Multiple R	0.49209306				
R Square	0.24215558				
Adjusted R Square	0.21895626				
Standard Error	0.52449393				
Observations	102				
ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	3	8.614328668	2.871442889	10.438047	0.00001
Residual	98	26.95920074	0.275093885		
Total	101	35.57352941			
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	
Intercept	2.00569758	0.434570198	4.615359238	0.000012	
Education	-0.3852679	0.129636575	-2.971907143	0.003724	
Gender	-0.0986735	0.172072698	-0.573440515	0.567660	
Expectation	0.75681292	0.154857827	4.887146726	0.000004	

Table- 04

Multiple regression test was run again to test the above-mentioned hypothesis, the outcome of this test firstly, looking at the regression statistics table-02, ($R^2 = 0.24\%$) which means 24% is the proportion of the variance in **DV** (dependent variable) is explained by **IV** (independent variables). (**Adjusted $R^2 = 0.22\%$**) which means there is only **2%** of shrinking between R^2 and **Adjusted R^2** .

To determine if there is a jointly statistically significant relationship between Education, gender and Expectation with Employee turnover, I analyse the overall F value of the model and the corresponding p-value: looking at the Anova table the overall regression model is significant, **F = 10.44, $p < 0.05$ (alpha) (0.00001)**, which indicates that the IV's (personal factors) play a significant role in shaping DV (Employee turnover).

Investigating the significant relationship of Personal Factors; Education, Gender & Expectation with Employee turnover. The result shows that, Education ($\beta_1 = -0.39$, t-value = -2.97, P-value = 0.003), Gender ($\beta_2 = -0.98$, t-value = -0.57, P-value = 0.57), Expectation ($\beta_3 = 0.76$, t-value = 4.88, P-value = 0.000001) Since this p-value of Education and Expectation is less than .05, and p-value of Gender is > 0.05 , we can still reject the null hypothesis. In other words, **Personal factors; Education, Gender & Expectation have jointly statistically significant relationship with employee turnover.**

Note: Although the p-value for Gender ($p = 0.57$) is not significant, Gender *combined* with Education and Expectation has a significant relationship with Employee turnover.

13. Research finding

This study investigated the correlations between Job Satisfaction (organizational Factors+ personal factors) with Employee Turnover. As well as correlation between Job Satisfaction (organizational factors) with employee turnover was investigated. Then Jointly statistically significant relationship between Organizational factors (OF) of job satisfaction; Compensation level, career development & Leadership style with Employee turnover was determined using Multiple Regression. As well Jointly statistically significant relationship between Personal factors (PF) of job satisfaction; Education, Gender and Expectation with Employee turnover was determined.

And the result suggests that Job Satisfaction (organizational Factors+ personal factors) has weak negative correlation with Employee turnover and relation is statistically significant. As the correlation coefficient of -0.26^{**} , which lies between -0.20 and -0.39 , this signifies that when Job Satisfaction (organizational Factors; Compensation level, career development & Leadership style + Personal factors; Education, Gender and Expectation) improves or increases then then employee turnover will decrease or reduce.

Correlation run for Job Satisfaction (organizational factors; Compensation level, career development & Leadership style) with employee turnover, as per the result it has moderate negative correlation and it highly significant as the correlation coefficient of -0.45^{***} , which means when organizational factors like Compensation level, career development & Leadership style improves than employee turnover will reduce in other words employees will not have the intent of leaving the organization and vice-versa.

Multiple Regression test was used to understand the statistically significant relationship between organizational factors; Compensation level, career development, Leadership style jointly with Employee turnover as well as statistically significant relationship between Personal factors like education, expectation and gender jointly with employee turnover. And the multiple regression result suggests that although the p-value for Leadership style ($p = 0.56$) is not significant, Leadership style *combined* with compensation level and career development has a significant relationship with Employee turnover. And although the p-value for Gender ($p = 0.57$) is not

significant, Gender *combined* with Education and Expectation has a significant relationship with Employee turnover. So, to retain good employees' organization should discuss about the career path or opportunities in organization to employees, incite their feedbacks and suggestions, involving them in discussion making, paying them what they deserve and organization should not be close minded which means getting most out of employees and with less pay.

14. Conclusion

The above report talks about the project topic "factors affecting employees' satisfaction and dose it led to employee turnover". The survey was conducted at the hospital and the questionnaire was circulated manually as well as a google form was sent to the staff member and the sample size of the survey was 102 respondents.

The survey was focused to understand the 3 objectives of the project first is to analysis the relationship between job satisfaction (organizations factors and personal factors) with employee turnover, this objective was tested by using multiple correlations and the results shown was that there is a correlation between job satisfaction concerning organizational factors as well as personal factors with employee turnover. The second objective is to understand whether there is a significant relationship between the organizational factors like compensation level, career development, and leadership style jointly on employee turnover for the result the regression test was used and as the results showed there was a significant relationship between organizational factors concerning compensation level, career development, and leadership style jointly with employee turnover. The last objective is To study and identify whether personal factors like education, expectation, and gender jointly have a statistically significant relationship with employee turnover, this was again tested by the recession test and the outcome was that the Personal factors like education, expectation, and gender jointly have a statistically significant relationship with employee turnover.

15. Research Implications

The findings of the study that, there are a negative relationship between job satisfaction and intention to leave among the employees of the hospital the greater the job satisfaction the less likely is the turnover intention. Thus, a person with a high level of job satisfaction holds a positive attitude toward the job, and a person who is dissatisfied with the job holds a negative attitude about the job. This implies further that employees who are satisfied with their job will retain their jobs and not leave. Therefore, an increase in job satisfaction will result in a decrease in employee turnover. The results of the study, therefore, can be used as the basis for decision-making concerning employees' welfare and future human resource planning this will reduce employee turnover in the hospital and will be available to retain the employees. This research will be beneficial to understanding what are the organizational factors and personal factors affecting employees' job satisfaction and which will also lead to employee turnover. With help of the survey in this project, we can focus on developing careers and also see what personal factors like education and expectation are also taken into consideration.

16. References:

Vision hospital brochures and pamphlets

Vision hospital's relevant documents.

<https://visionhospitalgoa.com/>

<https://www.ibef.org/>

<https://www.investindia.gov.in/sector/healthcare>

[https://uk.practicallaw.thomsonreuters.com/0-5032029?transitionType=Default&contextData=\(sc.Default\)](https://uk.practicallaw.thomsonreuters.com/0-5032029?transitionType=Default&contextData=(sc.Default))

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<https://www.readcube.com/articles/10.9790%2F487x-0513239>.

17. Annexure

- Questionnaire

<i>job satisfaction - Organisational Factors (1. Compensation Levels)</i>	Strongly Disagree	Disagree	Agree	Strongly Agree
Do you think you get reasonable salary compared to your value and contribution to the Hospital?	1	2	3	4
Do you think your hard work is paid-off by bonus and incremental salary?	1	2	3	4
The period between pay rises is reasonable.	1	2	3	4
My basic salary is sufficiently paid according to my daily working hours and work load.	1	2	3	4

<i>Job satisfaction - Organisational Factors (2. Career Development)</i>	Strongly Disagree	Disagree	Agree	Strongly Agree
Do you think there is a room to grow in the company?	1	2	3	4
Does the hospital encourage you to get trained for your development? E-learning? In-house or outsource training?	1	2	3	4
I am satisfied with the opportunities to apply my expertise and talents.	1	2	3	4
Manager/supervisor provide me feedback to improve on my weak areas.	1	2	3	4

<i>job satisfaction - Organisational Factors (3. Leadership Style)</i>	Strongly Disagree	Disagree	Agree	Strongly Agree
I am satisfied because my ideas and suggestions are being taken into consideration.	1	2	3	4
Responsibilities are being clearly communicated and I am allowed to decide how to accomplish them.	1	2	3	4
I feel having a female in top management will led to better decision than current decision?	1	2	3	4
Boss/Manager/Supervisor discuss any organisational or policy changes with me before taking action.	1	2	3	4

<i>job satisfaction - Personal Factors (1. Education)</i>	Strongly Disagree	Disagree	Agree	Strongly Agree
Is there a discrimination based on Education level in the organisation.	1	2	3	4
The current job suites my qualifications and skills.	1	2	3	4
While working in this hospital I got to learn many new things which will add to my education.	1	2	3	4
I am satisfied on my job as far as my education is concern.	1	2	3	4

<i>job satisfaction - Personal Factors (2. Gender)</i>	Strongly Disagree	Disagree	Agree	Strongly Agree
I am satisfied in my job.	1	2	3	4
Opposite gender is considered more superior.	1	2	3	4
I fell I m paid less as compared to my opposite gender having same Designation /Responsibilities and Duties.	1	2	3	4
I am provided with equal opportunities as to the opposite gender.	1	2	3	4

<i>job satisfaction - Personal Factors (3. Expectation)</i>	Strongly Disagree	Disagree	Agree	Strongly Agree
I am not satisfied with the benefits I receive.	1	2	3	4
When I do a good job, I receive the recognition for it that I should receive.	1	2	3	4
I sometimes feel my job is meaningless.	1	2	3	4
I feel unappreciated by the organization when I think about what they pay me.	1	2	3	4

<i>Employee Turnover</i>	Strongly Disagree	Disagree	Agree	Strongly Agree
I intend to leave this Hohspital within a short period of time.	1	2	3	4
I feel that I would have many alternative job opportunitites if I were to leave the Hospital.	1	2	3	4
I often think of changing my job.	1	2	3	4
It is likely that I will actively look for a new job next year.	1	2	3	4

- Averages of all the Variables used for data analysis

AVERAGE		
HYPOTHESIS 1		
Job Satisfaction (OF+PF)	Job Satisfaction (OF)	Employee Turnover
2	2	3
2	2	3
2	2	4
3	2	2
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3	3	3
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3	3	2
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3	3	3
2	2	3
2	2	4
3	4	1
2	2	3
3	2	2
3	3	2
2	2	3
3	3	3

AVERAGE HYPOTHESIS 2			
COMPENSATION LEVEL	CAREER DEVELOPMENT	LEADERSHIP STYLE	Employee Turnover
2	2	3	3
2	2	3	3
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2	3	3	2

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1	2	2	4
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3	3	3	4
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2	3	2	1
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3	2	2	3
2	2	3	3

2	2	3	3
3	4	4	3

HYPOTHESIS 3

Education	Gender	Expectation	Employee Turnover
3	3	3	3
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