



## Study of motivational practices applied in private hospitals

Dr. Sonali Prasad Dharmadhikari<sup>1</sup>, Mastrooreh Bampoori<sup>2</sup>

<sup>1</sup> Associate Professor, Bharati Vidyapeeth Deemed to be University, Institute of Management and Entrepreneurship Development (IMED), Pune, Maharashtra, India

<sup>2</sup> Research Scholar, Bharati Vidyapeeth Deemed to be University, Institute of Management and Entrepreneurship Development (IMED), Pune, Maharashtra, India

### Abstract

Human resources are of eminent importance for any organization, since they determine how other resources are used for reaching organizational goals. However, developing countries have problems with effective human resource management systems. Therefore, to enhance the systems, we need to improve the motivation system of human resources. An employee's performance and efficiency is based on their sense of motivation. Motivation is hence a vital component of job performance. To achieve top performance, the administration offices of human resources need to analyze the effectiveness of their workforce and identify the factors motivating human resources. The research is based on secondary data drawn from sources such as journals. In this context, the present paper attempts to identify factors affecting workers' motivation in private hospitals.

**Keywords:** motivation, factors of motivation, service sector

### 1. Introduction

#### 1.1 Background of the Study

Until recently, human resources have not been the focus of health sector reforms. The Joint Learning Initiative, World Health Organization, and the Global Health Workforce Alliance have targeted health workers, especially regarding problems with staffing shortages, poor job conditions, low remuneration, and extensive migration. Being one of the most important components of the health system, health workers usually account for the largest share of public expenditures on health. High quality, motivated staff is vitally important for health system performance, but also very difficult to ensure. In the year 2006 World Health Report recognized ten main plans to improve the performance of health workers, in addition to those related to improving working conditions and providing managerial support. Ensuring a sufficient wage without payment delay was also found to be necessary for improving the motivation of health workers, particularly to recruit and retain staff, and to prevent absenteeism and collection of informal payments from patients. Efforts to enhance health worker motivation have focused on monetary incentives, including pay-for-performance, particularly due to the fact that wages for health workers tend to be low. However well intended the efforts to improve financial incentives, they can actually undermine the morale and lead to negative consequences.

#### 1.2 Statement of the Problem

A work environment with individuals that are motivated and qualified is a vital increment to the profitability and quality to add to accomplishing targets. Job Motivation is defined as "the willingness to exert and maintain an effort towards organizational goals" (Mathauer & Imhoff, 2006) <sup>[9]</sup> Given the

present difficulties, for this example, poor working conditions, individual wellbeing concerns and deficient hardware, work inspiration could play a key part in the profitability of human resource.

Likewise, with a specific end goal to perform well, workers need the information and devices that are required for the activity and additionally the will to do what is asked from them. Subsequently, motives can be by and large compared with activity that they are meant to perform. So, it is essential for all health care associated firms to investigate the degree to which the motivator impacts the representative employees and to enhance the drive of the individuals so as to keep in mind the end goal to give quality support to the patients. It is for this reason that the present study is attempted and undertaken in this area.

#### 1.3 Significance of the Study

The Outcome of the following study will help the hospital management better understand motivational related factors. The outcome of the present study may also be of use for medical institution administrators and human resource managers to set up new centers and regulations which can be essential in motivating the employees.

#### 1.4 Objectives of the Study

The present research aims to identify and analyze factors affecting health workers' motivation and incentive in private hospitals.

### 2. Review of literature

#### 2.1 Definition

Motivation is the impulse reason that triggers a person to settle on a choice or a decision. It is a pursuit of interest

(achievement) of the present life objectives towards a confidently positive focus state. Motivation can be defined also as the process whereby goal-directed activity is instigated and sustained (Yukseoglu & Karagüven, 2013) <sup>[18]</sup>. Motivation is put across all territories of economics and also social life. It is part of the Primary, secondary and tertiary sectors of every nation. In the primary and secondary divisions, this incorporates the regard for the significance of adequately solid motivation of Production and Manufacturing for employees, workers, executives and supervisors. In the tertiary sector, in services like healthcare, education, security among others. Promoting one's country economically, the countries sustainability and growth, the incentives of employees and supervisors are also addressed by a number of authors (Martina Blašková, 2014) <sup>[7]</sup>.

## 2.2 Theories of Motivation

Abraham Maslow's (1943) hierarchy of needs theorizes the presence of five elements of natural requirements/ needs, which are organized in a grading order of command of prepotency, i.e. a high authority will only be in a power position after lower level needs are fulfilled. Maslow's five level needs, which in ascending order are physiological examples (hunger, thirst, sex), safety (A need that is of feeling physically and emotionally secured and not in danger) Love (A need for affection and care to feel belongings) esteem (the need for self-respect and reputation given by others) and finally the need to self-actualization, that one feels when he has achieved his potential of becoming everything he is capable of becoming (Yair Re'em, 2011) <sup>[17]</sup>.

Maslow looked upon the initial three needs (physiology, safety and social needs) as simply the lower needs and the other two (self-actualization and esteem needs) as the higher needs. The satisfaction of one need will instigate one for next level (Maslow, 1954) <sup>[10]</sup>.

According to Herzberg, the Two Factor Theory divides human needs into two classifications; to be specific hygienic factors (extrinsic components) and motivational elements (intrinsic elements). Intrinsic motivation and each sort of extrinsic motivation are portrayed as different motives for behaving, and these motives provide an insight for assessing the types of motivation (Ryan & Connell, 1989) <sup>[16]</sup>. Many researchers recognize inborn (relatedness/ duty, accomplishment/ challenge/ objective setting, obligation/ self-sufficiency, development (preparing), intriguing work, essential work, support, reasonableness, work-life adjustment) and outer inspiration (fulfilling, acknowledgment, criticism, relational connections, development (professional success), working condition (Jurgita & Ieva, 2014) <sup>[5]</sup>. Therefore, the more people are naturally, intrinsically inspired in the goals they are trying to accomplish, the more they are probably going to accomplish these goals. Additionally, these "intrinsically motivated" individuals will be upbeat regardless of whether they don't accomplish their goals, since they take delight in the work they put in on the way to endeavoring toward their goals. But extrinsic motivation must not be looked on unfavorable since it is associated with poor outcomes. No matter the reason, if employees are motivated they can produce a good outcome and performance (Yair Re'em, 2011) <sup>[17]</sup>.

In accord with the ERG theory, emphasis should be put on major three groups of 'existence', 'relatedness', and 'growth'. The 'existence need' is to do with providing the basic fundamental materials similar to those of Maslow's physiological needs and security needs. The 'relatedness need' alludes to an individual relationship, alike Maslow's belongingness and esteem needs and 'growth needs'. It is identified with inherent want for self-awareness and development, which is like Maslow's self-actualization need. As indicated by ERG theory, there are times when multiple needs will probably act as motivation inspirers at a time where one need seems, by all accounts, to be more overwhelming than others. Higher needs might also come before satisfying lower level needs (Alderfer, 1969) <sup>[2]</sup>.

Theory X and Theory Y, McGregor makes a strong argument that two methodologies are responsible for administrators' attitude toward their workers. According to theory Y, employers and managers are all for participation of employees in making a decision, basic leadership, responsibility, to keep ongoing interpersonal professional relationships in groups. Additionally, it suggests that acknowledgment and self-satisfaction are as critical as money (Robbins & Judge, 2008) <sup>[15]</sup>.

Concurring hypothesis X, representatives loathe work and don't deliberately acknowledge any duty or voluntary tasks and don't demonstrate inclination for picking up anything new. This work is for them to be carried out under supervision and scrutinizing over view and inspection (McGregor, 1960) <sup>[12]</sup>.

David McClelland's theory of needs identifies three needs: the need for achievement (nAch), which is the drive for accomplishments; the need for power (nPow), which is the desire to influence; and the need for affiliation (nAff), which is the wish for friendships. (Robbins & Judge, 2008) <sup>[15]</sup> Of the three needs, McClelland focused on nAch. According to McClelland, high achievers' motivation positively correlates with interpersonal relationships, responsibility, feedback and goal setting.

VIE Theory (Valence, Instrumentality, Expectancy) investigates the role of motivation in its overall work environment. According to Victor Vroom, people are motivated to work when they think that their efforts translate into goal achievement. Vroom assumed this belief to be three fold: 1. Expectancy: one's expectation that exerting a given amount of effort will lead to good performance; 2. Instrumentality: individual's confidence that good performance will be rewarded; and 3. Valence: the belief that the offered reward/outcome will satisfy a desirable need or wish of the individual (Robbins & Judge, 2008) <sup>[15]</sup>.

Adam's equity theory consists of four core elements, namely comparison of others, inputs and outcomes (McShane, 2000) <sup>[11]</sup>. This theory suggests, that motivation hinges on a balance between input (such as effort, loyalty, hard work, commitment, skill, ability, adaptability, tolerance, determination, personal sacrifice and the like) and output (such as pay, salary, other benefits, recognition, reputation, praise and thanks, promotion and the like) (McShane, 2000) <sup>[11]</sup>. This theory is investigating how an employee is judging fairness in regard to a reward in relation to resources invested for completing a task (investment reward ratio). The employee

then measures this ratio against another colleagues' holding a comparable position (D. Rajan, 2015) [3].

Goal-setting theory states that clear, yet hard to achieve goals along with feedback are of motivating nature and result in high performance in contrast to vague goals or simple statements such as "do your best" (Locke & Latham, 2002) [6]. In order to reach top performance, an employee has to accept the goal as his or her own. Hence employees need to be part of the goal-setting process.

William Ouchi's Z Theory suggests that employees should be employed at the same company for their entire life in order to establish strong relations between each other and the organization. Employees and managers need to closely work together on projects to keep up motivation and communication. They also need to be involved in as many areas of the organization as possible in order to grow and learn, but also to understand the significance of each job. They need to be part of the decision making process and be introduced to work with a big amount of enthusiasm. The theory also points out that an organization must be based on trust, openness and cooperation. The work environment should be stable and safe in order to satisfy multiple employee needs (Jayasankar, 2011) [4].

### 3. Human resources in the service sector

In today's world, personnel have become one of the most critical resources that organizations use to gain competitive advantage. Hence, the workforce must be managed accordingly in order to maximize their value. This value increases as the employees continually improve their performance.

Targeting the employees motivation should be addressed by the top management as well, since poor morale among the employees translates into big risks, which leads to poor performance. This can take form of lower productivity, lower quality decisions and impacts the organization as a whole. There is also proven to be a link between the execution of the top management and the employees' wellbeing.

Positive surrounding is related to psychological health concerning the workforce. Everyday work is clearly impacting an individual's wellbeing and since motivation is one of the key preliminaries of happiness, the top management has to acknowledge that and foster the confidence of employees at all levels, which includes training them for environmental change by experimenting with new working methods.

### 4. Analysis of factors that influence the motivation of human resources

The private health sector plays a vital role when it comes to health service delivery. Peters, Chakraborty, Mahapatra & Steinhardt (2010) [14] state, that motivation is the most important determinant of health worker retention and performance.

If the workforce is motivated, there is a higher chance of learning and making actual use of the knowledge in order to assist the delivery of health care. Overcoming poor human resource management is one of the biggest struggles of the country.

According to research conducted by Jurgita Raudeliūnienė and Ieva Meidutė-Kavaliauskienė, motivation is affected by

five groups of factors, which have been identified by various scholars:

- Material factors: wages, bonuses, premium allocation, onetime payout
- Recognition factors: thanking, nominal gift, state awards, more responsibility and authority, involvement in decision-making, career opportunities;
- Self-expression factors: possibility to work interesting and responsible work, ability to improve constantly (trainings, qualification raising courses, rotation, internships, missions);
- Social factors: good psychological climate, appropriate leadership style, free time or entertainment events, manager's attention, informal conversations, team work organization;
- Security factors: appropriate working conditions, equipped workplace, social security, insurance (Jurgita & Ieva, 2014) [5].

However, factors influencing health workers and their motivation are analyzed and categorized diversely. Abbas Daneshkohan and etc. (2015) [1] for example has analyzed a few exceptional components of motivation. In his research, the factors correlating with motivation are good management, supervisors and managers' support and good working relationship with colleagues.

Palidaukaitė (2007) [13] has added a lot to creation and realization of public policy by identifying what factors most influence motivation in the public health sector: loyalty and respect for authority, dedication to justice and social equality ideas, good intentions regarding individuals and groups. This distinguishes the motives of the health workers in the private health sector slightly from the workers in the public health sector. The study of Marjolein dieleman and etc, (2006) [8] showed that the main motivators of health workers are correlating with responsibility, training, recognition and salary.

### 5. Findings

- Motivation varies depending on the individual, hence it's difficult to apply tailored approaches, and there is no recipe for motivation.
- It is vital to understand, that motivation hugely impacts the health care sector
- Motivation not only increases performance, but in turn causes a reduction in work accidents, reducing the rates of ethical problems, less employee turnover and reduces the levels of absenteeism.
- Motivation additionally decreases stress and increases enjoyment which both leads to a better physical and mental health.
- Furthermore, motivated employees are more loyal and respectful to their organizations and show less insubordination and grievance.
- There is also a link between motivation and increased creativity, innovation, and better responsiveness to customers, thus indirectly contributing to the long-term success of the organization.
- The Herzberg model is more applicable for managers when it comes the two types of motivation and for

selecting appropriate strategies to address them. The initiation of adequate HR activities should be decided upon only after identifying which factors are motivating.

## 6. Conclusion

The human resources motivation system is vital for the success of institutions in the health care sector. When investigating the performance of institutions and private officials, it becomes evident, that their potential is not reached, and their abilities can be improved. In order to improve the ability and even potential, the human resources motivation system needs to be improved. The official's motivation is related with people's behavior, i.e. the individual motive to help others and society providing them with services. There is however a big dispute among the scholars regarding the factors responsible for a workers motivation. Scientific analysis has been conducted on figuring out what factors influence motivation in the private sector. Yet again, there is no consensus or common approach among the scholars when it comes to assessing what influences workers motivation and ability. Motivation translates into productivity and is hence of eminent importance for all kind of employees leading to higher morale and loyalty, which will further improve patient care. Therefore, management needs to insure the improvement of motivation among the workforce. Managers can also contribute by giving external rewards (monetary etc.) which helps individuals to be intrinsically motivated as well. This will add to the institutions performance and success.

## 7. Suggestion and recommendation

- The management needs to introduce an effective work incentive system to improve human resources quality i.e. stable employment and job security.
- The management should provide a sense of belonging, being taken care of and cared for by the organization.
- The management needs to precisely find out the employee's wants and needs which will help to enhance the overall quality of service within the organization.
- The researcher recommends that future research could more precisely identify the underlying factors of motivation and job satisfaction of the occupational categories of private hospitals.

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