

COMPARATIVE STUDY ON MOTIVATION IN PUBLIC AND PRIVATE HEALTH SECTORS

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ABSTRACT

The purpose of this research paper is to explore the type and level of motivation prevalent in Public and Private Hospitals. HRM scholars and practitioners assume that the changes in international market and employee characteristics lead to a transformation of the employer employee relationship from a lifelong steady relationship to life-time employability based on diminished job security and enhanced employer and employee investments in training and development. The more accurately manager can answer the question of what motivates their employees, the more effective they will be at maximizing productivity, enhancing performance advancing the notion of organizational accountability.

KEYWORDS: *Motivation, Health Sector*

INTRODUCTION

HR managers play a critical role in ensuring high-quality healthcare for patients. They work at medical institutions performing important tasks such as hiring and recruiting, on boarding new hires, selecting benefits and compensation, managing personnel and troubleshooting claims. Ensuring health worker job satisfaction and motivation are important if health workers are to be retained and effectively deliver health services, whether they work in the public or private sector. The purpose of this comparative study is to explore the different scenario in Public and Private Hospitals. The aim is to find out the existing motivation level of the employees, their expectations etc. and to identify important aspects of health worker satisfaction and motivation while working in public and private sectors.

LITERATURE REVIEW

Maslow's Hierarchy of Needs Theory

Maslow's Needs Theory suggests 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). 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.

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.

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.

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.

RESEARCH SAMPLE, DATA & METHODOLOGY

Sample Size

The research design for this study is exploratory based on surveys. Primary data has been collected through structured questionnaire from the respondents. The population of this study includes employees of private and public sectors in healthcare industry. The sample size for this research project is around 61. Secondary data has been composed through various literatures, theories on motivation and data gathered from various online journals.

Data Processing

The survey technique was used to collect data from the respondents as well understand and predict some aspects of the motivation of the population of interest. Each questionnaire had 2 larger division including demographic and the other on motivation. The first part includes generic information of the participant like Name, Age, Sex Educational Qualification, Marital Status, Nature of Job, Category, Designation, Department and Monthly Income. The second part consists of 20 questions based on 5 levels of motivation based on Maslow's Hierarchy of Needs Theory. There were also 2 questions allowing any suggestions or recommendations for individual or organization.

Methodology

The Comparative Study on Motivation in Public and Private Healthcare Sector included Questionnaire consisting of 20 items, and each item was measured on a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The primary data was collected using questionnaires where respondents were asked to rate their response in a 5-point scale. To analyze the collected data and test the expectations and hypotheses, the Statistical Package for Social Sciences (SPSS/PASW Version 18) was used.

Secondary data was collected for review of various literature and previous work related to employee motivation to support this particular research work. Four theories were taken into consideration to give an explanation to the question raised in the problem formulation. These theories include: Maslow's Hierarchy of Needs, Herzberg Two Factor theory, John Adair Fifty-Fifty Theory and Vroom's Expectancy Theory.

FINDINGS

The Findings were that the motivation level in Public & Private hospitals differ in case of certain variables. Under the Work Safety & Peer support, we found that variables of motivation like adequate leaves & rest breaks, good working conditions, job security and job status are significantly different in case of Public and in Private hospitals. It also highlighted that Organizational Policy on leaves and rest breaks and employee engagement are significant for employee motivation. There was no dedicated HR team in Public Hospitals. In that case HODs handled HR issues, which may not be the best option always. Catering to basic needs and advancement opportunities in form of employee's motivation we found that leaves, job satisfaction and scope of advancement vary between Public and Private hospitals. Motivation for Job quality and engagement inclusive of variables such as Job Status, Job satisfaction and Employee engagement activity in Public and Private Hospitals are significantly different in case of Public & Private hospitals.

CONCLUSIONS

Any organization should recognize that motivation is personal to an individual. If the employees feel that they are being treated fairly, they will be more than likely to give their best efforts for the organization. Motivation comes from within an individual. The Hospital administration, for both Public and Private sectors will therefore benefit if they try to find out about the personal goals and aspirations of their employees. What motivates one employee will not necessarily motivate another.

In addition to ensuring job status, good working conditions, job security and adequate leaves, as they came up in this research, it is also essential for the organization to meet the higher order needs of individual employees. These include the need for recognition, proper engagement along with the sense of fulfilment and achievement at work.

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