

International Journal of Scientific Research

Listed in International ISSN Directory, Paris

Volume 1 | Issue 1 | June 2012



ISSN No. 2277 – 8179

A Multi-Subject Journal
Journal for All Subjects



ISSN No. 2277 – 8179

International Journal of Scientific Research

Journal for All Subjects

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ISSN : 2277 – 8179



June, 2012

A Study On Employee Motivation In Health Care Industry In A Private Multi-Speciality Organization

* Dr. C. Swarnalatha ** T. S. Prasanna

Abstract

Abraham Lincoln, until past forty, was a failure in almost all activities he undertook. When asked about the change, he said, "My father taught me to work but did not teach me to love my work. I hit that accidentally, when I was forty." People differ not only in their ability to do but also in their "love to do". This "love or will to do" (called Motivation) depends upon the strength of their motives. Motivation is an internal driving force which results in persistent behavior directed towards a particular goal. Thus people who are motivated are driven by a desire to achieve the goal that they perceive as having value to them.

Motives are the expressed needs and could be conscious or subconscious. They are always directed towards goals. These motives drive people to act. Needs are more basic than wants. For example, putting on clothes is a need, whereas putting on a Louis Philippe shirt is a want. A need may lead to different wants for different people. This differentiation comes from the influence of environment in which one lives. For achieving what a person wants, he will think about what alternative actions will be required to be taken by him. He will then evaluate these possible actions, and then select the one with the least cost (effort).

Employees will be motivated to carry out the assigned task to the extent, if doing so satisfies their personal needs. Work is, thus, viewed only as an effort to satisfy needs and expectations.

Motivation is not a personal trait, but a result of the interaction between the individual and the situation. It may be defined as the willingness to exert high level of efforts towards organizational goals, conditioned by the effort's ability to satisfy some individual need. The efforts should not only be of high intensity, but must also be channelized in such a way that organizational goals are accomplished and the personal needs are satisfied.

Keywords : Unsatisfied Need, Desire, Willingness, Stimulus and Energize.

Introduction

Every human action is the result of a need or desire. One experiences a sort of mental discomfort as long as that need remains unsatisfied in him. The moment the action is initiated he makes an attempt to get over the discomfort. So what causes an action is the need or desire. What causes a need is called the stimulus. Therefore, the manager's duty is to create the stimulus that causes a need which initiates action that leads to satisfaction. This should be a repetitive process for the action to continue. All this is called "Motivation" in management.

Motivation is derived from the word motive. "A motive is an inner state that energizes, activates or moves and directs or channels behavior toward goals".

TYPES OF MOTIVES

Motives are divided into three categories. They are,

- A. Primary Motives: These motives are unlearned and physiologically based. They include hunger, sleep, and avoidance of pain, sex and maternal concern.
- B. General Motives: These motives are unlearned but not physiologically based. These motives include curiosity, manipulation and activity motives and the affection motive.
- C. Secondary Motives: Secondary motives are closely tied to the learning concept. A motive must be learned in order to be included in the secondary classification. Important among them are: achievement, affiliation, power, security, status and

immediate feedback.

Types Of Motivation

There are two ways by which people can be motivated. One is a positive approach or pull-mechanism and another is a negative approach or push-mechanism.

I. Positive Motivation:

People are said to be motivated positively when they are shown a reward and the way to achieve it. Such reward may be financial or non-financial. Monetary motivation may include different incentives, wage plans, productive bonus schemes etc. Non-monetary motivation may include praise for the work, participation in management, social recognition etc. Monetary incentives provide the worker a better standard of life while non-monetary incentives satisfy the ego of a man. Positive motivation seeks to create an optimistic atmosphere in the enterprise.

II. Negative Motivation:

By installing fear in the minds of people, one can get the desired work done. In this method of motivation, fear of consequences of doing something or not doing something keeps the worker in the desired direction. This method has got several limitations. Fear creates frustration, a hostile state of mind and an unfavorable attitude towards the job which hinders efficiency and productivity. So the use of it should be kept to its minimum.

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Steps In Motivation

According to Judious, the following are the steps that should be adopted in motivation.

I. Sizing up situations requiring motivation:

This step mainly involves understanding of different needs of people. Having assessed the needs, one can determine what motivate them.

II. Preparing a set of motivating tools:

This list of motivators should be prepared based on the revealed need of the people.

III. Selecting and applying an appropriate motivator:

Out of the list of motivators, few should be selected and applied wherever and whenever they are needed.

IV. Following up the results of the application:

It is the process of getting feedback. Having applied the motivators, it is important to find out how effective had a particular motivator been.

Importance Of Motivation

The need for and importance of motivation can be imbued with multiplicity of justifications as follows.

1. Organizations are run by people. Hence, managers cannot afford to avoid a concern with human behavior at work. This is because the motivated employees are more productive and quality-conscious than apathetic ones.

2. Motivation as a pervasive concept affects and is also affected by a host of factors in the organizational milieu. It enables managers to understand why people behave as they behave.

3. Organizational effectiveness becomes, to some extent, the question of management's ability to motivate its employees. Hence, an appreciation of motivation helps the managers how to motivate their employees.

4. Machines become necessary in case of complex technology. However, these remain inefficient vehicles of effective and efficient operations without man to operate them. Therefore, organizations need to have employees with required capability and willingness to use the advanced complex technology to achieve the organizational goal.

5. With the realization that organizations will run in more complex milieu in future, an increasing attention has been given to develop employees as future resources (a "talent bank"). This facilitates the managers to draw upon them as and when organizations grow and develop.

In sum and substance, the need for and significance of motivation for an organization can be put as follows:

"If we compare management with driving, while the organization is the vehicle, then motivation is the power or fuel that makes the vehicle moving".

Objectives Of The Study

The objectives of the study include:

1. To know the socio-economic profile of the respondents.
2. To study the factors those contribute to employee motivation.
3. To know the level of motivation existing among the employees of the organization.

Participants And Procedure

The present sample included 32 male respondents and 68 female respondents. Questionnaires were distributed among the employees. A total of 120 employees were found and questionnaires were distributed to all of them. But filled and completed ones were at 100 sets. Hence the response rate 83%.

Sample Demography

It explains the socio-economic profile of the respondents.

Table 1 gives details regarding the gender of the

respondents.

Table 2 highlights on the age of the respondents.

Table 3 explains about the service period of the respondents and

Table 4 explains on the department of the respondents.

Table 1: Gender Of The Respondents

PARTICULARS	MALE	FEMALE	TOTAL
GENDER	32	68	100

Table 2: Age Of The Respondents

PARTICULARS	18-20	21-30	31-40	41-50	51-80	TOTAL
AGE	4	62	21	8	5	100

Table 3: Service Period Of The Respondents

PARTICULARS	0-5 Yrs	6-10 Yrs	11-15 Yrs	16-20 Yrs	21-25 Yrs	TOTAL
SERVICE PERIOD	82	9	6	2	1	100

Table 4: Department Of The Respondents

Department	No. Of Employees
Admin (Office)	13
Physio	3
House Keeping	14
Diet	4
Pharmacy	8
Technician	9
Record	2
Operation Theatre	2
Nursing	28
Pro	2
Doctor	15
Total	100

Research Methodology

Research Design: Descriptive Research has been used in the research.

Data collection Method: Both Primary and Secondary data has been used to fulfill the objectives.

Research Instrument: Structured questionnaire was designed and used for primary data collection.

Sampling Technique: Proportionate Random Sampling.

Statistics Employed

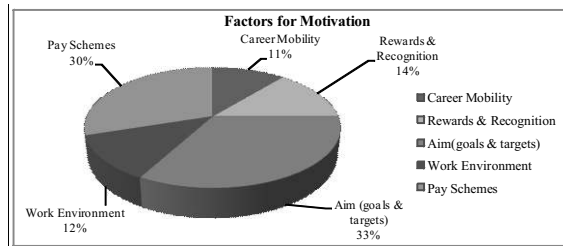
In order to test the influence of gender and age on factors of motivation, Mann-Whitney test and Kruskal Wallis test were conducted respectively. To test whether the gender and age has an influence on the level of motivation, t-test and One way ANOVA were conducted respectively. To carry out both the tests, SPSS package was employed.

Analysis And Interpretation

Table 5: Factors For Motivation

Particulars	Factors for Motivation					Total
	Career Mobility	Rewards & Recognition	Aim(goals & targets)	Work Environment	Pay Schemes	
Ranked No.1 by Respondents	11	14	33	12	30	100
Total	11	14	33	12	30	100
Percentage	11%	14%	33%	12%	30%	100%

Figure 1: Factors For Motivation

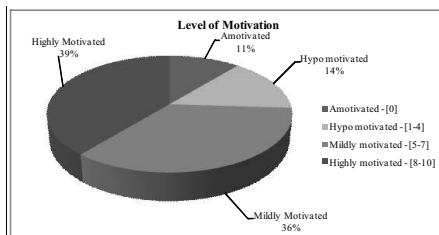
**Interpretation**

The above figure shows that aim is given 33% that motivate the employees when compared to all other motivating factors. Pay schemes is said to be the next motivating factor with 30%. Rewards & recognition, Work environment, Career mobility is given 14%, 12% and 11% respectively in order that motivate the employees.

Table 6: Level Of Motivation

Particulars	Level of Motivation				Total
	Amotivated – [0]	Hypo motivated – [1-4]	Mildly motivated [5-7]	Highly motivated [8-10]	
No. of respondents	11	14	36	39	100
Total	11	14	36	39	100
Percentage	11%	14%	36%	39%	100%

Figure 2: Level Of Motivation

**Interpretation**

The above figure shows that, 39% of employees are highly motivated, 36% of them are mildly motivated, 14% of employees are hypo motivated and 11% of employees are amotivated. The level of motivation in the hospital remains reasonable.

Test Of Age On Factors Of Motivation Kruskal Wallis Test

Non-Parametric Tests : Kruskal Wallis Test

Table 8: Test Of Age On Factors Of Motivation

Ranks			
	AGE	N	Mean Rank
CAREER MOBILITY	18-20	4	22.75
	21-30	62	52.05
	31-40	21	55.12
	41-50	8	54.44
	51-80	5	27.80
	Total	100	
REWARDS & RECOGNITION	18-20	4	48.88
	21-30	62	50.40
	31-40	21	47.21
	41-50	8	53.81
	51-80	5	61.50
	Total	100	
AIM	18-20	4	43.25
	21-30	62	49.88
	31-40	21	52.48
	41-50	8	55.69
	51-80	5	47.40
	Total	100	

	AGE	N	Mean Rank
WORK ENVIRONMENT	18-20	4	71.00
	21-30	62	47.29
	31-40	21	48.36
	41-50	8	64.75
	51-80	5	60.10
	Total	100	
PAY SCHEMES	18-20	4	69.13
	21-30	62	52.02
	31-40	21	49.55
	41-50	8	29.88
	51-80	5	53.80
	Total	100	

Test Statistics(a,b)

	CAREER MOBILITY	REWARDS & RECOGNITION	AIM	WORK ENVIRONMENT	PAY SCHEMES
Chi-Square	8.001	1.159	.732	5.633	6.302
df	4	4	4	4	4
Asymp. Sig.	.092	.885	.947	.228	.178

a Kruskal Wallis Test**b Grouping Variable: AGE****Inference**

From the above table, we infer that, since the value is not <0.05, age has no influence on factors of motivation.

Test Of Gender On Motivation Level T-test

Table 9: Test Of Gender On Motivation Level

Group Statistics

	GENDER	N	Mean	Std. Deviation	Std. Error Mean
MOTIVATION LEVEL	MALE	32	2.88	1.040	.184
	FEMALE	68	3.10	.964	.117

Independent Samples Test (Ann - 1)**Inference**

From the above table, it is inferred that, since the value is above 0.05, gender has no influence on the motivation level.

Test Of Age On Motivation Level One Way Anova**One Way ANOVA**

Table 10: Test Of Age On Motivation Level

Descriptives**Motivation Level**

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
18-20	4	1.75	.957	.479	.23	3.27	1	3
21-30	62	2.82	1.017	.129	2.56	3.08	1	4
31-40	21	3.67	.483	.105	3.45	3.89	3	4
41-50	8	3.25	.886	.313	2.51	3.99	2	4
51-80	5	3.60	.548	.245	2.92	4.28	3	4
Total	100	3.03	.989	.099	2.83	3.23	1	4

Anova**Motivation Level**

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	19.745	4	4.936	6.077	.000
Within Groups	77.165	95	.812		
Total	96.910	99			

Post Hoc Tests

Multiple Comparisons

Dependent Variable: MOTIVATION LEVEL : LSD

(I) AGE	(J) AGE	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
18-20	21-30	-1.07(*)	.465	.023	-2.00	-.15
	31-40	-1.92(*)	.492	.000	-2.89	-.94
	41-50	-1.50(*)	.552	.008	-2.60	-.40
	51-80	-1.85(*)	.605	.003	-3.05	-.65
21-30	18-20	1.07(*)	.465	.023	.15	2.00
	31-40	-.84(*)	.228	.000	-1.30	-.39
	41-50	-.43	.339	.210	-1.10	.24
	51-80	-.78	.419	.067	-1.61	.05
31-40	18-20	1.92(*)	.492	.000	.94	2.89
	21-30	.84(*)	.228	.000	.39	1.30
	41-50	.42	.374	.269	-.33	1.16
	51-80	.07	.448	.882	-.82	.96
41-50	18-20	1.50(*)	.552	.008	.40	2.60
	21-30	.43	.339	.210	-.24	1.10
	31-40	-.42	.374	.269	-1.16	.33
	51-80	-.35	.514	.497	-1.37	.67
51-80	18-20	1.85(*)	.605	.003	.65	3.05
	21-30	.78	.419	.067	-.05	1.61
	31-40	-.07	.448	.882	-.96	.82
	41-50	.35	.514	.497	-.67	1.37

* The mean difference is significant at the .05 level.

Inference

From the above table, it is clear that, since the value is <0.05, age has an influence on the motivation level. Also, the age 18-20 has more influence over the level of motivation because

the values are all <0.05 which is highly significant.

Findings Of The Study

1. 68% of the respondents are female.
2. 62% of the respondents belong to the age group of 21-30.
3. 82% of the respondents belong to the service period category of 0-5 years.
4. 33% of the respondents accept that aim (goals and targets) motivate comparatively higher when compared to other factors.
5. 39% of the respondents are highly motivated and also the motivation level remains reasonable at an overall level.
6. From One Way ANOVA test, age influences the level of motivation and the age group 18-20 has more influence on the level of motivation which implies the employees of young age group are more concerned and are more influenced by the motivating phenomenon.

Conclusion

Thus the importance of motivation and motivating the employees remain challenging for the management. Though times have been changing, the latest technology in force is still not able to mitigate the problem of motivating the employees. Hence, it can be termed as an everlasting challenge for the managers. Especially, in the changing global scenario, the problem becomes much more acute and the employees are on the edge in terms of motivating the employees. The varying needs of the employees and the tendencies of the employers towards them can make the situation in favor of the organizations to make a recovery from being not motivated. This is a continuous process that organizations need to follow in order to motivate the employees making employee motivation an everlasting challenge for the managers at all times.

Ann 1

		Levene's Test for Equality of Variances		t-test for Equality of Means					
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference
MOTIVATION LEVEL	Equal variances assumed	.765	.384	1.076	98	.285	-.23	.212	Lower -.649 Upper .193
	Equal variances not assumed			1.047	56.865	.300	-.23	.218	Lower -.664 Upper .208

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