

A Comparative Study of Employees Motivation in Public and Private Hospitals of NCR

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Ms. Laxmi Rani, Research Scholar, Dr. A.P.J. Abdul Kalam Technical University, Lucknow

Ms. Jaya Gupta, Assistant Professor, NDIM, Delhi, India

Abstract: *The propelling force that encourages someone to act and maintain their conduct is called motivation. At first, people believed that finance was the only element that could inspire workers, but there are actually a variety of other considerations as well. Individual preferences for these elements may differ. While some people choose non-financial factors, others favour financial factors. The current study is sought to discover the preferences of the elements influencing the overall motivation of personnel working in both commercial and public hospitals. For this study, a questionnaire was used to perform the investigation. There were two sections to the questionnaire: Part (A) and Part (B). Ten components of motivation served as foundation for the questionnaire, and participants were asked to rate these criteria in order of significance. The goal of the study was to determine the motivating preferences of staff members working in public and private hospitals. With the use of LR, the motivating variables were determined. Managers and other policy makers should be able to use the study to build employee incentive policies.*

Keywords: Motivation, Factors, Private Hospitals, Public Hospitals, Survey.

Introduction

The Latin word "movere," which means to move, is where the word "motivation" first appeared. We are propelled to take action through motivation. Similar to a steering wheel, it directs motion in the desired direction. Motivation is the psychological process that starts, controls, and keeps going voluntarily towards goal-oriented behaviours. Motivation is a factor that pushes people to act and maintain their behaviour. For every organisation, one of the most difficult tasks is to motivate personnel. As a result, employees play a crucial role in inspiring others to deliver the desired performance and please clients. If employees are happy and satisfied with their jobs, they will offer

their best effort and the business will prosper. Conversely, if employees exhibit bad behaviour in the form of absenteeism and high labour turnover, productivity in the organisation will be negatively impacted. Workplace motivation is advantageous to both the organisation and the employees.

An employee who is happy and motivated delivers within the organisation their best work with exceptional performance. It is the responsibility of management to inspire employees by comprehending their demands. Motivating workers to produce their best work is important. Prior studies have shown that the initial stage in creating motivation is to identify the needs of the workforce. It is crucial for any type of firm to

comprehend the elements that drive its personnel. Understanding the variables that motivate people and improve job satisfaction can aid in the effective application of chosen tactics to maximise production and improve employee and customer satisfaction.

Managers have a responsibility to foster an environment where workers are inspired to perform to the best of their abilities. If a manager doesn't create this kind of workplace, it will lower employee satisfaction, which could lead to subpar productivity, a high absenteeism rate, and high staff turnover. In order to reduce attrition rate of personnel and increase productivity in firms, it is crucial to discover and analyze the factors motivating such employees.

Literature Review

Kuswati 2020 According to this study employee motivation significantly affects productivity. A well-motivated person will always have a high productivity rate, while a demotivated individual's productivity will be impacted severely. According to a 2019 study by Babaeinesami, monetary incentives are crucial drivers of employee motivation. In the case study, frontline staff selected service, autonomy, organisational policy, supervision, and advancement were termed as the top five most important motivational elements. According to Kahsay & Nigussie (2018). The intrinsic incentives of restaurant employees—affiliation, power, and achievement—are the subject of a 2017 study by Lee and Kim. According to research on these three motivators, knowledge-sharing behaviours should be influenced by employees' demands for accomplishment, affiliation, and power in that order: requirements for achievement should be met primarily, needs for affiliation should come second, and needs for power should

come after all prior have been met. According to Nabila S. Ben Slimane's (2017) research, job satisfaction is positively correlated with task importance, job autonomy, and feedback. According to research, managers should take non-financial considerations into account when creating motivational tactics since knowing the right motivational variables increases job satisfaction and boosts productivity. According to Chatterjee and Priya (2016), there is a strong correlation between employee involvement in decision-making, job satisfaction, and employee dedication and productivity. The research by Adjei et al. (2016) found that the most significant intrinsic motivational factors for health workers are job satisfaction, a positive work environment, and logistical support, while the most significant extrinsic motivational factors are compensation, access to transportation, and housing.

According to Cruz et al(2014) 's research, working part-time has a positive impact on job happiness, however having a longer service history has no effect. Job satisfaction increases if family dependence on employee salaries is high. The best ways to inspire employees and raise productivity, according to Elarabi & Johari (2014), are generous compensation, an effective incentive programme, and good management. Adzei and Atinga (2012) looked into the significance of both monetary and non-monetary motivators on employee engagement and retention rates in Ghana's district hospitals. The outcome showed that monetary incentives are more powerful motivators than non-monetary incentives. Only three of the four factors—leadership abilities and supervision, accessibility to infrastructure and other resources, and opportunities for ongoing professional development—were

thought to be the most effective motivators in this study. Bajwa et al. (2012) researched and analysed the elements that spur healthcare professionals to accomplish their clinical responsibilities in hospitals. Although all the criteria studied in the study were significant, the most crucial element for motivation, particularly among the younger age, was feedback. According to research by Giannikis and Mihail (2010), full-timers prioritize extrinsic rewards, whereas part-timers prioritize intrinsic benefits. The best motivator, according to Kaithapalli and Gundala (2009), is decent pay, followed by a fascinating job and praise for one's efforts. The motivational factors of employees with various demographic profiles varied. According to research by Maroudas et al. (2008), demographic factors like gender, work experience, and age influence the choice of motivators, but most employees could be encouraged by monetary rewards and opportunities for personal growth provided by their employers in the form of seminars, conferences, workshops, and other events. In their 2008 study, Islam and Ismail looked at the six most crucial elements that motivate workers in different Malaysian firms. Vilma and Egle's (2007) study found no appreciable differences in the motivational elements of executives and nurse practitioners in private health care organisations. According to Dimitris Manolopoulos (2007), fair pay and job stability are the most common forms of motivation in Greece, where managers mostly use extrinsic rewards to encourage staff members so that their performance may be evaluated. The findings of Snape and Snape (2006) point out that rather than creating new incentives, efforts should be concentrated on resolving the hygiene factors. In the public and private sectors of the UK, Louise Smith (1999) sought to identify the most effective techniques for inspiring the low-paid workers. According to research,

employee-centered programmes are the best way to increase employee motivation and satisfaction. Wong et al (1999) demonstrated that there exist no association between demographic variables and extrinsic factors but intrinsic determinants of motivation for employees with varied demographic features were observed as different.

Research Methodology

Research Design: Cross Sectional

Data collection Technique: Convenience Sampling

Data Collection Tool: Questionnaire (online)

Sample Size and characterization: 100 respondents working in Private and Public sector Hospitals

Herzberg's theory and job-related factors of Kovach for employee motivation were used as base theories for structuring the questionnaire on a 5 point Likert Scale. Questionnaire was prepared on the basis of ten factors of motivation. These ten motivating factors are consider for the research-

- Appreciation for work
- Participation of employee
- Sympathetic help in personal problems
- Work of interest
- Opportunities for advancement and development
- Discipline
- Loyalty to employees
- Working conditions
- Job security
- Fair wages

Mean was used to analyse the data.

Data Analysis and Interpretation

Table 1: Profile of the respondents

Variable	Frequency	Percent
Gender		
1. Male	72	72
2. Female	28	28
Age Group (Years)		
1. 18-30	24	24
2. 30-40	28	28
3. 40-50	24	24
4. More than 50	24	24
Higher level of Education		
1. Graduate	44	44
2. Post Graduate	44	44
3. Ph.D.	12	12
Marital Status		
1. Single	21	21
2. Married	79	79
Type of Company		
1. Manufacturing	24	24
2. Service	76	76
Monthly Income		
1. Upto 15000	5	5
2. 15000-30000	11	11
3. 30000-50000	44	44
4. Above 50000	40	40
Type of Hospital:		
1. Public	30	30
2. Private	70	70

Table 2: Mean, S. D. and ranking of the motivating factors in Private Hospitals-

Motivators	Mean	S.D.	Rank
Appreciation for work	3.98	0.40912	5
Employee participation	3.96	0.46234	6
Sympathetic help with personal problems	3.46	0.5231	10
Interesting work	3.62	0.32104	9
Opportunities for advancement and development	4.12	0.4235	3
Loyalty to employees	3.82	0.50167	7
Working conditions	4.07	0.32309	4
Discipline	3.65	0.34587	8
Job security	4.32	0.40567	2
Fair wages	4.56	0.40765	1

Mean value of fair wages in private hospitals is maximum (4.56), so fair wages is the first motivating factor. Mean value for job security is second highest (4.32), So job security is the second motivating factor in private hospitals. Mean value for opportunities for advancement and development, working conditions and appreciation for work are 4.12, 4.07 and 3.98 respectively. So, opportunities for advancement and development, working conditions and appreciation for work are the 3rd, 4th and 5th motivating factors respectively.

Table 3: Mean, S. D. and ranking of the motivating factors in Public Hospitals-

Motivators	Mean	S.D.	Rank
Appreciation for work	4.23	0.4132	3
Employee participation	3.56	0.36985	8
Sympathetic help with personal problems	3.92	0.40178	6
Interesting work	3.48	0.50612	9
Opportunities for advancement and development	4.16	0.33872	4
Loyalty to employees	3.86	0.40987	7
Working conditions	3.98	0.38054	5
Discipline	3.25	0.50234	10
Job security	4.82	0.40216	1
Fair wages	4.56	0.32182	2

Mean value of job security in public hospitals is maximum (4.82), so job security is the first motivating factor. Mean value for fair wages is second highest (4.56), So fair wages is the second motivating factor in public hospitals. Mean value for appreciation for work, opportunities for advancement and development, and working conditions are 4.23, 4.16 and 3.98 respectively. So, appreciation for work, opportunities for advancement and development, and working conditions are the 3rd, 4th and 5th motivating factors respectively.

Conclusion

Success or failure of a company not only depends on customer service, business processes and technology of a company. It also depends on employees who are supposed to plan and execute it. So the success and failure of a

company depends on its employees. Only a well-motivated and satisfied employee can give best performance but motivational factors may vary from person to person. According to this research, Motivational factors are almost the same for employees of public hospitals and private hospitals. Good wages, job security, opportunities for advancement and growth, full appreciation of work done and good working conditions are the 1st, 2nd, 3rd, 4th and 5th motivating factors respectively for employees of private hospitals. Job Security, fair wages, appreciation for work, opportunities for advancement and development, and working conditions are the 1st, 2nd, 3rd, 4th and 5th motivating factors respectively for employees of public hospitals. So we can say that not only money but non-financial factors are equally important to motivate the employees. The present work has provided "guidelines" that should be considered while developing employee motivation programs.

In the future similar types of works can be carried out in other countries with different demographic and employment factors.

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