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# A Study on Role of Motivation Practices for Hospital Employees with References to Thaj Health Care Centre Sankarapuram

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### ABSTRACT:

Employee motivation remains a cornerstone of organizational success, especially in the healthcare sector where quality service and employee well-being are deeply interconnected. This study investigates the motivation practices at Thaj Health Care Centre in Villupuram, a prominent multispecialty hospital in Tamil Nadu. Using a structured questionnaire and data from 120 hospital staff, the research examines the influence of various motivational factors such as recognition, compensation, work environment, and leadership style on employee satisfaction and performance. The study highlights that beyond monetary incentives, non-financial factors including growth opportunities, job recognition, and a supportive organizational culture play a pivotal role in enhancing staff engagement. The findings underscore the need for holistic motivation strategies tailored to healthcare dynamics and provide valuable insights for hospital managements aiming to improve employee retention and service quality.

**Keywords:** Employee Motivation, Job Satisfaction, Healthcare HRM, Organizational Performance, Thaj Health Care Centre

## I. INTRODUCTION

In today's highly competitive and fast-evolving business environment, employee motivation stands as one of the most critical drivers of organizational effectiveness. Motivation is not merely about stimulating individuals to perform a task—it is about aligning personal ambitions with organizational goals. Especially in the healthcare industry, where employees deal with human lives and high-pressure environments, motivation takes on a unique and essential role.

Motivation can be defined as the internal energy and direction that influences individuals to act towards the achievement of specific objectives. In organizational settings, it refers to the commitment and energy employees bring to their roles. Motivated employees exhibit higher levels of engagement, productivity, and overall job satisfaction, all of which are essential for delivering high-quality patient care and achieving institutional excellence.

Healthcare professionals face emotional, mental, and physical demands that surpass many other professions. As such, their motivation is affected by various factors ranging from compensation and recognition to autonomy, workplace safety, managerial support, and career development opportunities. An absence of proper motivation may lead to burnout, job dissatisfaction, absenteeism, and high turnover rates, all of which adversely impact patient outcomes.

Thaj Health Care Centre in Villupuram serves as a critical healthcare provider for its surrounding population. With a diverse medical team and an expanding range of facilities, employee motivation at Thaj is integral to delivering superior care. This study aims to examine and evaluate the practices used to motivate employees in this hospital, identify the key factors contributing to their satisfaction, and analyze the impact of motivation on employee performance and hospital service quality.

## INDUSTRY PROFILE

The Indian healthcare sector has witnessed significant transformation over the last decade, driven by technological advancements, increasing patient expectations, and regulatory reforms. The sector includes hospitals, clinics, diagnostic centers, pharmaceutical manufacturers, and allied services. As per recent reports, healthcare has become one of India's largest sectors in terms of revenue and employment. It includes hospitals providing curative, preventive, and rehabilitative services across urban and rural India.

Hospitals, the most critical segment of this industry, are categorized into general, specialty, and super-specialty facilities, with private multispecialty hospitals emerging as a preferred choice due to better facilities and personalized care. Staffing and resource allocation, especially concerning human resources, remain a major operational challenge for these institutions. Maintaining a motivated workforce is, therefore, a vital strategic priority.

Healthcare services are expected to meet six critical goals as suggested by the Institute of Medicine (IOM): patient safety, effectiveness, timeliness, efficiency, equity, and patient-centeredness. Achieving these objectives requires motivated professionals who are committed to delivering value-based care.

### ***COMPANY PROFILE – THAJ HEALTH CARE CENTRE***

**Origin and Overview**Thaj Health Care Centre, located in Villupuram, Tamil Nadu, is a pioneer in providing multispecialty medical care in the region. Prior to its establishment, the residents of Villupuram had to travel long distances to Salem or Pondicherry for advanced medical treatment. The foundation of Thaj was a response to this need for localized, high-quality healthcare. It stands as the first hospital in the district to obtain NABH accreditation, marking its commitment to clinical excellence and patient safety.

#### **Mission**

To provide patient-centric, evidence-based, world-class treatment at an affordable cost.

#### **Vision**

To emerge as a trusted healthcare destination through professional excellence and compassionate care.

#### **Facilities**

Thaj is a 70-bed hospital equipped with state-of-the-art infrastructure and offers round-the-clock emergency services. The hospital features Cardio Thoracic Operation Theatres, a Cath lab, Maternity Ward, Dialysis Units, CT Scan, and diagnostic laboratories. It is also equipped with advanced facilities such as EEG, Echo, Audiogram, USG, and TMT. A Central Sterile Services Department (CSSD), NICU, Special Wards, and Canteen services further support patient care.

#### **Core Departments**

The hospital operates a wide array of departments including General Medicine, General Surgery, Diabetology, Cardiology, Orthopaedics, Psychiatry, ENT, Pulmonology, Nephrology, Obstetrics & Gynaecology, and Anaesthesiology.

#### **Staff and Operations**

Thaj Health Care Centre employs a team of skilled and experienced professionals. The hospital fosters a culture of continual learning, teamwork, and ethical medical practices. Through strategic tie-ups with insurance providers and government schemes like CMCHIS, it ensures financial accessibility for patients.

### ***OBJECTIVES OF THE STUDY***

#### **Primary Objective:**

To study the motivation practices for hospital employees at Thaj Health Care Centre in Villupuram.

#### **Secondary Objectives:**

- To examine the factors contributing to employee motivation in the healthcare sector.
- To assess the level of motivation among Thaj's employees.
- To analyze the impact of various factors like compensation, recognition, and work environment on employee motivation.
- To evaluate the role of remuneration and benefits in influencing job satisfaction.
- To determine the effectiveness of existing motivational strategies.
- To provide suggestions for improving motivation levels and organizational performance.

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## **II. REVIEW OF LITERATURE**

Multiple studies have established that motivation plays a vital role in enhancing employee performance and organizational productivity.

**Weberova (2017)** emphasized that understanding employee motivation in healthcare is essential for leadership effectiveness and organizational stability.

**Empson (2017)** argued that motivation is strongly linked to the nature of leadership and the quality of communication between employees and supervisors.

**Coggin (2018)** pointed out that motivated employees are more likely to engage in quality improvement initiatives, which are essential in a hospital setting.

**Guclu & Guney (2018)** found that demotivated employees in healthcare often neglect protocols and contribute to a decline in service quality.

**Zenger & Folkman (2019)** noted that traits like goal orientation, consistency, and initiative are common among motivated employees and can be nurtured through effective leadership.

**Mascia (2019)** added a fresh perspective by exploring what motivates leaders themselves, suggesting that leader motivation significantly influences team performance.

**Cook & Artino (2021)** connected motivation with psychological theories, emphasizing the role of self-efficacy and intrinsic rewards in sustaining long-term motivation.

**Edmonds (2022)** advocated for Vroom's expectancy theory in hospital settings, suggesting that staff are more motivated when they see a clear connection between their efforts and outcomes.

**Sola et al. (2023)** emphasized the importance of designing roles and reward systems that align with employee aspirations to foster engagement and reduce burnout.

This collective body of literature highlights that motivation is not a one-size-fits-all concept. Especially in the healthcare sector, motivation must be multi-dimensional, blending financial and non-financial rewards, clarity of roles, leadership support, and opportunities for professional development.

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### III. RESEARCH METHODOLOGY

This study adopts a descriptive research approach to evaluate the impact of motivational practices on hospital employees.

#### Research Design:

Descriptive and empirical, focusing on real-time employee perceptions and behaviors.

#### Area of Study:

Thaj Health Care Centre, Villupuram, Tamil Nadu.

#### Population and Sampling:

The target population comprises staff at Thaj Health Care Centre. A sample size of 120 respondents was selected using convenience sampling, covering a cross-section of departments and designations.

$$F = \frac{MST}{MSE}$$

#### Data Collection:

- **Primary Data:** Collected through structured questionnaires and personal interviews.
- **Secondary Data:** Sourced from hospital records, industry reports, academic journals, and government health department publications.

#### Analytical Tools:

- **Percentage Analysis**
- **Chi-Square Test**
- **Correlation Analysis**
- **ANOVA**

These tools help quantify relationships between motivational factors and performance outcomes, enabling data-driven conclusions.

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### DATA ANALYSIS AND INTERPRETATION

#### PERCENTAGE ANALYSIS

**GENDER OF THE RESPONDENTS**

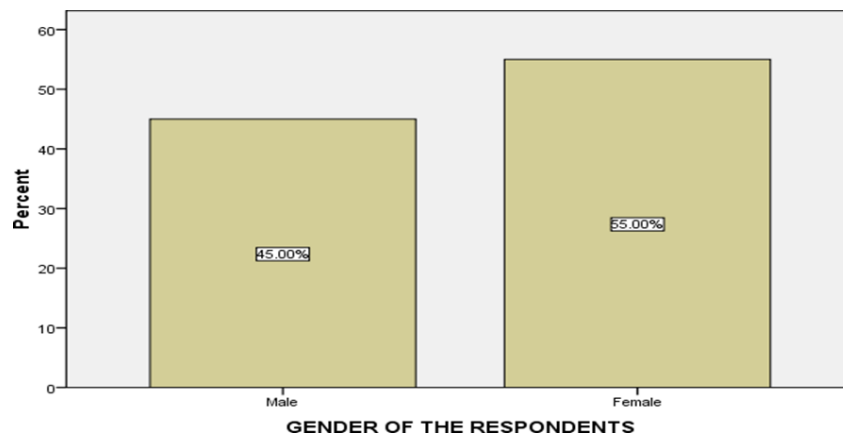
GENDER	NO OF RESPONDENTS	PERCENTAGE
Male	54	45.0%
Female	66	55.0%
<b>TOTAL</b>	<b>120</b>	<b>100.0%</b>

Source: Primary data

**INTERPRETATION**

The above table shows that gender of the respondents, 45.0% respondents are male and 55.0% of the respondents are female.

Majority (55.0%) of respondents are Female.

**GENDER OF THE RESPONDENTS****ANOVA**

CORRELATION METHOD	VARIABLE PAIR	CORRELATION COEFFICIENT	EDUCATIONAL QUALIFICATION OF THE RESPONDENTS	SATISFACTION OF DEPARTMENTAL TECHNICAL TOOLS
Kendall's tau_b	EDUCATIONAL QUALIFICATION OF THE RESPONDENTS	Correlation Coefficient	1.000	.867**
		Sig. (2-tailed)	.	.000
		N	120	120
	SATISFACTION OF DEPARTMENTAL TECHNICAL TOOLS	Correlation Coefficient	.867**	1.000
		Sig. (2-tailed)	.000	.
		N	120	120
Spearman's rho	EDUCATIONAL QUALIFICATION OF THE RESPONDENTS	Correlation Coefficient	1.000	.917**
		Sig. (2-tailed)	.	.000
		N	120	120
	SATISFACTION OF DEPARTMENTAL TECHNICAL TOOLS	Correlation Coefficient	.917**	1.000
		Sig. (2-tailed)	.000	.
		N	120	120

Correlations

Correlation is significant at the 0.01 level (2-tailed).

## RESULT

This is a positive correlation. There are relationships between educational qualification of the respondents and satisfaction of departmental technical tools.

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## IV. FINDINGS

- Majority (55.0%) of respondents are Female
- Majority 43.3% of the respondents are 26-30 years in age
- 38.3% of the respondents are qualification of PG Degree
- Majority 50.8% of the respondents are having motivation and willingness to come
- Majority 45.8% of the respondents are satisfied for motivational packages
- Majority 38.3% of the respondents are strongly agree for Lack of job security

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## V. SUGGESTIONS

- **Performance-Based Rewards:** Link incentives with KPIs to maintain transparency and drive performance.
- **Recognition Programs:** Implement monthly recognition schemes to celebrate outstanding performance.
- **Professional Development:** Offer certifications, external workshops, and leadership grooming for career growth.
- **Improved Work-Life Balance:** Flexible schedules or wellness programs can reduce burnout.
- **Feedback Mechanisms:** Introduce anonymous employee suggestion boxes or digital surveys.
- **Technology Integration:** Upgrade technical tools and provide training on new systems to reduce frustration and enhance satisfaction.

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## VII. CONCLUSION

The study underscores that motivation in healthcare extends beyond monetary benefits. Emotional recognition, professional autonomy, and growth prospects emerge as significant motivators. Thaj Health Care Centre demonstrates awareness of these needs but has opportunities to expand and refine its motivation strategies. A structured, multi-dimensional approach to employee motivation will not only enhance individual performance but also elevate the overall quality of patient care. As healthcare continues to evolve, institutions like Thaj must align internal satisfaction with external service excellence.

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