CHAPTER – IX

FINDINGS AND SUGGESTIONS
The aim of the present chapter is to provide findings leading to suggestions for building sound Organizational Climate in Public and Private hospitals which will further lead to the Job Satisfaction among the employees and Organizational Effectiveness.

As mentioned earlier, every organization has a climate that influences the attitude, behavior and perception of the employees in the organization. The task of any organization is the creation of sound climate for fostering high level of competencies and high spirit of achievement. Organizational Climate is always a powerful strategic tool seeking competitive advantage. They, however, are equally relevant to all kinds of organizations, public or private-Governmental departments, public utilities, hospitals, educational institutions, transportation and communication systems like railways, post and telegraph departments. These institutions provide the necessary quality services which will have direct effect on the efficiency of the business/industrial organizations but also on the quality of life that we lead. It is unfortunate that managements do not realize that professionalization of management of hospitals is the order of the day. And the role of Organizational Climate is very important in this.

It is unfortunate that professional management expertise, and young men and women with formal training in medicine are, by and large, going abroad, and not offering services in the home country. Thus professional managerial talent is not currently available in an adequate degree for upgrading the operational efficiency and quality of services offered by hospitals in our society. Recently, the management of hospitals has gained prominence all over the world. The developing countries have shown their interests in managing the service generating organizations in general and hospitals in particular. The management of a social service institution or non-profit Organization is a difficult task. A high level of sensitivity and understanding is necessary for handling day to day problems of the hospitals.
The management experts opine that application of management principles in the hospital services would raise the efficacy of hospitals and this acts as a customer-satisfaction-engineering tool. But unfortunately, at present, most of the hospitals in India are run by senior most physicians. He himself is a doctor. As a doctor, his duties are very hard and tiring both physically and mentally. In these circumstances, looking after so many administrative matters is not an easy task. That is why a separate cadre of management personnel is needed where they have professional knowledge in management area. In fact, hospitals abroad now have such a separate cadre of hospital administrators who combine the knowledge of medical science along with sound knowledge of management principles.

The climate plays an important catalyst role for creating and developing a learning culture, which is very essential for the success of service organizations. Time is ripe for the state governments to take measures for putting these hospitals on the right course. The government should immediately appoint a high powered expert committee to look into the functioning of present hospitals in India and to suggest measures for their effective functioning. The terms of reference of the committee should be broad-based and mainly include the management practices of various hospitals and the measures for toning up their administration. Specifically, in Government hospitals, state/central Governments should keep them autonomous.

MAJOR FINDINGS OF THE STUDY

Growth and Working of Hospitals in India

A number of health problems require intensive medical treatment and personal care which normally are not available at the patients' home or in the clinic of a doctor. The hospital, a major social institution, offers considerable advantage to both patient and society. It is the place where a large number of professionally and technically skilled people apply their knowledge and skill with the help of world class expertise, advanced and sophisticated equipment.
and appliances. The traditional concept of managing the hospital services cannot serve our purpose. Like corporate management, the hospital management also insists on time-honoured structural transformation in the management cadre. The application of modern management principles would pave the way for rationalising the services.

**Hospital as a Service Organization**

In this part effort has been made to show that hospital qualifies for all definitions and characteristics of services. Services have a number of unique characteristics that make them so different from products. Some of the most commonly accepted characteristics are intangibility, inseparability, heterogeneity, perishability. Hospital Organization fits in with the definition and characteristics. In hospital service, there is nothing which is tangible, which can be physically touched, or verified and also which is not perishable.

**History of Hospitals**

History of hospitals dealt with different phases such as hospitals in ancient times, hospitals in middle ages, hospitals in 19th century and development of modern hospitals.

**Growth of Hospitals in India**

In India, the history of medicine and surgeons dates back to the earliest of the ages. But hospitals as institutions to which a sick person could be brought for treatment were of a much later origin. The Ayurvedic System of medicine was developed in India after the Aryan invasion of the Indus Valley. In sixth century BC, during the time of the Buddha there were a number of hospitals to look after the crippled and the poor. More such hospitals were started by Buddha’s devotees. Ashoka was responsible for spread of social medicine. The outstanding hospitals in India at that time were those built by King Ashoka. The use of Allopathic System of medicine commenced in 16th century with the arrival of European missionaries in South India. The first hospital in India was probably built in Goa. The first hospital in Madras was opened in 1664. The establishment of a hospital in Mumbai was in 1676. The earliest hospital in Calcutta was built during 1707-08 and in
Delhi in 1874. In 1835, in India there were 1250 hospitals and dispensaries. In 1857, three universities started medical education in a formal way. During the period 1800-1916, 17 medical schools/colleges were started in various cities.

The Modern Hospital – A Complex Entity

That the modern hospital is an extremely complex organization is evident from the fact that it provides essential services which must be available 24 hours a day. Obviously, the hospitals differ from other organizations in that they deal continuously with the problems of life and death. The hospital is faced by a unique set of issues and characteristics. These characteristics in Indian context can be summed up thus:

a) Hospitals are operated continuously. This leads to high cost and causes personnel and scheduling problems.

b) There is wide diversity of objectives and goals among the individuals, professional groups and various sub-systems. Hospital components are responsible for participating in patient care, education, research, prevention of prospective ailments, accommodation and intricate medical and surgical procedures. These activities are generally conflicting. Effective co-ordination is becoming difficult in minimizing this conflict and obtaining the maximum support in achieving hospital mission.

c) Hospital personnel range from highly skilled and educated to unskilled and uneducated employees. The major responsibility of the Hospital Manager is to get work from these diversified groups. Unionization among personnel complicates human resource management in hospitals.

d) Many components of hospital operation have dual lines of authority. Physicians are responsible for patient care, education and research. This necessitates unique skills and special working relationships.
e) Hospitals deal with the problems of life and death. This puts significant psychological and physical stress on all the personnel. The setting and outcome may cause consumers and their families to be hypercritical.

f) The major product is difficult to determine and measuring the quality of patient care is difficult. There has been progress in determining what quality is, but many questions remain unanswered and there is disagreement among experts as to how and what should be measured.

g) One major characteristic of hospital management is the over-emphasis on medical care and the overriding of financial aspects of hospital operations. This results in distortion of management principles and their application to hospitals as compared with other undertakings.

h) The complexity of a hospital is characterised not only by its diversified activities but also by the personalised nature of its services. Each patient is a special product.

Present Status of Hospitals in India

Hospitals can be divided on the basis of management, as Governmental and Non-governmental. In 2009, the number of beds available per 1000 people in India was only 1.27, which is less than half the global average of 2.6. There are 369,351 government beds in urban areas and a mere 143,069 beds in rural areas (National Health Profile 2009). In 1947, there were seventeen Medical Colleges with an intake of 1400 students. In 1995, the number of Colleges rose to 146 with 15,000 seats and in 2007, 269 medical colleges with an annual intake of 30,000 students. Out of this, half are private medical colleges. There is an ongoing race between the medical resources and increasing population. Even though there has been a tremendous growth in the medical resources, they have not been able to cope up with increasing demand due to unchecked growth of population. There are more than 15204 hospitals with 843239 beds which are managed by the Government.
Organizational Climate in Select Hospitals

Perceptions of the Administrative staff, Doctors, Nursing staff and Supporting staff are gathered on Organizational Climate dimension. Following are the findings.

It is found that there are perceptual differences between the doctors, administrative, nursing and supporting staff of NRI and GGH about Environment and Organizational Culture. There is high morale among the staff of NRI that they belong to their hospital and that their hospital high esteem in the public. This kind of belongingness is not found that much in GGH. For some statements more than half of the nurses of NRI responded positively about their perception on Environment and Culture of their hospitals. There is a strong feeling among the staff of NRI that the culture in the hospital is good and that the environment is healthy. Whereas, it is not same in the case of GGH. There is little bit of dissatisfaction with the prevailing environment. The NRI staff also has an opinion that everything in the hospital is crosschecked and that individual decision is not considered.

Regarding the perception of the staff of both the hospitals on Job Characteristics, it is found that the perception of the NRI staff is high about the job characteristics compared to the GGH staff. The NRI staff agreed that the hospital gives considerable opportunity to attain skills, the job provides worthwhile opportunities and while they deal with other people in their job they have done it without any difficulty. The GGH staff found it little bit difficult to deal with the employees in their group. The GGH staff also agreed that excess rules and regulations interfere while discharging duties and responsibilities. The staff of the select hospitals agreed that the hierarchy levels are defined. Professionals feel happy only when their knowledge and expertise are fully utilized. In this regard, the NRI staff expressed satisfaction in comparison to GGH staff.
Regarding the Managerial policies, procedures and autonomy, staff of the both hospitals agreed that the objectives are well defined and there are no significant perceptual differences among the opinions of the both the hospitals. With regard to amount of freedom enjoyed by the staff, significant difference has been found between the staff of the hospitals. The administrative staff of the GGH are not satisfied with the autonomy in decision making. The GGH staff also felt that certain aspects in the hospital seem to be contrary to the rules and regulations. The NRI strongly felt that any job related information is passed through established channels and that no breaking of rules is done in this regard.

With regard to inter-personal relations, it is found that the NRI staff strongly felt that cooperation existed in their work group during the course of discharging duties. But the GGH staff did not express satisfaction with the aspect that their supervisor encourages the people who work for him of her to exchange ideas and opinions. The supporting staff of GGH also agreed that there is friction in their work group. It is found that generally there is friendly and cooperative environment between different departments of the hospital in NRI. Both the hospitals agreed to an extent that people in their hospital have high concern for one another and help each other spontaneously when such help is needed. Because GGH is a government hospital for any matter. The decision making power is vested with the Government and there are many levels in the management of the hospital. And the GGH staff did not positively agree that management maintains cordial relations with the unions and employee associations. It is also found that the NRI staff are happy for the support of their superiors when there is a problem both at the work place and in family. It is found that strong cliques protect their own interests in GGH.

It is found that there is significant difference between the opinion of the NRI and GGH staff about the dimension "Team Work". Only in case of the aspects like whether the work in the team is recognized and appreciated, the differences of opinions were found between the staff. The NRI staff felt that their work is recognized and appreciated. The doctors of the NRI staff agreed that their team work was well. But the same satisfaction was not found
with the doctors of the GGH. The GGH nurses expressed that new ways of doing things was not liked by their team members. The NRI staff disagreed to the statement that the way their team was organized hindered the work. They are of the opinion that the team is organized well. Even the administrative staff and doctors are also of the same opinion in this regard.

It is found that there are no perceptual differences in the aspect "that all the employees are treated in the same manner". The doctors and the nurses of the select hospitals did not show any special difference. But the administrative and the supporting staff have differences in opinion in the manner their hospital treated them. It is also found that in NRI, the doctors and the supporting staff agreed that every employee took responsibility in their actions. But it is not in the case of the administrative and nursing staff of the select hospitals which means that both of them are satisfied that their colleagues are responsible. The GGH nurses expressed dissatisfaction about the fact that they are not given an opportunity in decision making and felt that feedback is not given importance at GGH.

On the leadership dimension the doctors of both the hospitals showed lot of variation in their opinion. In GGH, the employees felt that their immediate supervisor is not cooperative, and is not easily approachable. They are also of the opinion that their supervisor is not exemplary and that he is not successful in dealing with his supervisors. But the perceptions of the administrative staff did not show much variation. The GGH administrative staff, in the aspect of scheduling work ahead of time, mentioned their dissatisfaction. The NRI nurses felt that their supervisor insisted on high standards of performance and all the employees trusted their supervisors. The supporting staff in GGH felt that their supervisor was not attentive to what their subordinates said.

The administrative staff of the GGH felt that source of information in their hospital was grapevine and the information passed from one person to another was distorted purposefully. Among the doctors, the perceptual differences between the two hospitals are significant with regard to the
grapevine and distortion of information. The NRI doctors are of the opinion that the information that is passed from one person to another in their hospital is done out of concern for one another and that the interpersonal relations and communication led higher levels of performance of the hospital. The doctors of the GGH are of the opinion that crucial information is held back as a means of control. Even the nurses of GGH are of the same opinion. In GGH the doctors are of the opinion that relevant information is provided only for extracting higher performance.

The administrative staff of the GGH felt that they were not valuable members of their team and that the team members did not take much pride in their work. The NRI administrative staff felt that the ability to get along with others was given much importance and further felt that working in that hospital was beneficial to their career. The GGH nurses strongly felt that the employees in their hospital did not take much pride in their jobs and excelling in tasks was not rewarded as it was rewarded in NRI. The nursing staff felt that knowledge and expertise were recognized in their hospital. It is found among the NRI nurses that the feeling that those who were rewarded were those who encouraged their junior colleagues to achieve and develop. The nurses of GGH felt that the ability to control the subordinated is given greatest importance in rewarding the supervisors. The supporting staff of the GGH did not express satisfaction of being a valued member of their hospital.

The GGH doctors and supporting staff felt that they were not getting the money, supplies, equipment, etc., necessary for their work group to do their work well. The NRI doctors felt that the hospital provided good welfare and safety facilities to all its employees and they are also of the opinion that the working conditions in their hospital are satisfactory. But the doctors of the GGH did not express the same amount of satisfaction. The GGH supporting staff felt that they were overburdened with extra hours. The NRI doctors felt that the management was ready to look into the grievances of the employees. However, they agreed that there was a good and sound grievance handling procedure in their hospital. The GGH administrative staff felt that the hospital did not take much care in the entire well being of the employees. Even the
GGH doctors felt the same. The nursing and supporting staff of NRI feel that the hospital does everything for the entire well being of the employees.

The staff of both the hospitals felt that their hospital provided training for better performance of the employees. The administrative staff of both GGH and NRI feel that the employees have many opportunities for advancement. The nursing staff of the GGH staff are not happy with the opportunities of advancement. The NRI nursing staff are of the opinion that the colleagues who are knowledgeable extend cooperation to those who want to learn more about their job. The doctors of the GGH feel that the employees do not have opportunity to develop their skill. It is found that the NRI doctors are of the opinion that the hospital facilitates self-development. They further stated that new members are given on the job training.

The differences between the perceptions of the NRI and GGH doctors are significant with regard to the fact that there are rigid standards of quality in their work. The NRI doctors feel that they have to meet high standards of quality in their work. The GGH administrative staff are of the opinion that there are no proper rules and regulations for handling any kind of job-related problems and that the posts do not have clearly defined rules in a legal sense. The staff members of NRI hospital felt that the main concern in their hospital was achieving target and excelling in them. The NRI doctors responded that the decisions were made at higher level by collecting information from various sources. The GGH nurses and supporting staff felt that the employees were not disciplined in their hospital. The staff of NRI hospital are of the opinion that their hospital expects them to work according to the rules and regulations. The GGH staff did not strongly agree for the statement that the rules and manuals were maintained unlike the NRI staff.

Innovation and knowledge is one area where significant differences are found among the staff of the select hospitals. The administrative staff, doctors and supporting staff of NRI responded that the innovation was initiated and implemented by experts and specialists. The administrative staff of both the hospitals felt that the innovation was ordered by top management. The
administrative staff of GGH responded that before initiating innovation, the supervisors of their hospital did not contact them but went ahead on their own. The NRI staff felt that when initiating innovation and change, the respective individuals showed concern for others. The NRI doctors said that they could perform different kind of tasks which helped them think differently and innovatively. The GGH supporting staff felt that they did not get inspiration in this hospital to perform their best.

It is found that there is a strong feeling among the doctors of the NRI hospital that their hospital gave considerable importance to social values. The administrative staff of the select hospitals felt that it was their pride to be the member of their hospitals. There is difference in the opinion of the staff of select hospitals about the encouragement of given by their hospitals in participating in professional clubs. The GGH doctors differed in the opinion that their hospital encouraged in social and cultural programmes. The NRI staff responded that their employees felt socially responsible towards the society. The same kind of opinion was not conveyed by the staff of GGH. It is found that the hospitals were ready to take up joint programmes along with other hospitals by extending the help they needed. The NRI doctors and nurses responded that their hospital did not discriminate anyone on any basis.

It is found that there are differences of opinion between the staff of GGH and NRI on the management of mistakes in their respective hospitals. Except the nurses, the NRI staff are of the opinion that those who make mistakes are treated with warmth instead of rejection. But the nurses are of not that opinion. In both the hospitals they have the same feeling that they will not be rejected but instead they will be treated fairly with warmth. There is a feeling in GGH that it is only subordinates who cannot commit a mistake. But in NRI the employees expressed the opinion that both the supervisor and the subordinates are not supposed to make mistakes. The supporting staff of the GGH are also of the same opinion that the subordinates should not make any mistake but the supervisors could make a mistake. The administrative staff of the NRI expressed that when people make mistake in their hospital, they acknowledge it. Even the doctors and the supporting staff of NRI are of the
same opinion. The NRI doctors and supporting staff are of the opinion that when a subordinate makes a mistake, the supervisor treats it as a learning experience and encourages for improving performance in the future. In GGH the doctors are of the opinion that the employees are afraid of making mistakes.

Conflict Management should be effective in any organization that would like to sustain in the long run. In NRI, it is found that most conflicts arise due to striving for excellence and high productivity. But, the same opinion was not found in GGH. The NRI doctors expressed that the conflicts were smoothed to maintain a friendly atmosphere. The GGH staff did not express their opinion on the matter whether third party arbitration was sought in case of resolving conflicts. The staff of GGH are of the opinion that those who are strong were able to give their point of view in a conflict situation. In NRI, experts are consulted in resolving conflicts. It is found that in NRI the conflicts are arising due to competition and that most conflicts are intra-departmental. The NRI nurses expressed the opinion that the management had a positive outlook in resolving the conflicts. In GGH, there is an opinion among the staff that the conflict management is not proper in their hospital and that there is no positive outlook with the management to resolve the conflicts. In GGH, in conflict management, the principles and ideals of the hospital are not given importance. But in NRI, importance is given to the principles, ideals and goals of the organization. Because individual interests should always subordinate themselves to organizational interests.

It is found that the challenge and risk-taking ability among the doctors of the NRI is high compared to the GGH. There are no significant differences in the opinion of the administrative staff on the gender issues except that the GGH administrative staff has a feeling that there is gender discrimination in recruitment and promotion. The NRI doctors and supporting staff expressed that there is gender committee to resolve the gender issues and also are of the opinion that there are no sexual harassments in their hospital. Satisfaction was not found with the doctors of the GGH that male employees extend...
cooperation to female employees in their hospital. Henceforth in can be concluded that the gender discrimination prevails in GGH.

Job Satisfaction in Select Hospitals

It is found that there is sound work environment in the opinion of the administrative staff of GGH. The doctors of the GGH are not of the same opinion. The supporting staff are also of the opinion in GGH. The administrative staff and doctors of the NRI expressed that they enjoyed status and prestige as individuals. The GGH staff expressed dissatisfaction over the matter that their superiors don’t solve job related problems promptly. It is found that the GGH doctors and nurses expressed that employees are not given opportunity to solve job-related problems. The NRI doctors and nurses agreed that there was scope for promotion in their hospital. Employees are free to take decisions and there is scope for higher education in their hospital. The GGH doctors expressed that employees did not receive help and guidance.

The GGH employees are of the opinion that there is discrimination in pay. Whereas, it is not in case of the NRI employees. They are happy with pay system. The administrative staff and the supporting staff of the select hospitals are of the opinion that they are paid fairly for their job. The doctors of NRI agreed that the salaries are paid on time but the GGH doctors are not of the same opinion. They have a feeling that they are not paid fairly. Except the administrative staff of the select hospitals, the GGH staff feel that they have adequate information regarding my compensation and benefits. The GGH doctors are not satisfied with the overall benefit packages. The GGH doctors and the nurses did not agree that their present pay is adequate for their expenses. With regard to the promotional opportunities, the administrative staff and the supporting staff did not show significant differences in their opinion. There are significant differences among the opinions of the doctors and the nurses of the select hospitals regarding the promotional opportunities.
The doctors and the nurses of GGH are of the opinion that purpose of supervision in their hospital is usually to search for mistakes and to catch the person making the mistake and the supervisors strongly prefer their subordinates to ask for instructions and suggestions. The GGH employees feel that their supervisors take pains to see that their subordinates improve personal skills and chances of advancement. Therefore it is found that the supervision in GGH is not better than the NRI. In GGH the employees are of the opinion that it is hard to please their superior. But in NRI, the doctors and nurses agreed that through hard work they can please their superior.

The average number of employees in GGH who agreed to the statement the employees trust each other is lower than in NRI. It is found that there exists great cohesiveness among the employees of the NRI hospital. Being a government hospital, it is difficult for the staff to attain such of cohesiveness as in NRI general hospital. The staff performs functions with the rules and regulations. But in a private hospital the fact is that, the management takes utmost interest in the day-to-day activities. There is also a common feeling among the nurses and the doctors in GGH that there is no privacy for them which means the supervisor is always of controlling type and the supervision is to find mistakes. There is a general feeling among the doctors of the GGH that people do have narrow interests and are not responsible. But in case of NRI, there is a strong feeling among the doctors that there is a sense of responsibility among the doctors and there are no narrow interests.

Organizational Effectiveness in Select Hospitals

Effectiveness is defined in many ways. In this study effectiveness is qualified based on satisfaction levels of the end users. In hospital end user is the patient. So patient satisfaction is considered. Patients are prejudiced about lot of aspects related to hospital registration and admission procedures. Some of them may be correct and most of them are incorrect. More than half of the total inpatients agreed that the admission into the hospitals is difficult. Only few of the in-patients of the NRI general hospital strongly agreed that the admission into this hospital is rather difficult. It is found that the patient who
are staying in the respective hospitals found it difficult while getting admitted into the hospital. There is a feeling that registration and admission procedure in GGH is complex and the registration and admission staff are not receptive. It is found that the in-patients of the GGH were disgusted about the complex registration process. It is understood that the NRI hospital made the procedure simple for the patient while joining instead of undergoing complex procedures. From these responses it can be concluded that the in-patients were unable to receive information properly from the reception in GGH when compared to the NRI patients who got the information properly. It is found that while admitting into the hospital the in-patients waited lot of time before entering into the GGH. But, there is some difference in the situation in NRI general hospital regarding admission. Only few in-patients of the GGH strongly agreed that overall they appreciate the registration and admission procedure in GGH.

In-patients join for a number of reasons that may make them stay for more than a day or two in the hospital. And it is important to know the opinion of the in-patients on the physical facilities. It is found that the inpatient of NRI strongly agreed that the hospital has a congenial atmosphere and the rooms have provision for fresh air and sunlight. From the responses of the GGH in-patients a clear dissatisfaction about the wards and theatres can be seen. It is very much evident in GGH that the wards in which the patients stay are not maintained properly for more than one reason. Whereas with growing demand in the private medical services and competition, the private hospitals are taking utmost care about the physical facilities and ambience.

It is clearly evident that the patients in GGH find it difficult to call the nurses whenever they need their services while at NRI, it is not that much difficult. The patients of the NRI are satisfied about the number of patients that the wards have while the GGH patients are dissatisfied on this matter. From the responses it can be inferred that the nurses in NRI are more courteous than that of the GGH in greeting the patients. From these responses of the GGH in-patients, it can be interpreted that only few patients of the GGH are satisfied the way the nurses explained them the medication. From the given responses it can be inferred that the patients in NRI are satisfied that the
nurses gave medication properly while in GGH most of in-patients did not expressed the same satisfaction. The nurses are the ones who are in direct contact with the patients always and it is their responsibility to give the information about the progress of the patient’s condition. And in GGH, a small percentage of the in-patients are satisfied the way the nurses appraise them about the progress.

It can be inferred from the responses that the patients feel free to meet the doctors and get the information they want in NRI but in GGH the in-patients found it very difficult to get the information they want from the doctors. It is found that the patients in NRI are very much satisfied about doctors and their qualifications at NRI. Whereas in GGH, the patients who come to hospital are not that educated and are from lower income groups and therefore they don’t have much information about the qualification of the doctors. Food is given for the inpatients. Quality of the food is always debated and questioned. To understand the opinion of the inpatients, certain variables regarding the dietary services are included. The patients have dissatisfaction of the quality of the food that was given to them in GGH.

Inpatients has to stay for a large period if they join suffering from acute diseases and problems. The maintenance of the hospital should be clean and healthy. For this purpose, the hospitals have to strive hard to keep the surroundings clean. To understand the opinion of inpatients of GGH and NRI items related to this were asked. On the whole more than half of the total NRI inpatients strongly agree for items related to cleanliness. Very less percentage of GGH inpatients are satisfied with the cleanliness of GGH.

The inpatients come across doctors, nurses; administrative staff as well as they have to undergo many tests. An opinion on the diagnostic services in both the hospitals is surveyed with the inpatients. From the responses it is found that there is an amount of dissatisfaction among the in-patients of the GGH hospital about the attentiveness of the staff in the testing labs. From the responses it is found that there is a feeling among the inpatients of the GGH that the equipment that is being used is not sophisticated and latest. Whereas, the NRI in patients expressed their satisfaction about the equipment and the
latest techniques that are being used. The in patients of the NRI general hospital are satisfied with the way the tests and investigation results are given. But, it clearly evident that in GGH, the inpatients are not happy with the way the tests are conducted and the ICU services are also not maintained properly. There is variation in the opinions of the inpatients of GGH and NRI about the discharge procedures. It is understood from the responses that, patients in NRI hospital are not discharged before the disease is cured. But in GGH, the inpatients are disagreeing with the same statement. There is a feeling that patients will be discharged before they are properly cured which means there is no proper attention paid towards the inpatients. There is a feeling among the inpatients of the GGH that there is complexity on the discharge procedures unlike the NRI general hospital.

SUGGESTIONS

In order to increase the efficiency in hospital functioning, the management should give more emphasis on improving the Organizational climate. Organizational climate perception of the staff and patients perception of the services exhibit a link with the Organizational characteristics. The findings of the study stress the importance of systematic and adequate understanding and improvement of the Organizational characteristics by the health care administrators, which would increase the effectiveness of the hospitals. Improvement in these characteristics can enhance better Organizational climate which in turn can produce better performance and better patient care. Following are the suggestion for improving Organizational Climate and effectiveness of Hospitals.

General Suggestions

To improve Organizational climate in hospitals factors such as good managerial policies, procedures, Inter-personal relationships, Leadership and Innovation Knowledge should be given utmost importance. The authorities should be ready to provide conducive working conditions in terms of physical, economical and psychological to the hospital staff. Improvement of working conditions will be reflective of better behaviour due to the job satisfaction
they derive and hence better delivery of patient care can be assured. There should be the existence of good communication network and better interpersonal relations among the hospital staff.

Priority should be given to improving relationships between management and staff and increasing decision-making latitude among staff members in GGH. Developing staff and empowering them to make decisions about their work is necessary to achieve quality outcomes. It is recommended that employees' job be designed to have a scope of enrichment and be of interest. Continuous service evaluations and monitoring of job satisfaction can be useful to determine aspects of the services that need improvement. Involving staff in a cooperative, team approach will allow for consideration of ways to improve aspects relating to job satisfaction. Improving the work environment so that it provides a context in line with the aspirations of healthcare professionals is likely to increase job satisfaction and consequently have a positive effect on individual, organizational and quality of health care services.

In order to improve patient satisfaction Offer a warm greeting when patients first arrive. Avoid desks with sign-in sheets and no people, or people seated to the side of a sign-in sheet. The first impression should be warm and friendly. Walk with the patient when taking them back to an exam/treatment area. Too often someone comes to a waiting room, calls out a patient's name, and then turns and walks back through a door without even waiting to see if the patient has followed. Wait for the patient and then escort them into the exam/treatment room. Patients should be given clear instructions about the medication. The persons accompanying them should also have the same information about the medication. The nurses should be easily approachable and when ever their need is required. The doctors who are attending the patients should be qualified and should be accessible to the patients. The hospitals especially the GGH should improve the wards and the cleanliness of the hospital. It is suggested that training should be given to the nurses and the supporting staff about the maintenance of the hospital and reception of the patients. The importance of treating the patients in a courteous manner should
be given injected to the staff of the hospitals. The food facilities in GGH should be paid attention and improvement has to be taken care of.

Work redesign is changing the actual structure of the jobs people perform. The concept of work redesign is one of the most creative answer to the present-day disturbed relations among the staff. It involves changing the work and job parameters of staff of a hospital. Presently, there is a need of structural transformation in all cadres of the employees in the hospital. It involves a major shift in Organizations, disrupting long-held beliefs and shaking up existing power structures. Recent market place realities and trends have forced healthcare settings to adopt strategic orientations that stress a customer focus. Central to such strategic orientations is the effective utilisation of service quality practices and philosophies. The ultimate aim of quality is zero defects. The quality of medical care refers to the degree of excellence of the care delivered to the entire satisfaction of the patient. Quality care is not a temporary effort but should aim at continuous improvement in patient care. The concept of total quality management popularly known as TQM was introduced in the American industry way back in 1970. Initially it was industry oriented technique and gradually it was realised that it can be applied even to hospitals. Due to spiralling costs, increasing sophistication in diagnostics, recent advances in the treatment of diseases, decrease in resources and increased competition many hospitals are under pressure to improve the quality of care. It is at a stage where the concept of total quality management very aptly crept into the management of the hospitals.

An environment that encourages hospital functionaries to practise, participate and teach the principles of quality improvement, needs to be created by actively communicating with them on matters like quality objectives, formulation of quality improvement. The workers are to be duly recognised and rewarded with suitable incentives to keep them motivated for ongoing quality management performance. Rewards are essential for excellence. Coercion and threats will do worse. So that hospitals must offer deliberate and identifiable rewards for loyalty, for participation, and for contribution to increased market share. Installing intangible rewards and monitoring rewards in a hospital is a matter of further use.
At present, there is a feeling that many of the hospitals are existing to look after the welfare of the personnel; doctors, nursing staff in the hospital and curative aspect of the patients who approach them. Most of the administrators of the hospitals are also viewing it in this narrow sense and consequently, they are spending all their time curing the diseases of the patients only. But all are forgetting that these hospitals should serve the needs of the society i.e. one has to concentrate on preventive aspects also. They have to concentrate considerably on research work. In this context, there is every need to broaden the concept of the hospital. It is time to move away from the existing bureaucratic and centralised structures. These aspects are to be radically altered to avoid delays, to evade attempt at rigid uniformities, to create an elastic and dynamic system and to promote innovative initiatives and reforms. It is therefore absolutely essential to decentralise authority and confer autonomy.

A clear-cut policy with regard to fresh recruitments, promotion from within, etc., should be formulated together with the requisite educational qualifications, the nature and the number of years of experience for various categories of posts. The policies regarding reservation of seats for candidates belonging to the SC, ST and Backward Classes should also be clearly spelt out. Every employee should be informed of these details through circulars. There should be a constant and intelligent effort on the part of the hospital authorities to be absolutely fair to all employees in the above policy. Promotions, demotion, interdepartmental transfers, disciplinary sections, etc., should not be arbitrary but should be strictly based on rules, policies, and principles. The rules stipulated in the administrative manual are to be followed strictly without any deviation.

The persons appointed newly have to be inducted in a systematic manner by enlightening them on the functions and objectives of the hospital, the significance of the job, etc. This helps them to acclimatize themselves to the office environment and perform the job with full understanding and appreciation. Suitable training programmes also have to be arranged in the beginning as well as at periodical intervals. This helps to improve working
efficiency of the employees to meet the new challenges from time to time. The programmes may be organised in areas like information systems, accounting procedures, modern office management, public relations, etc. Leadership is the paramount necessity in planning, organising financing and fund-raising, operational policies, and expansion of the hospital activities. The application of these qualities of leadership is the force which will determine the effectiveness of the functions of hospital administration. Some of the qualities of leadership which a hospital administrator should possess are vitality and endurance, decisiveness, persuasiveness, responsibility, and intellectual capacity. Whereas they are by no means all of them necessary, they tend to be representative traits of a leader. The Superintendent as leader should know the various styles of leadership and their suitability in the administration of their hospitals.

Specific Suggestions to improve Organizational Climate and Effectiveness

Improving Organizational Culture in Hospitals

Hospital cultures are very segmented. By profession, i.e., nursing, medicine, and other services, etc. Intra-professionally within each discipline i.e. Nursing-ICU, Surgery, Attending patients. High level of involvement and professionalism are demanded from the employees and it should be ensured that everyone contributes when a task is assigned. The changes required are not just structural and procedural but more fundamentally should encompass attitudinal change and the installation of new values. The task is one of engaging hearts and minds which will require actions and words linked with an unusual level of coherence and consistency. Managing the cultural diversity exhibited in health care to achieve fit and synergy between diverse groups will be a challenge. The recognition that much of the conflict centres around issues of power and legitimacy may be an important precursor to achieving that fit. Attempts to enact a cultural transformation within health care can expect to meet with resistance (passive or active). Any strategy to change the culture within health care will need to heed the constraints imposed by external
influences on cultural values, especially those arising from the various healthcare professions.

The differences between hospital organizations and other kinds of organizations are also an important point for understanding these organizations and the phenomena which take place in them. The identification of the cultural incentives for shaping hospital organizations and the behavior of hospital staff is a key input for the formulation of internal policies for cultural change and the promotion of new institutions which can be put into practice. This is important to the staff members directly linked to the hospital administration and to hospital directors, not just because there is a widespread perception that certain configurations of organizational culture are having an appreciable effect on hospital performance, but because they are also synergistically related to other institutional and financial variables. A well-planned culture gives individuals more freedom, given that it is not necessary to tell them what is or is not important and employees' inherent baggage includes the set of learned values which should guide their actions. Employees should feel free to report errors and instances of improper care, as well as suggest innovations, regardless of their position within an organization. One of the important tasks of leaders is to establish specific aims for improvement. No organization, however committed, can improve all areas of its performance simultaneously. So many possible agendas are possible for an organization that improvement efforts can easily become chaotic unless a leader can rally effort around a few specific purposes. At least some of the aims that an organization establishes should be highly ambitious. One of the most important tasks that leaders of health care organizations must undertake is the involvement of clinical staff in quality improvement efforts. Such involvement is critical if these efforts are to be successful. They must bring people together across the boundaries of profession, job classification, and department so that everyone understands how their "part" interacts with the "who".
Job Characteristics

If one goes through the Organizational structure of hospitals in India, one finds that though they have formal Organizational structures, these are never followed in practice. As indicated earlier, there is an urgent need for reorganising the entire structure of hospital administration in India. The basic considerations in the design of the Organization structure of hospital administration are –

i) Identification of the activities required to meet objectives/purposes of the hospitals.

ii) Systematic grouping of related activities, according to similarity in basic objectives and purposes.

iii) Each working unit constituting the Organization of hospital administration performs a clearly useful role in contributing to the achievements, of the objectives of the Organization.

iv) Maintain, as far as possible, homogeneity and proper span of control and appropriate to the particular needs.

v) Assigning definite and clearcut responsibilities at each level, coupling responsibility with corresponding authority and delegation and

vi) Systematic decentralisation of the entire administration for effective decision-making.

While reorganising structure, it should be kept in mind that there should be a minimum number of levels in the Organization hierarchy. A total Organization having too many levels generates a climate of bureaucracy and feudalism which goes against effective freedom. Co-ordination is the synchronization of different activities for achieving common goals. Smooth functioning of the hospital administration and definite achievement of its objectives depends on sound coordination. The accountability for proper coordination should primarily rest with the officers. They should play an important role in coordinating the work of their subordinates. Frequent formal and informal meetings and get-togethers of officers and representatives of
external agencies should be held to bring in better internal and external coordination

Managerial, Policies, Procedures and Autonomy

Easy operation and flexibility are the basis of simplification for procedures. Simplification of procedures is to be attempted through the systematic recording, analysis and critical examination of existing methods. "method study" improves the how to do work not only in individual operations but also in processes, procedures and systems. The "method study" may include the analysis of different interrelated processes and Organization units, review and simplification of written forms and records. It is essential to get a clear and complete picture of the work and the sequence of steps. The recruitment of people in the hospitals should be objective based on each case. Service rules should be followed in all personnel matters. Then only effective climate will result. There should not be any kind of discrimination in the recruitment procedures. Especially in a hospital setup, the employees should always be motivated to provide quality health care. If the hospitals expects their staff to experience job satisfaction, good managerial policies and procedures should be employed. The objectives of the hospitals should be clearly communicated with the employees at different levels. It is the duty of the management to see that all the activities of the hospital takes place according to the rules and regulations of the hospital.

Hospital employees should be given freedom to take decision and free to discuss problems. Because, unless the problems are clearly ventilated, it is not easy to perform their jobs i.e., providing better service for the patients. Hospitals should also give freedom to their employees to set their performance goals which will help in delivering quality healthcare. Because the doctors, nurses who feel responsible would like to give their additional attention to the needs of the patients and there may be times when additional investigation has to be done by the doctors. Therefore it is very suggested that the hospitals should encourage their employees to set their own performance standards. Hospitals should reduces duplication of policies and procedures across departments, ensuring consistent care is provided to all patients. A centralized,
comprehensive development and management of policy and procedure is fundamental to providing consistent communication, minimization of compliance risks and ensuring patient safety. It is efficient, thereby freeing personnel to spend more time providing patient care.

**Improving Inter-Personal Relationships**

An association between individuals working together in the same organization is called interpersonal relationship. An individual spends around seven to eight hours at his workplace and it is practically not possible for him to work all alone. One needs people to talk to and discuss various issues at the workplace. Research says productivity increases manifold when individuals work in groups as compared to an individual working alone. Valued interpersonal relationships positively impact individual attitudes, opinions and organizational outcomes. Interpersonal relationship refers to a strong association among employees either working together in the same team or same organization. Employees must get along well for a positive and healthy ambience at the workplace. Suggestions to improve interpersonal relationship at workplace.

- There is a certain way of behaving at the workplace. It is essential to be professional at work. Leg pulling, criticism, backbiting should be avoided. There should be co-operation among the workgroup. Especially in case of the administrative staff, doctors, nurses and supporting staff. Because the entire work is with regard to the patient life. Therefore there should be co-operation.

- Superiors must formulate specific KRAs for all the employees and make sure job responsibilities do not overlap. Overlapping of job responsibility leads to employees interfering in each other's tasks and eventually fighting over small issues. One should be concerned only with his work rather than trying to find out what the other employee is up to.

- In an hospital environment, passing on right information is necessary and the information should be shared among each other. Data-
tampering and playing with information spoil relationships among colleagues and lead to confusions at the workplace which is undesirable. Employees must communicate with each other effectively for a healthy relationship. Remember a problem shared is a problem halved.

- Discussions must be on an open platform where every individual has the liberty to express his/her views and opinions. Written mode of communication is one of the effective ways of communicating at the workplace. In an hospital environment interaction with different departments is needed and required. Often, the supervisor and the other employees should maintain cordial relations with one another in the entire hospital.

- Team leaders and supervisors should conduct monitory meetings with their team members. It is essential that the monitory meetings should be conducted regularly in order to have a review of the cases in the hospitals. It is necessary that the opinion of the staff attending to the cases is sought. Do not favour any employee you know him personally. Favoritism spoils the relationship between superiors and subordinates.

- Individuals should be motivated to work in teams. Work must be equally allocated to team members to expect the best out of them. No employee should be overburdened. People working in teams are friendlier and adjust with each other better.

- One needs to be a little more adjusting and compromising at the workplace. Don't expect everything to be done just the way you like it. You will have all types of people around. It is essential to look at the positive side of an individual. Being flexible at work always helps. Supporting the colleagues when needed.

**Improving Team Work**

Often effective teamwork in hospitals can be disrupted by diverse styles of management, gender and status differences, lack of communication and competitive demands on different departments. Teamwork among the members of a hospital can result in better patient care and a more enjoyable
work environment, if everyone remembers that the main goal is the same: quality health care. Encourage quality teamwork by rewarding groups for good performance. Create incentives to work well as a team by giving praise and issuing small incentives in the appreciation of the work handled by the hospital staff. Teamwork is enhanced when workers know each other and are comfortable discussing a variety of issues.

- The members of the teams should give need based support to one another in order to perform the job effectively. In order to cure the patients properly it is necessary for the teams to extend support to each other. This kind of team work should be fostered among the hospital staff.
- Though everything is a team work, the performance of each and every person in the team should be encouraged and appreciated. The supervisors should build team spirit among the employees for better performance.
- Provide detailed instructions on how to remedy issues that arise among team members, which boosts teamwork by empowering members to solve issues efficiently and productively. Begin by suggesting that group members talk directly with the person creating any negative effects. Encourage the group to provide clear documentation of any problems as well. From there, team members should give distinct guidelines for how to improve the situation. Instead of creating a culture of blame, foster an attitude of being proactive and solution oriented. For example, if one member repeatedly fails, then see that the member is guided properly and the task is fulfilled.

Fostering Participative Management

Encouraging the staff to take part in the hospital management is very much required. Because the management may not have clear information about the treatment and other problems of the patients. The staff will have more ideas to improve the quality of patient care or address the grievances of the patients. For these reasons for developing a sound organizational climate,
employees should be given chance to participate in the decisions. It is advised that the suggestions of the employees are sought for addressing the employee issues. In order to foster a participative management environment,

- The employees should be treated in a fair manner by the management of the hospitals. Everyone should be given same preference in work and every other aspect.
- Everybody should take responsibility for their actions instead of blaming others for the mistakes
- During the face-to-face meetings, the management should take care to see that the result is productive and the management should attention to the views expressed by the employees and try to implement them.
- Employees should be encouraged in decision making
- Feedback should be encourages from the employees on various aspects regarding the quality of the service delivery, patient treatment etc.

Effective Leadership

Health care organizations should provide strong leadership to confront quality challenges. Organizations should develop a culture that is supportive of leadership, innovation, and risk taking. They should strive to attract, reward, and retain strong leaders while providing mentoring opportunities for new generations of leaders. Educational institutions should build organizational leadership into their curriculum. Professional associations and labor unions should establish aims for improvement of their professions and make quality improvement an integral part of their agendas. Quality patient care, excellent customer service and a focus on efficiency are the attributes of a high-performing hospital staff. And it takes a strong leader to ensure that these standards are embodied by each team member.
The best leaders set an example on a daily basis, living the vision and mission.

- **Monitor Your Team Climate**
  Depending on the number of employees on your team and the vast amount of ground to cover, it may be impossible to see everyone daily but doing so as often as possible is beneficial. There certainly needs to be time set aside for formal discussion and feedback, but try to check in with team members. Showing positive attitudes, addressing frustrations and conversing politely will have good result. Because of these, the employees may work with pride and perform well.

- **Help Team Members Succeed**
  Challenge team members to set stretch goals and assist them in achieving them. When goals are met or exceeded, be sure to publically recognize both individual and workgroup success. A good leader also knows how individuals prefer to be recognized. Some like a more public recognition while others may prefer a handwritten note of thanks. Paying attention to this is key, because you cannot accomplish your organization's goals by yourself. Surround yourself with winners, and demonstrate your support.

- **Address performance problems sooner rather than later.**
  Even the best employees will occasionally exhibit lapses in judgment or make simple mistakes. Often, communication or miscommunication is found to be at the root of these problems. Correction cannot occur unless the behavior or performance issue is addressed. As a leader discussing an issue with an individual, it is sometimes difficult to find the middle ground between being too subtle - risking the employee not realizing the importance - and being too harsh, which may result in a loss of respect for the leader.

- **Be forthcoming and genuine with your approach.** This helps in promoting team member's willingness to receive constructive criticism, and to learn and grow from it. One must be sure to monitor
the climate after the discussion to ensure the message was received as intended and change has occurred. If not, re-address the issue and clarify any communication that may have been misinterpreted. While it's essential for your team member to receive feedback in a positive manner, the leader who is communicating holds more accountability to ensure the employee perceives the intended message.

- **Be Consistent**

Consistency matters. Whether it is addressing performance issues in a timely manner, setting stretch goals, helping team members achieve success and then recognizing those successes, be consistent with each employee. Leader has to make it sure that his approach aligns with human resource policies. This would apply to performance appraisals and benefits such as sick time or vacation time. Regardless of the medium – individual conversations.

**Improving Communication Process**

It can sometimes be challenging for hospital executives to keep the lines of communication open with the busy physicians at their hospital.

**Solicit and implement physician feedback.** Successful hospital executives should have several ways to solicit feedback from physicians. Beyond general physician surveys, hospital executives should connect with physicians one-on-one to communicate the ways to make the hospital work better and gather feedback about new endeavors. The executives also need to seriously consider implementing the feedback.

**Incorporate physicians decision-making and leadership roles.** Designate physician leaders to form a “Leadership Council” that advises the CEO on strategic issues. Hospital leaders strengthen physician relationships through working jointly on solving the challenges facing the hospital. This requires open dialogue and willingness to bring physicians into the decision-making process about a specific topic or issue. "The hospitals that have gone the farthest have incorporated physicians into executive roles," says Mr. Peterson. "High impact communication, which is two-way communication, makes sure
the organization is successful." Leaders should be willing to say "yes" and "no" to the physicians and then explain the reasoning behind their answers.

Effective communication should be there between doctors and nurses

Doctors and nurses share a common goal — healing the patient. Therefore, it is crucial that a joint collaboration should exist. Sometimes nurses are hesitant to communicate ideas regarding patient treatments, instead of choosing to remain in an "assistant" role to the physician. Doctors make final decisions, based in part on the nurse's status reports. Therefore, effective communication between the two is vital for positive patient outcomes.

Welfare, Security and Grievance Handling

The manager should immediately identify all grievances and must take appropriate steps to eliminate the causes of such grievances so that the employees remain loyal and committed to their work. Effective grievance management is an essential part of personnel management. The managers should adopt the following approach to manage grievance effectively.

Quick action: As soon as the grievance arises, it should be resolved. Training must be given to the managers to effectively and timely manage a grievance. This will lower the detrimental effects of grievance on the employees and their performance.

Acknowledging grievance: The manager must acknowledge the grievance put forward by the employee as manifestation of true and real feelings of the employees. Acknowledgement by the manager implies that the manager is eager to look into the complaint impartially and without any bias. This will create a conducive work environment with instances of grievance reduced.

Gathering facts: The managers should gather appropriate and sufficient facts about the nature of grievance. A record of such facts must be maintained so that these can be used during grievance redressal.
Examining the causes of grievance: The actual cause of grievance should be identified. Accordingly remedial actions should be taken to prevent repetition of the grievance.

Decisioning: After identifying the causes of grievance, alternative course of actions should be developed to manage the grievance. The effect of each course of action on the existing and future management policies and procedure should be analyzed and accordingly decision should be taken by the manager.

Execution and review: The manager should execute the decision quickly, ignoring the fact, that it may or may not hurt the employees concerned. After implementing the decision, a follow-up must be there to ensure that the grievance has been resolved completely and adequately.

Improving Training and Development activities

- If the training programs are developed, they will help in the optimum utilization of human resources that further helps the employees to achieve organizational goals as well as their individual goals.

- Training and Development should help in increasing the job knowledge and skills of employees at each level. It helps to expand the horizons of human intellect and an overall personality of the employees.

- Effective Training and Development helps building the positive perception and feeling about the organization. The employees get these feelings from leaders, subordinates, and peers.

Enhancing Standardisation

- The management and the administrative staff of the hospitals should co-design any quality initiative and service description with the community and patients for whom the service is provided, ensuring that measurements and standards are created to assess the achievement of these and are not purely focused on technical standards.
• Take a lead in developing a culture of quality in health services by setting the vision and encouraging and supporting initiatives at different levels.

• Design ways to support and mentor nurses and other health care providers so that they do not feel overwhelmed by their task of providing the service.

• Use the quality improvement tools to their full potential to address some dimensions of quality, recognizing the limitations of the focus and approach and creating a strong context in which a patient-centered approach can be taken.

• Address quality issues and set standards according to best practice rather than minimum standards in all service descriptions.

Management of Mistakes

• Controls are needed in a hospital as a counterpart to planning. They are necessary in order to see that plans made by the management team are carried out as expected. However, controls should conform to sound principles of management, and as far as possible, should be preventive rather than corrective. The basic steps in control, viz. establishment of standards, measurement of performance and correction of deviations are never followed. Lack of proper control mechanism has led to considerable disfunctioning in certain important areas, such as finance and accounts and development of the hospital administration. In view of this, the administration should have a proper control system as a continuous process of determining what is being performed, measuring its actual results in relation to the predetermined objectives and adopting such corrective measures as may be necessary to ensure performance according to plan.

• Effective control in the hospitals is possible only when the administrators periodically visit the areas of activity. By this, the pace of execution, the quality and quantum of work done, the methods employed—all this comes to the instant notice of the officers and facilitate corrective sections wherever necessary. Registers should be
maintained in each department/office in the administration including the library, recording stock and issue of items purchased from time to time. The central accounts office should carry out periodical physical verification of stocks and report to the Superintendent or his nominees for taking the necessary corrective action for lapses, if any. Records and reports are the backbone of the control and hence the officer should see that the records and reports are maintained properly in the hospital. The various techniques of control, traditional as well as non-traditional, should be studied and implemented in the administration of the hospitals. In this connection, the various control techniques including the budgets, break-even analysis, operational audit, PERT, CPM, Medical Audit, etc., may be of great help to the administrators.

Better Conflict Management

- conflicts should be avoided especially in a hospital setup because it entirely deals with treatment of people and patient's life. A smooth and peaceful environment which is conflict free will create a healthy climate for the staff to work. For which the government should provide good facilities, create clear job characteristics, design clear managerial policies for the smooth functioning of the hospitals.

- In resolving conflicts appeal should be made to principles, organizational ideals and larger goals of the organization.

- In resolving conflicts experts should be consulted and their advice should be sought.

- Management should develop a positive outlook in resolving the conflicts. Management should not take the side of one group in case of conflicts. Management should be judicious and neutral.

- Wherever necessary, third party intervention should be sought for the immediate smoothening of the conflicts.
Addressing Gender Issues

- Though, any profession is not gender specific, however naturally gender issues arise in the workplace. Hospital is not an exemption. It is suggested for the managements of the hospitals that men and women should be treated equal and there should not be any discrimination in the compensation or any other related matter.
- The management should have good gender policies and gender committees.
- There should not be any kind of sexual harassments and the male employees should extend co-operation to female employees in all matters.

Suggestions for improving Job Satisfaction

Providing better work environment

- The management of the hospitals should see that the policies and procedures of the hospital should be congenial by solving the job related problems promptly
- The chances of promotion should be good for the employees
- Employees should be given freedom to take decisions
- The employees should be provided with scope for training and development and see that employees receive help and guideline for the work they perform

Better Pay Structures

- The management should not show any discrimination in the pay of the employees
- The salaries should be paid on time
- The employees should be given adequate information about their pay and compensation
- The present pay the employees receive should be adequate for their normal expenses
Better Promotional Opportunities

- The chances of promotion should be equal for all the employees and the management should provide a platform for the chances for promotion.

- The management should provide platform for promotions same as in other organizations

- There is an appropriate means for performance appraisal in the hospitals for better promotional opportunities

- In case of promotions the management should not resort to recommendations and promotions should be based on ability only

- The jobs should not be a dead-end-job. There should be scope for promotions in all aspects.

Better Supervision

- The purpose of supervision should be a general activity but, the purpose of supervision should not be in search of mistakes of the staff members.

- It is suggested that the subordinates should take instructions from supervisors for the treatment of the patients. But the supervisors should not insist that their subordinates should surrender to them.

- Supervisors should encourage their subordinates to improve personal skills that enhance the chances of advancement.

- Supervisors should reward outstanding achievement and influence the subordinates only with expertise and competence rather than their formal authority

- Supervisors should not be impolite to the subordinates
Suggestions for improving Patient Satisfaction

Improving Registration and Reception Procedures

- The government hospitals should make the admission procedures easy.
- The registration should be simple and should not be disgusting. The admission into the hospital should not take lot of time.
- The registration procedure should provide adequate information about the insurance facilities.
- Especially in government hospitals, at the time of the admissions, the rooms should be ready.
- The physical and transportation facilities from the reception to the rooms should be satisfactory.
- The staff at the registration desk should be patient in giving information to the patients.
- The registration department should be courteous and patiently listen to the problem of the patients.

Improving Physical Facilities and Ambience

- The hospitals should provide congenial atmosphere. The rooms should have provision of fresh air and sunlight.
- The wards, operation theatres and the rooms should be maintained properly especially in government hospitals.
- Hygiene should be given utmost importance.
- The bathrooms and other amenities should be maintained properly.
- The supervisor of the ward should take utmost care of the hospitals.
Improving the Nursing services

- Every ward should have enough nurses and the nurses should attend the patients whenever they are required.

- The nurses should explain the procedure of medication in a manner that everyone can easily understand and the medication should be given timely

- The patients should be given information about the progress timely.

Improving Doctor Services

- Doctors should be easily approachable and should give information of the treatment to the patient properly.

- The doctors should be specialized in their own areas.

- The doctors should be sincere and go around the wards everyday without fail

- The doctors should not discriminate patients in any manner.

- During the surgeries the doctors should counsel the patients properly.

- The priority of the doctors should remain patient care.

- The doctors should have integrity and should be available always for the treatment of patients

- The doctors should be ready to attend to the emergency cases whenever they are admitted in the hospital

Conclusion

After a thorough study of the concept of Organizational climate the researcher finds that developing a sound Organizational climate is the best strategy an organization can achieve competitive advantage. Especially, a hospital organization is different. Because, it is patient treatment that is involved and the entire organization has to work for the provision of the better lives for people. For this reason, a sound Organizational Climate will have profound impact on the employees to experience job satisfaction which will
ultimately enhance the patient satisfaction. The prevailing perception of a hospital is that of a physical presence that needs to be bodily accessed to avail of its facilities. It is this image which will need to be radically altered in the hospitals of tomorrow. Hospitals of tomorrow would require to be an effective social organization, which delivers on the door steps of the consumer. The most critical determinant of the hospital of tomorrow would be the skilful juxtaposition of advanced medical technology with crippling cost constraints. Providing the best that medical science has to offer at affordable cost has to be the challenge of the hospital of the future. To come out of this problem, the hospital of tomorrow should operate with an expanded base on optimal infrastructure. The various components of the hospital have to undergo drastic alterations in order to service tomorrow. The ambulatory care area would be more of a mobile facility, going out to reach the people rather than make them come to it. Even in the diagnostic and treatment area, patient access should be as minimal as possible.

Thus, the problems of hospitals in India are many and varied. Different persons may provide different solutions for these problems. But all these problems can only be solved when authorities face the problems and take appropriate and bold decisions without caring for troubles, unpleasantness and threats. Further, the follow-up action is more important than taking many decisions. If one is determined to solve the problems, it may not be so very difficult to resolve the problems of the hospitals and achieve the objectives for which they were established. In conclusion, we can say that the staff perception of Organizational climate is so important to create a better working environment for the employees while at the patients end it will have profound impact on the treatment. Notwithstanding the limitations of this study, the results provide strong empirical support that general organizational climate can influence perceptions of employees on various matters of their workplace and environment, and that these perceptions will have influence on performance of the employees through their affect on patient treatment. These findings provide valuable guidance for researchers and practitioners trying to identify the mechanisms by which they can improve Organizational climate in the workplace.