CHAPTER V

CONCLUSION

Findings of the Study:

Based on the analysis this study has arrived the following important findings

- Dental and Facial Corrective Centre and Multispecialty hospital have good working environment

- The employees of Government hospital and Multispecialty hospital employees have more responsibility than other hospital.

- Nobody in the Medical Mission hospital felt that they were inadequately rewarded in Medical mission hospital but in Government hospital majority respondents felt that they were inadequately rewarded. In Government hospital there are two types of appointments namely contract basis doctors and nurses and permanent basis doctors and nurses. It creates disparity among the employees. This might be the reason why the highest proportion of respondents in the government hospital feels that they were inadequately rewarded. But in the Dental and Facial Corrective Centre, the doctors are assisted by equal number of nurses and so respondents feel that they are highly rewarded.

- In the Government hospital inter personal relationship among themselves is not good. This is also due to the same reason that there are different types of appointments. But in case of Multispecialty hospital, they had high inter personal relationship. It is due the reason that the nurses are in the same age group,

- In the government hospital low supportive environment and in the Multispecialty hospital high supportive environment was noticed. The reason is that in government hospital, there is less necessity to have group work. Each doctor and nurse had his / her own responsibility and
standard. But, Multispecialty hospital is a private hospital, among nurses there is a necessity to have group support. This might be the reason for the prevalence of high supportive environment. In all the other hospitals moderate level of supportive environment prevailed.

- Except the Multispecialty hospital, in all other hospitals a moderate level of conflict is prevailed and it might be due to the existence of nurses of same age group and highly qualified senior doctors.

- The Government hospital respondents are more loyal than all other hospital respondents. The reason might be that they have job security. Majority hospital employees have moderate loyalty.

- All hospitals took moderate readiness attempt in treating the patients. Patients in case of any discrepancies arises in treatment and they became very rude and could claim a huge compensation from the hospital even from the doctors individually and that might be the reason for the doctors’ moderate preparedness.

- Organizational Climate was not good in Government hospital but not in all situation. Prevalence of such type of organizational climate was due to different type of appointment existing in government hospital i.e. permanent and non permanent staff.

- Male employees had good work environment because the management gives high respect to the doctors in order to retain them in their hospital and hence hospital management makes arrangements which is conducive to the doctors. Majority numbers of employees are female. Among themselves moderate working environment is prevailed because majority of female employees are spinsters who possessed a minimum years of experience.

- Male workers are more responsible because they are doctors to whom responsible work has been given. Bu majority of the female employees
are nurses, they are intermediaries, to whom responsible work has not been given, and hence they are moderately responsible

- Based on their experience, a few male and female staff receives more pay. But almost all others are not satisfied with regards to reward system.

- Female employees mostly the nurses had good interpersonal relationship among themselves because of the nature of the work where one required the assistance of another person but among the male employees, since they act independently, not depending on anybody, their relationship with other was moderate even among the equal cadre.

- Male employees of various hospitals had higher supportive environment than female employees. The male, doctors who take more readiness and at the same time they are doing responsible job. That was the reason for such good supportive environment among them.

- Male employees had higher conflict among them than female employees. The reason is that doctors take responsible and independent job, and interference of the management and if in the name of policy or other circumstance its leads to conflicts.

- The Male respondents were highly loyal to the hospital in compared to the female respondents Majority of the nurses employees who are spinsters and if they get married, they may leave the job and that might be the reason for the moderate loyalty prevailing among female employees

- Male employees (mainly doctors) take the higher preparedness because men doctors who are bold and courageous can take the readiness in treating the patients. Female are intermediaries and they are not able to take much responsibility.

- Among male employees good organizational climate is prevailing.
• Unmarried employees have good work environment.

• Married employees are more responsible because they are the persons who take the decision independently.

• Married employees are more satisfied in compared to unmarried, with the reward system.

• Unmarried employees have high interpersonal relationship with their colleagues, only married employees have in total good relation with their colleagues.

  Supportive environment is prevailed among married doctors and nurses.

• High conflict exists among married employees.

• Married employees are loyal to their management and to the hospital.

• Elders take high readiness in treating the patients.

• Favourable Organizational Climate exists among married employees and moderate organizational climate prevails among unmarried employees.

• The Doctors and GNM/FNM qualified nurses have high working environment and those who have B.Sc qualification have low working environment.

• The Doctors are highly responsible, since they are accountable to the patients.

• Those possessing B.Sc.Nursing were inadequately rewarded, because they think GNM/FNM nurses are not equal to B.SC., degree holders and hence they want more responsibility and more reward, their reward is not according to their qualifications. Doctors felt that they are not highly rewarded because they expect more pay as those in Metropolitan city get.
• GNM/FNM qualified nurses respondents had inadequate interpersonal relationship. B.Sc. qualified nurses had very good interpersonal relationship. It might be the reason that the inadequate salary, feeling of insecurity and very less number of nurses in the same category. Doctors have a moderate interpersonal relationship.

• B.Sc. qualified nurses had inadequate supportive environment. Doctors (highly educated) and GNM/FNM possessed nurses, large group of employees have high supportive environment.

• GNM/FNM qualified nurses respondents and B.Sc.(Nursing) nurses respondents have less conflict. Insecurity feeling among B.Sc qualified nurses may be the reason for low conflict among themselves. Doctors have their own standards, work experience and individuality might be the reason for high conflict among the doctors.

• Doctors are highly loyal and B.Sc. qualified nurses are moderately loyal to the hospital.

• The nurses who act as mediators between the doctors and patients and implement the instructions given by the doctors and carry on the routine work. Hence, the doctors take the readiness in treating the patients whereas the nurses do not.

• Doctors respondents perceived a high (i.e) very good organizational climate was prevailing and the B.Sc. degree holding nurses did not have good organizational climate. Among the doctors and GNM/FNM qualified nurses, organizational climate is good.

• The increase of experience has positive and direct effect on the work environment

• Increase of experience up to 30 years resulted in commitment to high responsibility and afterwards they have moderate responsibility.
• Up to certain limit, increase of experience leads to increase of reward also.

    Increases of experience have positive effect on inter personal relationship except for the less experienced employees

• Among the juniors moderate supportive environment exists but among senior employees high supportive environment prevails.

• Among the seniors, very low conflict prevails and nil high level conflict exists and so moderate conflict exists.

• Moderate loyalty prevails in decreasing rate with the increase of experience.

• The seniors take risk in treating the patients.

• Among the youngsters moderate organizational climate prevailed and higher organizational climate prevailed among the seniors.

• All the dimensions taken for study have association with overall organizational climate.

• There is a significant positive relationship between the independent variables namely, work environment, responsibilities, rewards, inter-personal relationship, supportive environment, conflicts, loyalty, risk and organizational climate.

• Work environment, supportive environment and loyalty are the most frequently stated factor for supportive organizational climate.(Multiple response analysis)

• All independent variables together explains of the variance in organizational climate, which is highly significant (Multiple regression analysis).
• Rewards is the best predictor towards organizational climate. There exists a significant relationship between rewards and organizational climate. (regression equation)

• There exists a significant difference in responsibilities among the employees between the two groups of sex (Levene t test)

• Significant difference in rewards among the employees between the two groups of sex

• There exists a significant difference in interpersonal relationship among the employees between the two groups of sex

There exists a significant difference in supportive environment among the employees between the two groups of sex

• There exists a significant difference in conflicts among the employees between the two groups of sex

• There exists a significant difference in loyalty among the employees between the two groups of sex

• There exists a significant difference in risk among the employees between the two groups of sex

• There exists a significant difference in organizational climate among the employees between the two groups of sex

• There exist a significant difference in work environment among the employees between the two groups of marital status

• There exists a significant difference in responsibilities among the employees between the two groups of marital status

• There exists a significant difference in rewards among the employees between the two groups of marital status
• There exists a significant difference in interpersonal relationship among the employees between the two groups of marital status

• there exists a significant difference in supportive environment among the employees between the two groups of marital status

• there exists a significant difference in conflicts among the employees between the two groups of marital status

• there exists a significant difference in loyalty among the employees between the two groups of marital status

• that there exists a significant difference in risk among the employees between the two groups of marital status

• there exists a significant difference in Organizational Climate among the employees between the two groups of marital status

• there is significant mean difference between age and organizational climate at three levels (F test)

• Significant mean difference between category of the employee and organizational climate at three levels(low, medium and high)

• There is a significant mean difference between experience and organizational climate at three levels

• Ayurvedic hospital and Dental hospital have highly competent and trained staff. Bone and Joint hospital, Small private Nursing home and Medical Mission hospital have moderate competent and trained staff. On the other hand, Government hospital and Multispecialty hospital had given high rating to low competent and medical staff

• Dental and Facial Corrective Centre Hospital ranks high in nursing care. Multispecialty hospital and Government hospital closely follow in
nursing care. In Ortho hospital, Medical mission hospital and Ayurveda Hospital, low level of nursing care is prevailing.

- The doctors of the Medical Mission hospital spend maximum time with their patients, followed by Ayurvedic hospital, closely followed by Multispecialty hospital. But Government Hospital doctors spend less time with the patients. This is due to the fact that in the Government Hospital doctors have to treat a large number of patients viz. around 450 patients and the number of doctors are also less. More over most of the patients of government hospital are not able to understand medical terms because mostly they belong to backward area, so that doctors do not want to spent more time. But private hospitals have more number of doctors and have much time for consultation with the patients

- The Private multispecialty hospitals has good interpersonal relationship with their patients. This is reflects the management attitude, though it is a costly hospital, it wants to attract the customers through other aspect namely interpersonal relationship. It is followed by Ayurvedic hospital, which provides traditional method of treatment. It also wants to attract more patients by having good interpersonal relationship. Dental hospital has developed good relationship with their patients. Dental hospital having high moderate and good interpersonal relationship because Chief doctor cum proprietor preference to establish its name and fame in the dental medical service.

- Except Government hospital, the patients of all other hospitals are satisfied with their Doctor’s communication. In Government hospital approximately 50% of the doctors are not able to have good communication with their patients due to heavy number of patients coming to the government hospital which in turn is due to free of cost treatment.
• Almost all hospitals are well maintained but Multispecialty private hospital had a neat look and Multy specialty private hospital is highly neat. But in Government hospital, due to inadequate number of menials, and due to lack of awareness among the people, who take treatment in the government hospital, it is difficult to keep the hospital clean.

• All the hospitals have basic supportive services with regards to highly advanced supportive service, they have tag with high-technological Laboratory in this district. So respondents of all the hospitals except Multispecialty private, and Government hospital respondent, were moderately satisfied with the supportive services. Though hi- services were facilitated to the patients on free of cost in the Government hospital’ patients of government hospigal were not satisfied.

• Except Government Hospital all other hospital respondents were moderately and highly satisfied. But in Government hospital majority of the patients were not satisfied and only a very less number of patients are moderately and highly satisfied, this might be due to very low maintenance of neatness, inadequate number of doctors and nurses, very huge number of patients and hi-tech facilities were available but are not properly.

• Female patients are satisfied about the competency and training of medical staff because female patients believe the doctors more compared to male patients. They believe the doctors and awareness about the management attitude were very low among the female patients.

• Male patients are highly satisfied with nursing care.

• Female patients the treatment time was not enough and it might be due to heavy rush in the hospital.
• Male patients are highly satisfied with the interpersonal relation with their doctors and nurses. Female patients are less satisfied with doctors and nurses with regards to interpersonal relationship with their patients because male respondents contact with the doctors and nurses easily and freely.

• Female patients were satisfied more than male respondents in respect of cleanliness of the hospital.

• Male patients were highly satisfied with the supportive services.

• Majority of outpatients were highly and moderately respectively satisfied with the competency because outpatients consult the doctors for minor sickness alone. But in case of inpatients the intensity of illness is high and so they expect more from the doctors.

• Outpatients are highly satisfied with nursing care. Outpatients spend less time in the hospital and the hospital name (Goodwill) plays a major role in nursing care and so nurses spend their time with the outpatients in a good manner.

• With regards to consultation and treatment time, inpatients are highly satisfied. This might be due to the fact that they could clarify their doubts often, at any time. There are special doctors for taking care of the inpatients. High percentage of outpatients are moderately satisfied because before entering into the doctor’s room though they note the points to be consulted with the doctors, still some doubts are not clarified during the consultation time.

• Inpatient respondents were less satisfied, because of less contact time. Moreover the seriousness of the illness is very less with regards to outpatients and hence normal relationship itself leads to higher satisfaction. Outpatients are highly satisfied with the interpersonal relationship of the doctors and nurses with the patients. Since they spent
less time in the hospital, the stress they are undergoing is less in comparison with the inpatients.

- Inpatients are able to spend more time to communicate with the doctors for doubts clearing their doubts often. But for outpatients such chances are not available. This leads to higher satisfaction with regard to Doctor’s communication to the inpatients.

- Occasionally outpatients are using toilets, or walking around the hospital, so front office and toilets in the front are usually maintained well by any hospital which makes outpatients to give high to moderate response to cleanliness, but smaller proportion of inpatients is highly satisfied.

- With regard to basic supportive services, it is easy for the inpatients to use supportive service. Sometimes, nurses and other hospital staff themselves assist the patient to use supportive services. For a few exceptional hi-tech supportive services, they have to move away from the hospital. This might be the reason why higher percentages of inpatients are satisfied. But outpatients, even for the basic supportive services, have to be in the waiting room and use the services and so it leads them to give higher moderate satisfaction to the supportive services.

- Outpatients are highly satisfied with communication, interpersonal relationship, supportive services and cleanliness and these contribute for high overall satisfaction among the outpatients.

- The inpatients of various hospitals have not bothered about nursing care and supportive services. Doctor’s communication is the factor which affects more on patient satisfaction. On the other hand, with regard to outpatients, they have not bothered about nursing care and time spent by the doctor. But they are keen on interpersonal relations aspect of Doctors and nurses with the patients.
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• Competency, nursing care and support services are the most frequently stated factor for supportive patient satisfaction.(Multiple response analysis)

• All independent variables together explains of the variance in organizational climate, which is highly significant (regression analysis)

• The doctor’s attitude is the best predictor towards patient satisfaction. There exists a significant relationship between doctor’s attitude and patient satisfaction.(reg.equation)

• There exist a significant difference in admission difficulty among the patients and between the two group of patient(t test)

• There exists a significant difference in competency among the patients and between the two type of patients

• There exists a significant difference in nursing care among the patients and between the two types of patients

• There exists a significant difference in treatment time among the patients and between the two groups of types of patients

• There exists a significant difference in doctor’s attitude among the patients and between the two groups of types of patients

• There exists a significant difference in doctor’s communication among the employees between the two types of patients

• There exists a significant difference in cleanliness among the patients between the two types of patients
• There exists a significant difference in support services among the patients and between the two type of patients. There exists a significant difference in patient satisfaction among the patients between the two type of patients.

• There is a significant mean difference between age and competency.

• There is a significant mean difference between age and nursing care to patients at three levels. There is significant mean difference between age and treatment time to the patients at three levels. Is significant mean difference between age and doctor’s attitude, Doctor’s communication, cleanliness, and supportive services at three levels.

• The partial effect of organizational climate towards patient satisfaction, holding work environment, responsibilities, rewards, interpersonal relationship, supportive environment, conflicts and organizational climate as constant. The estimated positive sign implies that such effect is positive that patient satisfaction would increase of every unit increase in organizational climate and this coefficient value is significant at 1% level. The significance of the analysis is the organizational climat have positive relation with satisfaction of patients. Thus there is relationship between organizational climate of the hospital and satisfaction of patients.
Suggestions

For Multi specialty Hospital

- Most children and adolescents pass through their developmental stages without significant problem. However, when disease disrupts or threatens the child’s stability there is a requirement for the support of the professional. Child ward is one of the important wards in a hospital, In the Musicality hospital the child ward does not receive the necessary attention it needs. Doctors treatment time should be improved.

- Often patients without serious complaints are admitted in the emergency ward in this hospital. This leads to unnecessary anxiety for the patients and their relatives. To avoid this impression of the patients, the hospital could admit patients in serious conditions alone in the emergency ward.

- The gynecologist in this hospital has a good reputation but post-delivery patients are not much satisfied. So Post delivery care should be improved.

- Cleanliness in the general ward is not upto the expectations of the patients, hence it needs improvement.

- Though the administrative staffs in the Front Office are very friendly and approachable, some of the nurses in the front office do not maintain a good interpersonal relationship with the patients. Hence, they could be advised to improve their interpersonal and communication skill.

- Patients have the opinion that this hospital is very costly and unaffordable. Management could takeing this into consideration while making policy decision.

For the Government Hospital

- Cleanliness of the hospital is of paramount importance. It is a factor that affects everyone in the hospital but cleanliness in the Government
Hospital is appalling. So the hospital has to take serious steps to increase the sanitary workers in order to improve the cleanliness and improve water facilities and should maintain hygiene

- Interpersonal relationship between the doctors and the patient is at minimum in this hospital. This might be because of the huge number of patients visiting the hospital per day for treatment. This same reason leads to less amount of treatment time taken for each patient. This could be improved only by increasing the number of doctors and assistants.

- Supportive services in this hospital are good. Since it is offered free of cost the facilities are not properly used. Hence awareness could be created among the patients

- There are two types of appointments of doctors and nurses in the Government hospital. A few work on regular basis and the rest are not on regular basis. This discrepancy leads to increase of conflict which results in unfavourable organizational climate that does not give opportunities to put in use their tremendous competencies. To resolve this, doctors’ appointment should be regularized on the basis of qualification thus it will improve the favourable organizational climate which would results in higher patient satisfaction.

**To Bone and Joint hospital(Specialty Hospital)**

- Patients find it very difficult because of long waiting time, and the huge number of patients create an unwieldy crowd this could be averted by appointing a Junior doctor

- As nursing staff are less paid their motivation level is low, In order to encourage them and to increase their commitment reward should be increased according to the cost of living of Marthandam
The town where the hospital is located.

The patient feel that they are charged high for their treatment since this is a common complaint against the hospital, it could be avoided.

For Dental and Facial Corrective Centre

Since this dental and Facial Corrective Centre attract medical tourists from other countries, they need English speaking nurses or assistants, inspite of the doctor being very good in communication. So, the management should consider appointing some nurses or assistants with a good knowledge in communication skill in English,

- The treatment here is generally considered costly by all patients uncluding medical tourists. So the charges for treatment could be reduced moderately.

- The reward for nurses needs to be improved to create a better working environment.

- As nurses holding B.Sc., degree and those with GNM/FNM diploma are more or less equally paid, there is a conflict between them and so management needs to resolve it by paying more to the degree holders more. This would enhance the organizational climate to a greater degree.

To the Ayurvedic Hospital

The treatment offered is highly traditional and thus this hospital earned a good name because of the satisfactory service provided there. Compared to allopathy hospital, this Ayurvedic hospital attracts less number of patients. This may be due to lack of awareness of the effectiveness of the Ayurvedic treatment among the general public. Hence, the management could create awareness through advertisement and organizing seminars and Youth programmes in schools and colleges. The lack of side effect of the Ayurvedic treatment could be popularized even through media.
• The management could increase the reward for their staff to boost up the organizational climate.

**To the Mission Hospital**

• Since this hospital has earned a good name and has enough space, the management could expand its services apart from gynecology department

• Supportive services should be improved for the benefit of the patients.

• Since waiting time for the outpatients is longer, the management may appoint additional doctors especially with DGOs

**To the Nursing Home**

As this hospital located in the coastal area and the mostly the patients are come for treatment. Hence, rooms could be shifted to larger spacious rooms in the new building

• The hospital lacks cleanliness. Proper care can be taken for sanitation.

Rewards for the staff should be modified.

**Conclusion**

Health care remain provider focused. Almost all the processes are designed for the benefit of the provider and neglect the primary needs of the customer. Excessive wait and communication of information are some of the inadequacies. Patients are progressively less time, disregard for privacy and confidentiality, redundancy and poor integration and swilling to accept these inadequacies, and their expectations invites the solution. The customer and not the provider is in the control of health care system. All the successful enterprises focus primarily on the needs and expectation of their customers. That can be Achieving high levels of the patient satisfaction through quality improvement should be one of the top priorities of any health care organization. After all, without patients, these organizations would cease to
exist. There are several approaches that can be utilized to meet and exceed the expectations of the patients.

Customers are the best indicator of strategic success. Service environment has direct influence on evaluation of health care services. Satisfaction of patient is integral to the successful operation of any organization.

The present study illustrates the significance of maintaining a favourable Organizational Climate through the analytical study of responses of health care personnels from the selected hospitals. Thus, only a favourable organizational climate would leads to satisfaction of patients which would result in loyalty towards the respective hospitals. Such hospitals could successfully run their health care service centers and deliver services.