

A Study on the Level of Satisfaction of the Employees on the Existing Motivational Techniques in the Hospital

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Abstract

This study is to interpret the satisfaction of the employees in the existing motivational techniques in this hospital. It consists of relevant and useful analysis regarding job satisfaction. Motivated employees are always looking for better ways to do a job. A motivated employee generally is more quality oriented. Highly motivated workers are more productive than apathetic workers. This research study was conducted in a 300 bedded hospital in Chennai, Tamil Nadu, India. Sample size of 300 was selected for research. The result revealed that the employees of the hospital are highly satisfied with the existing motivational techniques.

Keywords: motivation, job satisfaction, hospital, motivational techniques

Introduction

As a result of globalization and the rise of the service sector due to continuous technological development and economic growth in the health sector have increased the importance of the quality of the services sector. Especially, with the adoption of customer-oriented marketing by the all companies operating in all sectors, organizations in health sector aims to raise the quality of the service through various initiatives. It is important to ensure the satisfaction of hospital staff in order to get quality service. Therefore, employees are the basic subject of efficiency of a hospital.

The importance given to the employees ushers in a quality health service. For this reason, hospital managers have a great role in providing this. Hospital managers, need to know the needs and aspirations of employees. If individuals' needs are met, they satisfy in their works. In addition, the working environment and job satisfaction have become increasingly important in hospitals. Therefore, the administrator needs to be aware of motivation.

Motivation is a general term used to describe the process of starting, directing and maintaining physical and psychological activities. Something that moves the person to action and continues him in the course of action initiated.

Objectives

- To find whether the existing motivational techniques

are satisfactory to the employees.

- To know the opinion of the employees working condition, job security wage structure, monetary rewards, etc in Hospital.
- To find out whether the motivation reflects on the relationship with superiors and peers.
- To know the opinion of the employees relationship with superiors and co-workers.
- To offer other suggestion to improve the motivational factors among the employees.

Review of Literature

De Allegri M, (1996), (2006), The formulation of a structured personnel management strategy could have a positive impact on the quality of the services provided. Health care delivery is highly labor-intensive, and service quality, efficiency and equity are all directly related to providers' willingness to apply themselves to their tasks. Low motivation leads to the insufficient translation of knowledge, the underutilization of available resources and weak health system performance.

Motivation is guiding an individual's effort, activities and interests in line with organizational goals. While guiding to an individual, it is necessary to prepare suitable environment and incentives which will help meeting an individual's needs and expectations (**Eroglu, 2004**).

Sabuncuoğlu and Tokol, (2001) It is not only the economic purposes that connects the employees to their works in a business. There are also psycho-social,

organizational and managerial motivation tools available which aims to motivate employees. The ability and motivation levels of the employees have a significant impact in ensuring the performance of the business. In this context, to ensure that employees are able to use their capabilities in line with the aims and objectives of the organization, management is required to use effective means of motivation as well.

Dussault G, Dubois CA, (2003) The lack of explicit policies for human resource management has produced, in most countries, imbalances that threaten the capacity of health care systems to attain their objectives.

Karakaya and Alper, (2007) Motivation, at the same time, stands for researching and creating necessary conditions in order that the hospital staff can work productively in line with organizational goals.

Motivating Factors

Some managers try to motivated employees through the use of rewards, punishments and formal authority. But, motivation is much, more complicated than that. It involves the ideas of family, teamwork, growth, learning, other benefits and the like the employees do not enjoy a routine, monotonous role of being log in the wheel. They prefer taking risk, making decision and delivering the goods. Innovation and creativity have come to be crucial needs for executives today. They like to be listened for the suggestions and new ideas. Employees look forward for the development of new skills rather than security of jobs in an organization. Training and development programmes also provided to break from the daily routine and work pressure.

Financial Incentives

Financial incentive is concerned directly or indirectly with money. Factors such as wages, salary, bonuses, profit-sharing, leave with pay, medical facility, insurance, housing facility, retirement benefit and the like are individual under this type of motivation.

Non Financial Incentives

Non-financial motivation is not connected with monetary rewards. They are psychic rewards of the rewards of enhanced position that can be secured in the work organization. Some of the most commonly used non-financial motivation is,

- Appraisal, praise and prestige
- Status and pride
- Competition
- Participation
- Job security
- Job enlargement
- Job rotation
- Job loading

- Job enrichment
- Quality of work life

Types of Motivation

- *Positive motivation*

It involves proper recognition of employee’s efforts and appreciation of employee contribution towards the goal achievement. It improves the standard of performance, lead to good team spirit and a sense of cooperation.

- *Negative motivation*

It is based on force, fear and threats, the fear of punishments, threatened with demotion, dismissed, lay-off, pay cut, etc.

- *Extrinsic motivation*

It includes higher pay, retirement benefits, rest periods, holidays, profit sharing schemes, health and medical insurance, vacation, etc.

- *Intrinsic motivation*

Praise, recognition, responsibility, esteem, power, status, participation, etc.

Research Methodology

Research Design: The research design used in this study is descriptive and analytical in nature

Sampling Technique: The sampling technique followed to collect the data is Simple Random Sampling.

Sample Size: The sample size consists of 200 respondents.

Nature of respondents: The nature of the respondents was drawn from hospital staffs.

Data Collection: Primary data were collected from hospital staffs through distributing questionnaire. Secondary data were collected from articles, journals.

Tools and techniques: Percentage analysis, Chi-Square and ANOVA one way tests were used.

Data Analysis and Interpretation

Table 1: Satisfaction Regarding Motivation Given By Superiors (Percentage Analysis)

FACTORS	NO OF RESPONENTS	PERCENTAGE
Agree	172	86
Disagree	12	6
I don't know	16	8
Total	200	100

Source: Primary data

Inference: From the above table it is found that 86% of the respondents are satisfied regarding motivation given by the superiors and 6% are not satisfied with the motivation given by superiors.

Table 2: Satisfaction Regarding The Existing Motivational Technique (Percentage Analysis)

FACTORS	NO	OF	PERCENTAGE
Highly satisfied	20		10

Satisfied	96	48
Satisfied to some extent	68	34
Dissatisfied	8	4
Highly dissatisfied	8	4
Total	200	100

Source: Primary data

Inference: From the above table it is inferred that 10% of the respondents are highly satisfied, 48% are satisfied, 34% are satisfied to some extent, 4% are dissatisfied and 4% are highly dissatisfied regarding the existing motivational techniques.

Table 3: Respondents Satisfaction Regarding Rewards (Percentage Analysis)

RESPONSES	NO OF RESPONDENTS	PERCENTAGE
Yes	120	60
No	80	40
Total	200	100

Source: Primary data

Inference: From the above table it is clear that 60% of the respondents are satisfied and 40% of the respondents are not satisfied regarding rewards.

Table 4: Opinion of Employees Towards Job Satisfaction (Percentage Analysis)

FACTORS	NO OF RESPONDENTS	PERCENTAGE
Interesting work	76	38
Career development	80	40
Recognition	32	16
Others	12	6
Total	200	100

Source: Primary data

Inference: From the above table it is observed that 38% of the respondents are of the opinion that interesting work gives job satisfaction, 40% of respondent consider career development as the most important factors which gives job satisfaction. 16% of the respondents said that recognition gives job satisfaction and the rest of the 6% of the respondents view that some other factors also gives job satisfaction.

Table 5: Employees Expectation Regarding Job (Percentage Analysis)

EXPECTATION	NO OF RESPONDENTS	PERCENTAGE
Maximize the earning	32	16
Desire for more leisure	20	10
Greater security	16	8
More interesting work	40	20
Career development	92	46
Total	200	100

Source: Primary data

Inference: From the above table it is clear that 16% of the respondents expect maximizing their earning, 10% of the respondents expect desire for more leisure in their job, 8% of the respondents expect greater security in their

job, 20% of respondents expect more interesting work in their job and 46% of respondents expect career development in their job.

Table 6: Influence Of Motivation On Behavior At Work And Relationship With Superiors And Peers

RESPONSES	YES	NO	TOTAL
Yes	78	16	94
No	6	0	6
Total	84	16	100

To test whether the employees accept that the motivation influence behavior at work and reflects on the relationship with superiors and peers, we use chi square test.

Hypothesis

H₀: The motivation influence behavior at work and reflects on the relationship with superiors and peers.

H₁: The motivation does not influence behavior at work and reflects on the relationship with superiors and peers.

Table 6.1: Chi-Square table

O	E	O-E	(O-E) ²	(O-E) ² /E
78	78.96	-0.96	0.922	0.012
16	15.04	0.96	0.922	0.061
6	5.04	0.96	0.922	0.183
0	0.96	-0.96	0.922	0.960

Calculated = $(O-E)^2/E=1.216$

Degrees of freedom = $n-1=4-1=3$

The tabulated value for 3 degree of freedom at 5% level = 7.815

Since calculated is lesser than the tabulated, we accept the null hypothesis.

Inference: The motivation influence behavior at work and reflects on the relationship with superiors and peers.

Table 7: Satisfaction With The Basic Needs Given By The Hospital (Percentage Analysis)

FACTORS	NO OF RESPONDENTS	PERCENTAGE
Highly satisfied	44	22
Satisfied	112	56
Satisfied to some extent	40	20
Dissatisfied	4	2
Highly dissatisfied	0	0
Total	200	100

Source: Primary data

Inference: From the above table it is observed that 22% of respondents are highly satisfied with the basic needs provided by the company, 56% of the respondents are satisfied, 20% of respondents are satisfied to some extent and 2% of respondents are dissatisfied.

Table 8: Factors Leveling To Greater Performance (Percentage Analysis)

RESPONSES	NO OF RESPONDENTS	PERCENTAGE
Ability	20	10
Training	40	20
Motivation	64	32
Good supervision	40	20
All	36	18
Total	200	100

Source: Primary data

Inference: From the above table it is observed that 10% of respondents feel that ability alone gives greater performance, 20% of respondents feel that training only leads to greater performance, 32% of the respondents feel that motivation leads to greater performance, 20% of the respondents feel that good supervision leads to greater performance, 18% of the respondents feel that the ability, training, motivation, good super vision leads to greater performance.

Table 9: Respondents Satisfaction With Motivational Attributes Given By The Hospital

RESPONSE	NO OF RESPONDENTS	PERCENTAGE
Yes	156	78
No	44	22
Total	200	100

Source: Primary data

Inference: From the above table it is clear that 78% of the respondents are satisfied with the motivational attributes given by the concern.

Table 10: Satisfaction Regarding The Existing Motivational Technique (ANOVA One way test)

DEPARTMENT	HIGHLY SATISFIED	SATISFIED	SATISFIED TO SOME EXTENT	DISSATISFIED	NO OPINION
Production	6	14	4	0	0
Stores	6	14	6	0	0
Purchase	0	8	8	4	4
Accounts	0	14	12	0	0
Total	12	50	30	4	4

Source: Primary data

To test whether the employees in hospital have significant difference with existing techniques ANOVA one way test is used.

Hypothesis

H₀: There is no significant difference between the satisfaction level of existing techniques.

H₁: There is significant difference between the satisfaction level of existing techniques.

Correction factor = (T)/N=(100)²/20=500

$$\begin{aligned} \text{Total sum of squares} &= (72+652+140+16+16)-C.F \\ &= 896-500 \\ &= 396 \end{aligned}$$

$$\begin{aligned} \text{Sum of squares between satisfaction levels,} \\ &= [(12)^2/4+(50)^2/4+(30)^2/4+(4)^2/4+(4)^2/4]- \end{aligned}$$

$$\begin{aligned} C.F \\ &= [36+625+225+4+4]-500 \\ &= 394 \end{aligned}$$

$$\begin{aligned} \text{Sum of squares within satisfaction level,} \\ &= (\text{Total sum of squares}- \text{sum of squares between satisfaction level}) \\ &= 396-394 \\ &= 2 \end{aligned}$$

ANOVA Table

Source of variation	Degree of freedom	Sum of squares	variance	F Ratio
Between satisfaction level	4	394	98.5	740.6
Within satisfaction level	15	2	0.133	

Calculated value = 740.6

Tabulated value for (V1=4, V2=15)

At 5% level of significance = 3.06

Calculated value > Tabulated value

Hence, we reject null hypothesis.

Inference: There is significant difference between the satisfaction levels of existing techniques.

Findings

- The research reveals that 86% of the respondents are satisfied regarding motivation given by the superiors and 6% are not satisfied with the motivation given by superiors.
- From this analysis it is found that 10% of the respondents are highly satisfied, 48% are satisfied, 34% are satisfied to some extent, 4% are dissatisfied, 4% are highly dissatisfied regarding the existing motivational techniques.
- The researcher found that 60% of the respondents are satisfied and 40% of the respondents are not satisfied regarding rewards.
- The researcher found that 38% of the respondents are of the opinion that interesting work gives job satisfaction, 40% of respondent consider career development as the most important factors which gives job satisfaction. 16% of the respondents said that recognition gives job satisfaction and the rest of

the 6% of the respondents view that some other factors also gives job satisfaction.

- The study reveals that 16% of respondents expect maximizing their earning, 10% of respondents expect desire for more leisure in their job, 8% of respondents expect greater security in their job, 20% of the respondents expect more interesting work in their job and 46% of respondents expect career development in their job.
- It is found that the motivation influence behavior at work and reflects on the relationship with superior and peers.
- The researcher reveals that 22% of respondents are highly satisfied with the basic needs provided by the company, 56% of the respondents are satisfied, 20% of respondents are satisfied to some extent and 2% of respondents are dissatisfied.
- From the study it is found that 10% of the respondents are of the opinion ability, 20% of the respondents are of the opinion training only, 32% of the respondents are of the opinion motivation, 20% of the respondents are of the opinion good supervision and 18% of the respondents feel that the ability, training, motivation and good supervision leads to greater performance.

Suggestions

- In this hospital, the organization is not giving more importance to the career development for the employees; in that case the organization should concentrate on career development for the employees.
- The organization can select the best performance for every year in which it will make the employee to perform well during the training period and during the work time.
- The organization can give training programmed in systematic programmed for the employee to improve the productivity level in the concern.

- The manager can encourage the employees to work independently in which they can do their job well, and it will be motivating aspects for them.
- Interesting working environment can be created.
- Equal opportunities should be given to all.
- Update the working knowledge through lecture classes and group discussion.

Conclusion

The main objective of this research was attained and knowledge was gained in the area of employees' satisfaction towards the existing motivational techniques. From this research, it is understood that the respondents give preference towards greater security and career development and it will be helpful to the higher authorities of the hospital to take decisions for that. The major findings of this research are the employees of the hospital are highly satisfied with the existing motivational techniques.

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