



# International Journal of Medicine and Health Profession Research



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## ROLE OF MOTIVATIONAL SKILLS AMONG EMPLOYEES WORKING IN CATHOLIC HOSPITALS

Pauline Nusi<sup>1</sup>, Y. Krishna Mohan Naidu<sup>1</sup>, V. Madhusudhan Prasad<sup>2</sup>

<sup>1</sup>St Theresa Hospital, Erragadda Main Road, Opposite Erragadda Rythu Bazar, Jet Colony, Sanath Nagar, Hyderabad, Telangana, India.

<sup>2</sup>Pragati Maha Vidyalaya Hanuman Tekdi, Kandaswamy Lane, Beside SBI, Hyderabad, Telangana, India.

### ABSTRACT

The purpose of this study was to investigate the relationships of human resources management performance and motivational skill for enhancing the employees working in catholic hospitals of Andhra Pradesh and Telangana region. Human resource Management with respect to employee motivation in catholic hospitals remains as important functioning parameter in the organization. Each and every organization wants to be successful and have desire to get constant progress. The present era is highly competitive and organizations regardless of size, technology and market focus are facing employee retention challenges. To overcome these restraints a strong and positive relationship and bonding should be created and maintained between employees and their organizations is a need of the hour. Human resource or employees of any organization are the most central part so they need to be influenced and persuaded towards tasks fulfilment. Examinations connected with medical services were carried out by different method. It was stated that care about employees and their proper motivation to work is very important factor deciding about employees' engagement but also about success of organization. Most of literatures have showed the importance of motivation in developing the quality of a Medical sector .It is important to know the activities and duties fulfills by HRM in catholic hospitals in AP and TS. It's not just the money or the fringe benefits, but the feelings of the employees received from the work itself. However the hospital is a highly labour intensive organization, where the satisfaction through the motivation of employees is important in achieving the organizational objectives, since there is high employee end customer interaction in a given hospitals. The study was conducted for a sample size of 400 medical professionals and chi-square test was applied. One of the primary reasons for evaluating employee motivation is to improve the quality of patient care and to retain qualified health professionals. A highly satisfied worker has both better physical and mental wellbeing. Though it is a debatable point as to which one is the cause and which the effective is but they are correlated to each other. Management should use these findings as a basis for staff consultation, developmental strategies, training and interventions. On the basis of our study, it can be concluded that apart from monetary benefits other motivational factors such as recognition, autonomy, achievement, opportunities for growth and development plays an vital role in employee satisfaction in a given hospital.

### KEYWORDS

HRM, Catholic hospitals, Work Atmosphere, Motivation, Compensation and Reward system.

### Author for Correspondence:

Pauline Nusi,  
St theresa Hospital, Erragadda Main Road,  
Opposite Erragadda Rythu Bazar,  
Jet Colony, Sanath Nagar, Hyderabad, Telangana, India.

Email: [paduman.bright@gmail.com](mailto:paduman.bright@gmail.com)

### INTRODUCTION

HRM is the integrated use of system, policies and management practices to meet its desired goal through recruitment, maintaining development and retention of the employees. The health care system is a complex process since time of inception. In recent years HRM is introduced into health care system for

several different services (staffing, placement, research and decision making to have an effective, successful hospital atmosphere with respect to employee motivation). Due to lack of awareness many people think that Human Resource dept., handles only employee issues but HRM plays a more crucial role in an organization. An organization should have a HR team for maintaining and success in multiple ways. In hospital industry primary responsibility associated with the HRM include motivation, job satisfaction and staffing organization and utilization of the work force. The literature on a subject of motivation shows that there are several other ways to motivate employees. The most well know and often cited theories can be divided into two categories: content theories and process theories. Motivation is a human psychological characteristic that contributes to a person's degree of commitment<sup>1</sup>. It includes the factors that cause, channel, and sustain human behaviour in a particular committed direction.

According to Adeyemo<sup>2</sup> goes on to say that there are basic assumptions of motivation practices by managers which must be understood. First, that motivation is commonly assumed to be a good thing. One cannot feel very good about oneself if one is not motivated. Motivation can also be conceived of as whatever it takes to encourage workers to perform by fulfilling or appealing to their needs. Du Plessis and Nel<sup>3</sup> assert that identifying the key factors that motivate employees at work is necessary for the organization to recognize and understand the key motivational factors that influence their employees' behavior and action can be taken to help the organization create appropriate and suitable strategies to motivate their employees to perform work at a high level.

The basic driving sources for the employees 'are pride in their work and atmosphere both physical and interpersonal which makes them motivated. The literature suggests that among other things, the ability to deliver health care service, the quality of the work, the opportunity to learn and motivate, the sense of pride in their profession impacts the employees in a healthcare industry. Individuals may vary to the degree in which each of these factors

contributes more or less to their own satisfaction. The motivated employees will bring satisfaction typically leads to career success for employees and talent retention for organizations. This study aims at finding out motivational skills of staff in catholic Hospitals of Telangana and Andhra regions.

HRM is the main principle of health care system which is defined in different kinds like clinical and non-clinical staff<sup>4</sup> Clinical staff is responsible for public and individual health intervention. It consist of medical billing and coders, receptionists, hospital executives, transcriptionists, and anyone who works as a support staff at a hospital such as Human Resources, IT, administrative assistants, etc. Some non-clinical workers do interact with patients, but don't essentially offer medical care<sup>5</sup>. Satisfaction is largely caused by the true motivators and dissatisfaction by the hygiene factors Table No.1. All the staff should get motivated in their respective areas in turn which lead to the organizational growth. The following factors influencing employee motivation are as follows:

- Individual factors such as personality, education, intelligence/abilities, age, marital status, orientation to work and so on.
- Social factors such as relationship with co-workers, group working and norms, opportunities for interaction and informal organization.
- Cultural factors such as underlying attitudes, beliefs and values.
- Organizational factors such as nature and size, formal structure, personnel policies and procedures, employee relations, nature of work, technology and work organization, supervision and styles of leadership, management systems and working conditions
- Environmental factors such as economic, social, technical and governmental influences.

## **HUMAN RESOURCE FUNCTIONS**

HRM involves in all the functional areas such as production, financial and marketing management and full fill the goals and objectives of the organization. They perform in 2 sets of functions

namely managerial and operative function. Managerial function is performed by the HR managers in their capacity as managers or heads of their own departments. Operative functions are the specialized activities performed by the HR managers from all departments.

In this global world motivational factors has been important issue. Now a days people prefer to work in a factory irrespective of whether it is public and private sector if provide with certain factors such as training, motivation, salary etc., they are ready to work hard for the development of organization. Usually provides various facilities such as regulator hour and least intervals, satisfactory leave facilities, adequate salary, attractive allowance, sufficient loans, bonus, medical aid, leave travel concession and soon.

### **HRM PRACTICES**

According to recent statistics the density of doctors in India is 6 for a population of 10,000 from which we can say that India has a serious shortage of Human resources for health. The people in rural areas receive care from unqualified health providers. The work force is concentrated in urban areas, bringing qualified health worker to rural areas was challenging. Such issues are results of under investment and poor governance of health sector<sup>6</sup>. To encourage the qualified health workers to work in rural areas, the public sector should need to redesign appropriate packages of monetary and incentives. The number of health care consumables is rising drastically which intern leads to the increase in health care cost.

The primary concern of an organisation is its validity productivity and hence its efficiency. There is continuous environmental pressure for the efficiency and if the organization does not respond to this pressure it may find itself rapidly losing in the system. To meet the increasing technological changes and competition, the productivity must be duly increased. For the smooth running of an organization the man power must be duly motivated and mobilized. The man power can be motivated by way of rendering regular welfare services and also

imparting the benefits in retaining the talented employees in hospital.

### **A SCENARIO OF CATHOLIC HOSPITALS**

Century's onward catholic health care was scientifically primitive. Christians in the United States had recognized the necessity of caring for a person both physically and spiritually. For this the Roman Catholics and southern Baptists established their hospitals in the mid nineteenth and late nineteenth centuries in America. The hospitals and health clinics which bare the name catholic treat one of every 6 patients in US.

In modern times the Catholic Church is the largest non-government health provider in the world. In the advancing world the catholic religious have been responsible for founding and running networks of hospitals. In 2013, Robert Calderisi wrote that the Catholic Church has around 18,000 clinics, 16,000 homes for the elderly and those with special needs and 5,500 hospitals - with 65 per cent of them located in developing countries. The Eternal Saint Teresa of Kolkata established a Missionary of Charity in the slums of Kolkata. She gathered few sisters and served among "Poorest of the poor" for which she is awarded with Nobel Peace Prize in 1979 " for work undertaken in the struggle to overcome poverty and distress, which also constitutes a threat to peace".

### **AIM OF THE STUDY**

The following are the main objective of this study is to identify obstacles hindering employee performance for organizational effectiveness.

1. To explain the role of motivational strategy in operational organization by applying systematic approach to complex human behavior.
2. To establish relationship in motivational measurement and organizational effectiveness, in today acute competition.
3. To identify the various reasons for retaining the talent.

The purpose of this study was to analyse and measure the impact of Human Resource Management (HRM) practices on Employee

motivational skills in catholic hospitals of Andhra Pradesh and Telangana regions. The study HRM facilitates to understand the motivational levels of employees on the practices in catholic hospitals. This study will examine the relationship between Human Resource Management practices and employee motivational skills in hospitals and identify the key elements of HR practices which strongly influence the employees.

## **MATERIAL AND METHODS**

There are no studies conducted before on Human resource management in catholic hospitals with respect to motivational skills. In this current study we tried to analyse the employee motivational skills towards their respective role in catholic hospitals of Telengana and Andhra region.

The hospitals considered in this study are more than 100 bed hospitals from both the regions. The main concentrated area is an employee motivational skill which shows major impact on several hospital performance factors. As we know most of the catholic hospitals are self-funded and finance management and utilization must be accurate enough and lessen the misuse of funds.

Since this is descriptive study, the secondary data (Survey report) methods is used to collect the needed information. A survey is defined as a method of gathering primary data based on communication with a representative sample of individuals. Typically, surveys aim to describe what is happening or to learn reasons for a particular business/job activity. Other survey objectives might include identifying the characteristics of a particular group, to measure attitudes, and to describe behavioral patterns<sup>7,8</sup>. For example, in this research the main aim is to determine what motivates employees and make them happy or unhappy in their jobs. So an employee motivation level is foremost important on HRM for Successful running of an organization.

## **RESULTS ON DEMOGRAPHICS**

A team of research scholars were appointed for the present study in different Catholic hospital settings in AP and TS. A List of common Questionnaire/ Survey form is put together determining the

motivational levels and was carried out in respective catholic hospitals of both the regions. We have considered the employees working at the catholic hospitals in AP and TS. A number of 400 employees were chosen from different departments of hospital. Demographics details and years of experience, status of education are considered as per the better understanding of the satisfaction in terms of motivation.

Among 400 employees participated in the study, 36(9%) men and 363(91%) women are enrolled. Of the valid information majority of services in catholic hospitals were carried out by Women.

As age is subdivided into categories, 47% employees are of age group 18-25 and 30% are 26-35, 36-45, 46-55 and above 55 were 14%, 8% and 1% respectively, we could only say approximately about the predominant age category. The predominant age category is 18-25 which suggests that majority of employees working are the average age with slightly above the 21 years.

The employees working in the catholic hospitals are mostly nurses (56%). Administrative (18%) mostly include non-clinical staff works along with clinical staff which affect the patients satisfaction towards employees. This will have the impact on HRM practices in catholic hospitals.

Based on designation category a total of 222 (56%) of employees are nurses and Paramedical staff are 48(12%), and administrative and supportive staff found to be 71(18%) and 57(14%) respectively. When it comes to work experience, 247(62%), 69(17%), 43(11%), 21(5%), 8(2%) and 25(3%) employees had 1-5, 6-10, 11-15, 16-20, 21-25, above 25 years of experience respectively. The employees in the Catholic Hospitals are supervised by experienced staff who have worked >10 years.

Among 400 employees, highest qualification was 77 did their metrics, 98 did their Intermediate, 205 completed their Graduation and 20 achieved their PG. It can be determined that graduates and Post graduates are more, There is a scope of growth in quality health care with proper training. This can be helpful for organization and other employees.

The results for motivators revealed mixed agreement levels. The respondents are observed to be slightly

happy with their payment. The appreciation of their managers is found to be highly necessary for the respondents. Furthermore, it is identified that they do not need something triggering them to start/complete their tasks (Table No.4).

#### **N\*-Number of Employees**

While 80% plus of the employees perceived Training and Development policies in Catholic hospitals are better, there is a persistently minority that perceived the policies are somewhat inferior. Here employee choice towards Agree is more i.e. 38% respectively. While strongly disagree is 6%.

Compensation and Performance appraisal procedure in the hospital was measured using mean obtained from employee rating were measured with five-point scale on services provided by HRM. A sample item is: Are the employees satisfied with the Compensation and performance appraisal system of the catholic Hospitals? The resulting points were calculated and final score was found to be 4.92 as given by employees.

#### **N\* Number of Employees**

Coming to Compensation and Performance Appraisal Procedure in Catholic Hospitals about 89% of the employees represent to be performed better, were a least of 11% are show the Procedures to be inferior. In this scale Agree (40%) was chosen by 145employees.

This revealed that HRM has significant role in employee motivational skills on the employee's performance appraisal procedure. Working conditions provide the employees shift timings, approving leaves when required, over time etc., the scale estimated that the employee satisfaction towards working conditions is 3.36.

#### **N\*-Number of Employees**

While Training and Development and Compensation and performance appraisal are between 80-90% towards agree. Employees choice towards agree was less compared with other scenarios. About 34 % employees have chosen working conditions to be slightly low, in 18% was strongly disagree. 70% of the employees express working conditions to be slightly better of which 24% has chosen agree. As the data was non-parametric Kruskal-Willies test was conducted for Scenarios. P value was found to be Non-Significant ( $P < 0.05$ ).

**Table No.1: Importance of Motivational and Hygenic Factors for Employees**

S.No	FACTOR	DESCRIPTION
<b>MOTIVATIONAL</b>		
1	Achievement	Specific successes, such as the successful completion of a job, solutions to problems, vindication, and seeing the results of your work.
2	Recognition	Any act of recognition, be it notice or praise. A distinction can be made between situations where concrete rewards are given along with acts of recognition and those in which they are not.
3	Growth or the possibility of growth	Changes in job situation where the possibilities for professional growth increase. Besides new vistas opened up by promotion, they include increased opportunities in the existing situation for learning and practicing new skills.
4	Advancement	Actual changes which enhance position or status at work.
5	Responsibility	Being given real responsibility, matched with the necessary authority to discharge it properly.
<b>HYGENIC</b>		
6	Company policy and administration	Availability of clearly defined policies, especially those relating to people, adequacy of organization and management.
7	Supervision - technical	Accessibility, competence and fairness of your superior.
8	Interpersonal relations	The relations with supervisors, subordinates and colleagues, the quality of social life at work.
9	Salary	The total compensation package, such as wages, salary, pension, company car and other financially related benefits.
10	Status	A person's position or rank in relation to others, symbolized by title, parking space, car, size of office, furnishings.
11	Personal life	The effect of a person's work on family life, e.g. stress, Unsocial hours or moving house.
12	Working Atmosphere	The physical conditions in which you work, the amount of work, facilities available, ventilation, tools, space, noise and other environmental aspects.

**Table No.2: The Demographic Details of the Employees Included in the Study**

S.No	GENDER (%)		AGE (%)		MARITAL STATUS	
1	Males	37(9)	18-25	188(47)	Married	200
2	Females	363(91)	26-35	119(30)	Unmarried	200
3	---	---	36-45	56(14)	---	---
4	---	---	46-55	32(8)	---	---
5	---	---	Above 55	5(1)	---	---

**Table No.3: Segregation of the Staff With Respect to Job Designation, Experience and Qualification**

S.No	Designation (%)		Years of experience (%)		Highest qualif. (%)	
1	Nurse	222(56)	1 to 5	247(62)	Metrics	77(19)
2	Paramedical	48(12)	6 to 10	69(17)	Inter	98(25)
3	Admin. Staff	71(18)	11 to 15	43(11)	Graduation	205(51)
4	Supp. Staff	57(14)	16 to 20	21(5)	Pg	20(5)
5	---	---	21 to 25	9(2)	---	---
6	---	---	Above 25	11(3)	---	---

**Table No.4: Motivational Parameters for the Benefit of the Employees**

S.No	MOTIVATOR	% Percentage
1	Nothing can spoil my motivation	72±2.51
2	I have some special goals in order to accomplish my tasks	16±0.75
3	I cannot stop myself without completing my tasks	11±4.5
4	My payment motivates me	91±3.10
5	It is very important for me to get the appreciation of my managers	6±1.50
6	I need something from external environment in order to start/complete my tasks	3±0.5
7	I cannot stop myself thinking the benefits of my organization in every task	65.5±4.32
8	The benefits of my organization comes first compared to mine	31.3±0.75
9	I will be happy when I involved the overall organizational job	58.2±3.06
10	I try to be in every part of the job	12.5±1.21
11	I feel worse if I am not in the tasks to be completed	10.2±1.03
12	When I see my organization's success, I will be happy	20 ±1.81
13	When I am motivated the quality of my work increases	62±0.31
14	When I am motivated the efficiency of my work increases	21±0.65
15	When I am motivated the effectiveness of my work increases	10±0.25
16	When I am motivated the cost of my work decreases	7±0.81
17	When I am motivated the quality and effectiveness of organizational work increases	81±3.11
18	When I am motivated the efficiency of organizational work increases	11±0.16
19	When I am motivated the cost of organizational work decreases	8±0.66

**Table No.5: The number of subjects providing their decisions on the Training and development policy provided to them in catholic hospitals for retaining the employees**

Likert scale on training and development (n*=400)					
S.No	Strongly disagree-1	Disagree-2	Neither agree or disagree-3	Agree-4	Strongly agree-5
1	20(5%)	26(6.5%)	104(26%)	162(40.5%)	88(22%)

**Table No.6: Number of subjects providing their decisions on the Compensation and Performance Appraisal Procedure in catholic hospitals**

Compensation and performance appraisal procedure(n*=400)					
S.No	Strongly disagree-1	Disagree-2	Neither agree nor disagree-3	Agree-4	Strongly agree-5
1	22(5.5%)	30(7.5%)	85(21.25%)	145(36.25%)	118(29.5%)

**Table No.7: The number of subjects providing their choice on the Working atmosphere in catholic hospitals**

WORKING CONDITIONS(N*=400)					
S.No	Strongly Disagree-1	Disagree-2	Neither Agree nor Disagree-3	Agree-4	Strongly Agree-5
1	65(16.25%)	53(13.25%)	98(24.5%)	95(23.75%)	89(22.25%)

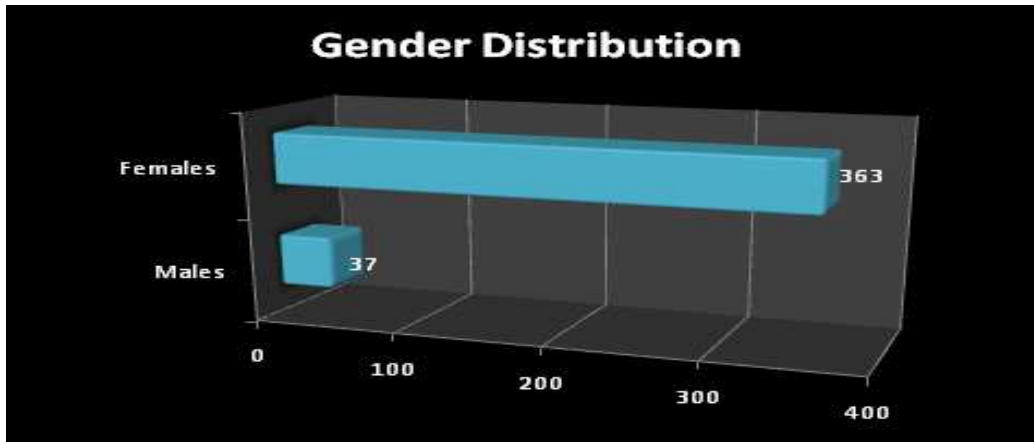


Figure No.1: The Gender Wise Distribution of The Employees In the Catholic Hospitals

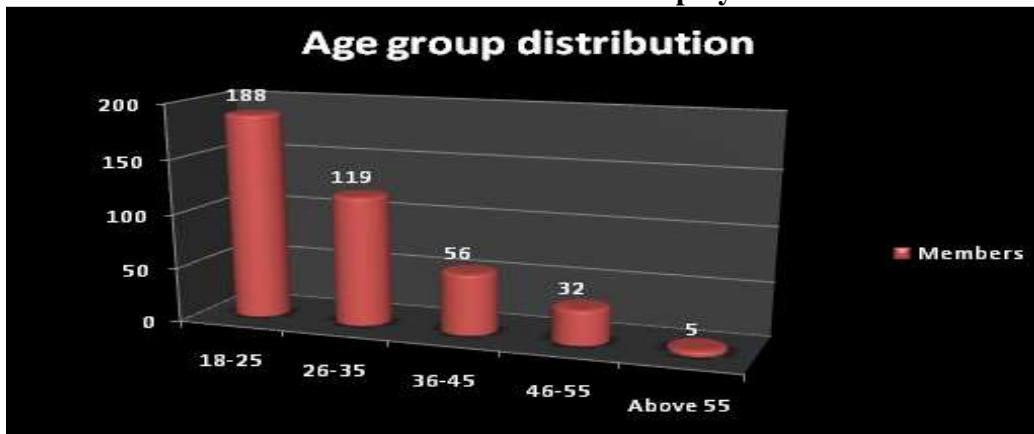


Figure No.2: The Graphical Representation of employee's Distribution with Respect To their Age Group



Figure No.3: The Distribution of the Employees Based on their Higher Qualification

## CONCLUSION

The main contribution of this research work was on understanding the motivational skills among employees in catholic hospitals. For the organization, workers means a work force that is productive, retained, motivated, committed to high quality performance and reduction in complaints,

grievances, absenteeism, turnover, and termination and morale. The study on workers motivational level revealed that employees were satisfied on majority of the factors. The analysis focused on various factors. Suitable suggestions were provided to further improve their satisfaction level.



The study has been motivated by the need to explore the current situation about Human resources management in catholic hospitals. The results showed that human resources management in catholic hospitals plays an important role in motivating its employee for overall benefits. According to the results, changes are necessary. The overall results provide positive agreement level except in few parts of management support. However, the findings could not bring strong agreements for all the remaining considered variables. The respondents seem to have strong benefits when they are motivated. But, according to the results, the organizations cannot get as much as the employees individually can. This may be the consequence of their weak satisfaction, involvement and commitment levels. The results revealed that motivators (both external and internal) for the employees and work environments supportive power. On the other hand, the respondents feel themselves comfortable in terms of their self-efficacy. The variety of possible options of motivating employees and a large number of theories that are in some points opposite might lead to confusion. Motivation is a very complex phenomenon which can be approached from many different angles. The aim of this paper is to explain the motivation factors at workplace of catholic hospitals. The theoretical part of the paper showed that a nature of motivation is very complex and there are no simple answers to the question what motivate employees. The results of the research conducted in order to find and analyze factors that motivate workforce at in-site and out-site of the hospital environment.

#### ACKNOWLEDGEMENT

The authors are sincerely thankful to St Theresa Hospital Erragadda Main Road, Opposite Erragadda Rythu Bazar, Jet Colony, Sanath Nagar, Hyderabad, Telangana, India for providing the facilities to carry out this research work.

#### CONFLICT OF INTEREST

We declare that we have no conflict of interest.

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**Please cite this article in press as:** Pauline Nusi et al. Role of motivational skills among employees working in catholic Hospitals, *International Journal of Medicine and Health Profession Research*, 5(2), 2018, 34 - 42.