

ORIGINAL ARTICLE**A STUDY ON MOTIVATION AND SATISFACTION OF EMPLOYEES IN CORPORATE HOSPITALS IN KOLKATA, INDIA****Pratyay Pratim Datta¹, Debalina Datta²**¹PG student, Department of Pharmacology, Hi-Tech Medical College and Hospital, Bhubaneswar, India; ²Senior-assistant (administration), RTIICS, Kolkata, India**Correspondence:** Dr. Pratyay Pratim Datta, Email: pratyaypratimdatta@gmail.com**ABSTRACT**

Introduction: Motivation and satisfaction of employees are the two key factors for the proper and adequate productivity of any organization. If these two factors are properly met then the employee can perform well. The present study was carried out to find out the motivational status of employees working in corporate hospitals in Kolkata; to determine the many drivers of motivations and to identify the level of satisfaction of employees.

Materials and methods: The present cross sectional study was carried out in four corporate hospitals selected by simple random sampling technique. Total 100 technicians and 100 front office staffs were interviewed about their satisfaction level and status of motivation using pre-designed, pre-tested, closed ended schedule. After collection of data it was compiled, tabulated and analyzed using SPSS (16.0).

Results: A significant higher proportion of front office staffs as compared to the technicians were overall satisfied as an employee in the organizations and satisfied with departmental technical tools also. Higher proportion of front office staffs as compared to technicians agreed that increments and incentives provided by the organizations, accidental compensation and medical benefit provided by the organization were sufficient and this difference of perception was also significant.

Conclusion: Overall the front office staffs were more satisfied as employees in the organizations. The management authority should pay sufficient attention to improve the productivity of the organizations by arranging regular meeting with the employees and fulfilling their needs.

Key words: Motivation, Satisfaction, Corporate hospital, Employee**INTRODUCTION**

Motivation is defined as which energizes, directs, and sustains human behavior. It indicates the intention of achieving a goal, leading to goal-directed behavior. It is important to reach futuristic organizational goals. In human resource management, the term motivation refers to a person's desire to do the best possible job or to exert the maximum effort to perform assigned tasks. Motivation is necessary for work performance because if people do not feel inclined to engage themselves in work behavior, they will not put in necessary efforts to perform well. Job satisfaction has been defined as pleasurable emotional state resulting from the appraisal of one's job; and affective reaction to one's job; and an attitude towards one's job. Motivators contribute to job satisfaction and include achievement, recognition, the work itself, responsibility, advancement, and growth. An absence of job satisfaction can lead to poor motivation, stress, absenteeism, and high labor turnover. There are many factors which affect job satisfaction like:

communication overload and communication underload¹, superior subordinate communication², effective human resources practice, emotion^{3,4,5}, genetics⁶ and personality⁷. Organizational success depends heavily on employee motivation, and managers must understand what motivates their employees. Understanding the concepts of motivation could assist incompetent and inexperienced managers, in terms of employee motivation, identify what motivates their employees. Employee motivation and satisfaction leads to organizational success.

The objectives of the present study were to find out the motivational status of employees working in corporate hospitals; to determine the many drivers of motivation those improve employee morale and satisfaction as well as to identify the level of satisfaction of employees and the motivators which play important roles in increasing the level of employee satisfaction in order to reach organizational goals.

MATERIALS AND METHODS

Study area and study population:

This hospital based cross sectional study was conducted in the city of Kolkata, India. Kolkata is a metropolitan city in Eastern India having a large number of Government hospitals, corporate hospitals as well as NGO hospitals. This study was conducted in corporate hospitals. Technicians and front office staffs were included in this study.

Sample size and study design:

Out of 15 registered corporate hospitals in Kolkata which have bed strength over 300, four were selected by simple random sampling technique. This study was conducted by interviewing technicians and front office staffs of these selected corporate hospitals. Total 25 technicians and 25 front office staffs were included in each hospital. So, total number of technicians as well as front office staffs included in the present study was 100 each. The staffs who were not interested to take part in this study were excluded. From others informed consent was taken and they took part in the study. Clearance from the institutional ethics committee was taken for conduction of the study.

Study parameters and study tools:

Data was collected by interviewing study subjects using pre designed pre tested closed ended schedule. Data regarding overall satisfaction with hospital as an employee as well as satisfaction level with departmental technical tools were taken. Employee’s perception regarding sufficiency of different social security measures was also judged. Perception of the employees about the adequacy of increments, incentives, co-operation from other staffs and treatment by the supervisor were also taken into consideration.

Statistical analysis:

After collection of data, it was double entered in Microsoft Excel sheet and validated. A clean Database was generated and copied into SPSS sheet (version 16.0). Then the whole data was analyzed in SPSS (version 16.0). Analysis was done to find the association of satisfaction level according to the type of employees (technicians and front office staffs). Chi square tests were performed to find out the significance of association. p value less than 0.05 was considered to be significant.

Conflict of interest: None.

RESULTS

The present study highlighted the satisfaction level of the technicians and the front office staffs of the hospital. It also compared the satisfaction level between these two groups. Table-1 indicates that most of the technicians as well as the front office staffs were satisfied with the hospital as an employee. But 23 (23%) of technicians as compared to 8 (8%) front office staffs were neither satisfied nor dissatisfied. 15 (15%) technicians were dissatisfied and 12 (12%) front office staffs were dissatisfied. Overall the front office staffs were more satisfied than the technicians and this difference were statistically significant.

Satisfaction level with departmental technical tools was also measured in the present study. Only 8 (8%) technicians and 7 (7%) front office staffs were totally dissatisfied with the departmental technical tools. But the proportion of fully satisfied front office staffs was significantly higher as compared to the technicians.

It has been found that if employees are given enough authority to take decision, there is a feeling of ownership among the employees. Ultimately this increases the productivity of the organization as well as improves the quality of care. It was found that a larger proportion of technicians 62 (62%) as compared to front office staffs 50 (50%) felt that they were given enough authority to take decision. But this difference was statistically not significant.

Gratuity benefit is a way of giving social security to the employees. Employees were asked about their perception regarding the sufficiency of gratuity benefit which was provided by the hospital authority. 38 (38%) technicians as compared to 24 (24%) front office staffs agreed that the gratuity benefit which was given was sufficient. 12 (12%) technicians disagreed about its sufficiency in contrast to 14 (14%) front office staffs. Majority (62%) of the front office staffs did not agree or disagreed about the sufficiency of the gratuity benefit. Among the technicians also this proportion is 50%. But this difference of perception was statistically not significant.

Table 1: Satisfaction level of technicians and front office staffs

Parameters	Response	Staffs		x ² (df), P value
		Technicians (n=100)	Front office (n=100)	
Overall satisfaction with hospital as an employee	Satisfied	62 (62%)	80 (80%)	9.873 (2), 0.007
	Neither satisfied nor dissatisfied	23 (23%)	8 (8%)	
	Dissatisfied	15 (15%)	12 (12%)	
Satisfaction with departmental technical tools	Satisfied	69 (69%)	85 (85%)	8.987 (2), 0.011
	Neither satisfied nor dissatisfied	23 (23%)	8 (8%)	
	Dissatisfied	8 (8%)	7 (7%)	

*Response is based on perception of the participants

Postretirement benefit is another way of social security. No one from either group agreed that hospital authority gives sufficient postretirement benefit. Majority of either group [54 (54%) technicians and 62 (62%) front office staffs] could not say about their perception about postretirement benefit. A large proportion [46 (46%) technicians as compared to 38 (38%) front office staffs] disagreed about the sufficiency of post-retirement benefit. This difference in perception about the sufficiency of post-retirement benefit among technicians and front office staffs was also statistically not significant ($p>0.05$).

Every welfare schemes must be reviewed and monitored regularly and at proper time. 39 (39%) of technicians and 50 (50%) of front office staffs agreed that the hospital authority reviews and monitors the welfare schemes and policies at proper time. Near about 40% from each group could not say about its timeliness. A higher proportion of technicians (23%) as compared to front office staffs (13%) disagreed about the timeliness. But this difference in perception was not statistically significant.

Table 2: Comparison of different parameters of motivation between technicians and front office staffs

Parameters	Response	Staffs		χ^2 (df), P value
		Technicians (n=100)	Front office (n=100)	
Enough authority to take decision	Yes	62 (62%)	50 (50%)	2.922 (1), 0.087
	No	38 (38%)	50 (50%)	
Perception of sufficiency of gratuity benefit	Agrees	38 (38%)	24 (24%)	4.601 (2), 0.100
	Cannot say	50 (50%)	62 (62%)	
	Disagree	12 (12%)	14 (14%)	
Perception of sufficiency of postretirement benefit	Agrees	0 (0%)	0 (0%)	1.314 (1), 0.252
	Cannot say	54 (54%)	62 (62%)	
	Disagree	46 (46%)	38 (38%)	
Perception of timeliness of review & monitoring of welfare schemes & policies	Agrees	39 (39%)	50 (50%)	4.151 (2), 0.126
	Cannot say	38 (38%)	37 (37%)	
	Disagree	23 (23%)	13 (13%)	
Perception of sufficiency of increment & incentives	Agrees	4 (4%)	37 (37%)	116.58 (2), <0.001
	Cannot say	16 (16%)	58 (58%)	
	Disagree	80 (80%)	5 (5%)	
Perception of adequacy of accidental compensation	Agrees	38 (38%)	62 (62%)	20.268 (2), <0.001
	Cannot say	38 (38%)	34 (34%)	
	Disagree	24 (24%)	4 (4%)	
Perception of sufficiency of medical facility provided by the hospital	Agrees	24 (24%)	38 (38%)	16.638 (2), <0.001
	Cannot say	24 (24%)	38 (38%)	
	Disagree	52 (52%)	24 (24%)	
Perception of co-operation from boss & colleagues	Agrees	77 (77%)	91 (91%)	7.676 (2), 0.022
	Cannot say	15 (15%)	7 (7%)	
	Disagree	8 (8%)	2 (2%)	
Perception of fair treatment by the supervisor	Agrees	69 (69%)	93 (93%)	20.274 (2), <0.001
	Cannot say	8 (8%)	4 (4%)	
	Disagree	23 (23%)	3 (3%)	

Only a very small proportion of the technicians (4%) agreed that the increments and incentives provided by the hospital authority were sufficient; but 37% front office staffs agreed it. Majority of technicians (80%) disagreed the sufficiency of increment and incentives as compared to 5% front office staffs. This difference was statistically significant ($p<0.05$). Overall significant higher proportion of front office staffs perceived that the incentives and increments given by the hospital authority were sufficient.

38 (38%) technicians and 62 (62%) front office staffs agreed about the adequacy of accidental compensation. 38 (38%) technicians and 34 (34%) front office staffs could not say anything about adequacy of this compensation. On the other hand 24 (24%) technicians as compared to only a very small proportion of front

office staffs 4 (4%) perceived that the accidental compensation given by the hospital authority was not adequate enough. Overall a significant larger proportion of front office staffs agreed about the adequacy of accidental compensation.

A higher proportion of front office staffs as compared to technicians (38% vs 24%) agreed that the medical facility provided by the organization was sufficient enough. 52 (52%) technicians in contrast to 24 (24%) front office staffs disagreed it. Overall a significant larger proportion of front office staffs as compared to their technician counterpart perceived that the medical facility provided by the hospital authority was sufficient ($p<0.05$)

Majority of the technicians (77%) perceived that they got enough co-operation from boss and colleagues; this perception was there among 91% of the front office staffs. 8 (8%) technicians and 2 (2%) front office staffs were in opinion that they did not get co-operation from the boss and colleagues. Again regarding this parameter a significant larger proportion of front office staffs as compared to technicians perceived that they got co-operation from the boss and colleagues ($p < 0.05$).

Most of the front office staffs (93%) perceived that they got fair treatment from the supervisor. But 69% of the technicians agreed about the fair treatment from supervisor. 23 (23%) technicians and only 3 (3%) front office staffs perceived that they got fair treatment by the supervisor. This difference was statistically significant ($p < 0.05$).

DISCUSSION

For an organizational output its employees' satisfaction as well as motivation to do work is the main key factors. It is well known that motivated employees improve the productivity of any organization which ultimately helps the organization in reaching its goal.

Maslow's Need Hierarchy Theory indicates the four levels of needs of any individual. It indicates that when the basic physiological needs are fulfilled then only the other needs like safety/ security need, belongingness and love/ social needs and finally esteem and self-actualization need can be fulfilled step by step. If the organization gives proper increments and incentives, then only the basic physiological needs like hunger, body comfort are satisfied. The present study highlighted that a very small proportion (4%) of technicians and 37% front office staffs agreed about the sufficiency of increment and incentives given by the organization. Again the front office staffs' satisfaction regarding the sufficiency of increments and incentives was significantly higher than technicians.

Social security is the second need in the need hierarchy model. The adequacy of social security need like medical facility and accidental compensation were measured in the present study. Significant higher proportion of front office staffs perceived that these facilities were adequate in their organizations.

The proportion of the employees perceiving the proper co-operation from boss and colleagues as well as fair treatment by the supervisor was significantly higher among front office staffs as compared to technicians. It

can be said that as majority of front office staffs perceived that their physiological needs and security needs were fulfilled by the organizations, so the third level of need i.e. social need was also perceived to be fulfilled by majority of them.

As the perception of the front office staffs regarding the fulfillment of their most of the needs were significantly higher as compared to technicians, so naturally a significant higher proportion of front office staffs were overall satisfied with the hospital as an employee.

Satisfaction of the employees leads to increased productivity by them. To reach the goal of any organization and to fulfill its mission, the managers as well as the administrators must take into account the employee satisfaction. Practicing one to one management may help the administrators to identify the individual problems and it would be easier to get the solution of that. Proper salary and timely review of performance as well as clean and clear promotional policy can definitely motivate the employees. Adequate increment and incentive schemes can lead to satisfaction of the employees. Regular meeting with the employees about their problems as well as taking their suggestions to improve the productivity of the organization can create a sense of ownership among the employees which finally helps the organization to reach its goal.

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