A STUDY ON MOTIVATION IN PUBLIC AND PRIVATE HEALTH SECTORS – LITERATURE REVIEW

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ABSTRACT

This paper attempts to identify the factors of employee motivation and examining the relationship between employee motivation and organizational effectiveness. Nowadays the Health sectors are operating in highly competitive market. In such situation, motivation and employee performance are crucial instruments for any organization to achieve its goal. Thus, the aim of this study is to establish a positive relationship between employee motivation and organizational effectiveness, in health sectors, both Public and Private hospitals.

KEYWORDS: *Motivation, Health Sector*

INTRODUCTION

In Healthcare sector, mainly hospitals, both Government run Public hospitals or Private hospitals, deal with high risk situation. Every step towards treatment of an ailing patient is crucial for the physical and mental well-being of the patient and also affect the family concerned. In such scenario, it is important to focus on the interaction between the care givers and the associates of the patient. If the employees are motivated, their interaction with the patient, or associates, can be handled in much better ways, which may help to avoid unfortunate events in hospitals which leaves negative impact on the organization both financially and socially in terms of brand name and good will. Corporate houses in recent times gives more importance to factors that increase employees' motivation. The study of literature shows the factors like empowerment and recognition, increase employee motivation. This suggests that if empowerment and recognition of employees is increased, their motivation to work will also improve, along with their accomplishments, and lead to overall increase in organization's performance. On the other hand, employee dissatisfactions caused by excessive job pressure or monotonous jobs can adversely affect organizational performance. The organization should design their rules, policies and their organizational structures to give space to the employees to work well, appreciate them for their achievements and their task fulfillment.

Today the majority of the organizations are competing to survive in fierce and volatile market. In such circumstances, motivation and performance of employees are crucial instruments for any organization to achieve its goal. Four theories have been taken into consideration to give an explanation to the discussion which raises critical issues on motivation and performance of an employee in the organization. These theories include: Maslow's Hierarchy of Needs, Herzberg Two Factor Theory, Hawthorne Study, Theory X Theory Y and Vroom's Expectancy Theory.

LITERATURE REVIEW

Maslow's Hierarchy of Needs Theory

As suggested by Maslow's Needs Theory, each person has his or her own needs and beliefs. It was mentioned that people have a pyramid hierarchy, which entails satisfaction of needs from bottom to top. Maslow's Needs theory is formed in a hierarchical way; such that physiological needs appear to be in the bottom of the pyramid while self-actualization- on top. Abraham Maslow, was the first one to developed a theory, which starts from mere physiological subsistence to needs for belonging to a social circle, to pursuing one's talent through self-actualization. He divided each person's needs into physiological, safety, social, esteem, and self-actualization. The pyramid of needs can be categorized into physiological and safety (deficiency needs) and belonging, self-esteem and self-actualization (growth needs).

Maslow explains that in order for an individual to exist, his needs to have food, water, sleep, breathing, etc. must be fulfilled. The safety needs come after physiological ones. These safety needs are connected to a person's home, health, work, family, etc., where people need to feel secure about someplace they are going to sleep, how they are going to earn money and, therefore, support their families. According to Maslow's Hierarchy of Needs Theory, job insecurity or the fear of lay-off will prevent the employee from fulfilling higher growth needs. He might work harder to secure the job but if the security doesn't return, he will move elsewhere to fulfill his needs. Those are also very strong needs, which affect each individual's behaviour and satisfaction. The Hierarchy of Needs theory emphasizes that if the deficiency needs remain unfulfilled, the individual will feel the deficit, and it would stifle the person from his development or from climbing on to the next step. So, all of the above things, are necessary in order for the person to be able to move forward and to work on his personal traits. The next need is a need for socializing. Every individual has the need to belong to a particular group of people in order to feel protected, no person want to feel alone and unwanted. The feeling of love and affection by an individual makes him feel more confident and successful. When the aforementioned three needs are satisfied, a person can move forward and experience the essentials in regard of other people around him, confidence, achievement, self-esteem, recognition, etc. Each person wishes to feel that he has a purpose in life and that he can set his own goals. When an individual is respected by another person, it affects his self-esteem and confidence. The last in the Maslow's Hierarchy model is the need for self-actualization. All the previous needs were external factors associated with the individual, and this last need develops in the mind of the person. The progression toward self-actualizing is very complicated and also very delicate, since the needs here are not easily understood. A person might not be conscious of the complications he is facing on this stage, as those needs are deeply rooted to a person's inner analyses and beliefs.

Maslow's Hierarchy of Needs theory can be a powerful tool in the hands of a manager. Managers can implement some of the following inexpensive and easy techniques while others include expensive and long-term commitment from the organization. If the manager can implement even a few of these strategies, then the organization will be deemed as people friendly and supportive of employee welfare.

Herzberg's Two-Factor Theory

In 1959 Frederick Herzberg developed the Two-Factor theory of motivation. Frederick Herzberg was a psychologist interested in the correlation between employee attitude and workplace motivation. His research showed that certain factors were the true motivators or satisfiers. Hygiene factors, in comparison, created dissatisfaction if they were

inadequate or absent. The dissatisfaction could be diverted by improvements in hygiene factors, but these improvements alone would not provide motivation. The two-factor theory is based on the assumption that there are two sets of factors which influence motivation in the workplace, either by enhancing employee satisfaction or by hindering it.

The first of the two are called hygiene factors. Herzberg used the term 'hygiene' to describe factors that cause dissatisfaction in the workplace, that are extrinsic (or independent of the work itself), and are linked to things such as working conditions, quality of leadership, compensation, job security, organizational politics and relationships between peers, supervisors, and subordinates.

The second factor is the motivators or satisfiers. These are linked to employee motivation and arise from intrinsic, or dependent, conditions of the job itself. Factors for satisfaction include job satisfaction, responsibility, recognition, opportunities for growth, achievement and advancement.

Herzberg showed that to truly motivate an employee a business needs to create conditions that make him or her feel fulfilled in the workplace.

A manager must be sure to provide sufficient hygiene factors while at the same time building satisfiers or motivators into employee jobs. In principle, hygiene factors are necessary to make sure that a subordinate is not dissatisfied, and satisfiers are needed to motivate an employee to work towards a higher level of performance.

Hawthorne Study

Hawthorne study was designed to find out whether physical factors effect employees' behaviour in the factory or workshop. It has not indicated any definite results; nevertheless, it helped to comprehend an additional important issue. After a study was concluded, it was found that workers started working harder after they have felt improved and better attention from their managers. During the tenure of the study, managers were continuously around their employees for evaluating changes in their behaviour, and, as a result, it has triggered the workers willing to work more and harder. The study also showed that the performance of the workers was subjective to the capability of managers to handle the communication within the group. Researchers have now understood that a workplace is a social system for the staffs, and therefore it is extremely important to create an amiable working environment within the company for its' employees to feel safe and composed.

Theory X and Theory Y

Another theory about employee's motivation was developed by Douglas McGregor. This theory is called 'Theory X and Theory Y'. Theory X claims that all workers try to avoid extra tasks, because they dislike working. Apart from that, it says that people are afraid to take responsibility and must be guided and controlled most of the time. It argues that setting a precarious environment within the company is incorrect, because there are only two proper ways of motivating: rewarding and encouraging self-perfection. According to this theory, however, employees have to behave and work according to the rules set by their managers. Theory Y, on the other hand, leaves a place for self-analyses and creativity in the workplace. It claims that an employee can motivate himself in a pleasant working environment. This theory assumes that a worker will not even be afraid to take responsibility and will try to work more and harder. It emphasizes an importance of a pleasant and satisfying environment within the company.

Vroom's Expectancy Model

The expectancy theory was proposed by Victor Vroom of Yale School of Management in 1964. Vrooms theory deals with management and motivation. It assumes that behaviour is caused by a making a conscious choice from a number of alternatives, pleasure being maximized and pain minimized. Vrooms realization was that an employee's performance is based on individual factors such as skills, knowledge, personality, experience and abilities. The foundation of expectancy theory is based on three main beliefs:

Valence: This refers to the emotional orientations that people have regarding rewards/outcomes, management need to discover what people (employees) value;

Expectancy: Employees do not share the same levels of expectations and they have differing levels of confidence in their own abilities. Management needs to identify and provide employees with resources, training and support.

Instrumentality: There is a difference between employee's perception of what they actually desire and what they actually receive by way of rewards. Management needs to ensure that promises are honoured and the fulfilment by management of these promises is effectively communicated. The link between the three beliefs can be stated as:

Motivation = Valence $\times$ expectancy

Thus, the Expectancy Theory implies the following:

- The managers can correlate the preferred outcomes to the aimed performance levels.

- The managers must ensure that the employees can achieve the aimed performance levels.

- The deserving employees must be rewarded for their exceptional performance.

- The reward system must be fair and just in the organization.

- Organizations must design interesting, dynamic and challenging jobs.

- The employees' motivation level should be continually assessed through various techniques such as questionnaire, personal interviews, etc.

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