



Motivational Practices and Retention Among Employees of Health Care Sector In Tamil Nadu

T. Santhy¹; Dr. V. Velmurugan

¹ Doctoral Research Scholars, Department of Business Administration, Annamalai University, Chidambaram, Tamilnadu, India

²Associate Professor, Department of Business Administration, Annamalai University, Chidambaram, Tamilnadu, India

Abstract

Hospitals is the safeguard, support, and optimization of health and abilities, prevention and cure of disease, infection and injury, lessening of suffering through the diagnosis, identification and treatment of patients, and promoting the care of individuals, families and societies globally round the clock. Human element is the crucial aspect of the health care sector. It is primarily the manpower that plays most important role in this service oriented sector. These days increasing number of people are attracted to the health care industry for being the most sensitive and service oriented sectors worldwide. Human element in the health industry comprises of various medical and nonmedical staff that is available to provide curative and preventive services to the individual and the society. Thus, it is obligatory due to growing recognition of health care sector that it should be equipped with the proficient and appropriate staff requirement. Health industry need the services of experienced and skilled staff to gain the competitive advantage, ensure uninterrupted delivery of health care services, to meet people expectations in services rendered, mitigate patients pain and sufferings, overcome complaints and grievances and to develop and expand. To that end, this study aims to examine the Tamil Nadu hospitals' Motivational Practices and employee Retention in relation to one another. The independent variable is Motivational practices, and its sub variable is as follows 'Relationship with colleagues & Work Life Balance', 'Monetary Factors' and 'Fair Treatment / Respect', 'Organizational Factors / Work Environment', 'Roles and Responsibilities & Performance', 'Positive Thinking'. Retention is the dependent variable, and its sub variables include 'Pay Structure & Compensation', 'Hospitals Image' and 'Scope for Growth & Development', 'Reward & Recognition Practices', 'Quality of Life'. A questionnaire will be sent out to 387 workers at the Tamil Nadu Healthcare Hospitals to collect data for this descriptive study. The analysis in this study will make use of multiple regressions. Based on our findings, we can say that the Hospitals sector in Tamil Nadu is characterised by a positive relationship between Motivational practices and Retention, and that this relationship has a significant impact on the success of the Hospitals sector as a whole..

Key Words: Motivational practices, Retention, Healthcare Hospitals

Introduction:

Tamil Nadu, located in the southern part of India, is one of the most populous and economically developed states in the country. The healthcare sector in Tamil Nadu is well-

established and comprises both public and private healthcare providers. The state government has implemented various healthcare programs to provide affordable and accessible healthcare to its citizens. Tamil

Nadu has a high density of healthcare facilities, including hospitals, clinics, and diagnostic centres, especially in its urban areas. The state has a well-developed medical education system with numerous medical colleges and universities. Tamil Nadu has a strong pharmaceutical industry and is home to many major pharmaceutical companies. The state has also adopted technology and innovation in healthcare, with various telemedicine initiatives and mobile health applications being implemented. The healthcare sector in Tamil Nadu is continuously evolving and improving to cater to the diverse healthcare needs of its population.

MOTIVATIONAL PRACTICES:

The healthcare sector in Tamil Nadu plays a critical role in maintaining the health and well-being of its citizens. Motivating healthcare professionals is essential to ensure the provision of quality care to patients. Motivational practices can have a positive impact on staff morale, job satisfaction, and overall performance. In recent years, **Amabile, T. M. (1993)** several motivational strategies have been implemented in the healthcare sector of Tamil Nadu, including recognition and rewards programs, professional development opportunities, performance appraisals, and employee feedback mechanisms. These practices aim to enhance the motivation of healthcare professionals, ultimately leading to improved patient outcomes. However, there are still challenges in implementing these practices due to limited

resources, inadequate training, and cultural barriers. Despite these challenges, it is crucial to continue exploring and implementing motivational practices to improve the healthcare sector in Tamil Nadu.

RETENTION:

Retention is a critical aspect of the healthcare sector in Tamil Nadu, as it plays a significant role in ensuring the delivery of quality care to patients. With an increasing demand for healthcare services, the need for skilled healthcare professionals is on the rise. Retaining talented and experienced healthcare professionals has become a challenge for healthcare providers in Tamil Nadu. In recent years, the healthcare sector in Tamil Nadu has been facing a shortage of skilled professionals due to various reasons, including migration to other countries, higher education opportunities, and better job prospects. This shortage has resulted in a high turnover rate among healthcare professionals, which ultimately affects the quality of care delivered to patients. **Chen, P. & Choi, Y. (2008)** Addressing the issue of retention is crucial to ensure the sustainability and growth of the healthcare sector in Tamil Nadu. Healthcare providers need to implement effective strategies to attract and retain healthcare professionals, including offering competitive compensation packages, providing opportunities for career growth, and creating a positive work culture. A comprehensive approach that addresses the needs of both the organization and the employees is required to



address the retention challenges faced by the healthcare sector in Tamil Nadu.

Review of Literature;

The study by **Parthiban and Naveen Kumar (2020)** examines the impact of motivational practices on employee retention in healthcare organizations in Tamil Nadu. The study suggests that the implementation of motivational practices can positively influence employee retention and improve their job satisfaction levels.

In a similar study, **Shankar et al. (2019)** explored the relationship between motivation and employee retention in the healthcare sector in India. The findings indicate that motivational factors such as recognition, career development, and job security are key factors in retaining healthcare employees.

The study by **Rajkumar and Vasanthi (2017)** examines the impact of leadership style on employee motivation and retention in the healthcare sector in Tamil Nadu. The findings suggest that a transformational leadership style can positively influence employee motivation and retention in healthcare organizations.

In a study by **Rani and Kaur (2018)**, Kathiravan, (2019b) the authors examine the impact of employee engagement on employee retention in the healthcare sector. The findings suggest that employee engagement practices such as communication, recognition, and

training can improve employee retention in healthcare organizations.

The study by **Joshi and Joshi (2018)** Kathiravan, (2019a) explores the relationship between organizational culture and employee retention in the healthcare sector in India. The findings suggest that a positive and supportive organizational culture can lead to higher employee retention rates in healthcare organizations.

In a study by **Khan and Ullah (2020)**, the authors examine the role of intrinsic and extrinsic motivation on employee retention in the healthcare sector in Pakistan. The findings suggest that both intrinsic and extrinsic motivation factors are important in retaining healthcare employees.

RESEARCH METHODOLOGY

Research Design:

Objectives and anticipated results informed the study's research strategy. The inquiry is carried out by the researcher employing a descriptive research strategy. Descriptive research aims to identify and explain the distinguishing features of an individual or group. Current conditions are outlined in the research plan. Motivational practices and retention in Healthcare Hospitals in Tamil Nadu is the topic of this research. The purpose of this research is to assess the current state of Motivational practices and retention in the Tamil Nadu Healthcare Hospitals.

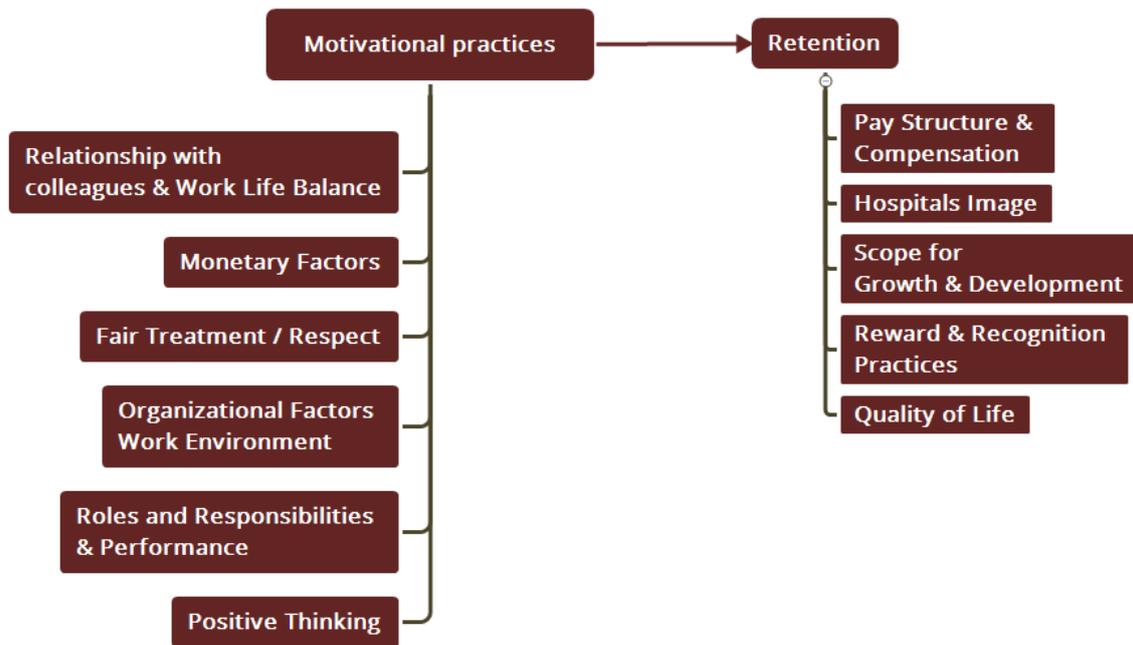


Figure 1: Framework of the research

Objectives of the Study:

- To conduct a research of Motivational practices in the Tamil Nadu Healthcare Hospitals.
- To find out how Retention of Employees Hospitals in Tamil Nadu.
- Examine the varying perspectives on Motivational practices and Retention in Tamil Nadu Hospitals.
- Finding out how Motivational practices impacts their level of contentment.

Hypotheses of the Study:

- There is no discernible variation in Motivational practices in the Tamil Nadu Healthcare Hospitals by demographic profile.
- There is no discernible variation in Retention in the Tamil Nadu

Healthcare Hospitals by demographic profile.

- In the Tamil Nadu Hospitals sector, there is minimal debate on the efficiency of Motivational practices, and Retention.
- Motivational practices have little impact on Retention.

Data Collection:

The primary data came from hospital staff, and the researcher utilised a well-designed questionnaire to collect it. There are three sections to this survey, the first of which collects data about the personnel's demographics. Retention is the focus of the third section, whereas Motivational practices is the focus of the second.

Reliability Analysis:

Additionally, reliability analysis was conducted to assess the criterion stated above's dependability. To be considered satisfactory,



the reliability range of 0.83 to 0.85 must be at least 0.70.

S.No.	Variable	Item	Cronbach's Alpha
I	Motivational practices	26	0.85
II	Retention	25	0.83

Sampling Technique:

As mentioned earlier, the suitable probability sampling method for the study is stratified random sampling. Stratified random sampling is a probability sampling method that involves dividing the population into non-overlapping subgroups, or strata, based on certain characteristics such as geographic location, gender, or education level.

Once the population has been divided into strata, a random sample is then selected from each stratum. The size of the sample taken from each stratum is determined based on the proportion of the total population that is represented by that stratum.

The advantages of stratified random sampling are that it ensures that each stratum is represented in the sample, and that the sample is proportional to the population. This method also ensures that the sample is representative of the entire population, which improves the generalizability of the study results.

In a case, we have divided the population of healthcare professionals by city/district and by

whether they are employed under the Chief Ministers Comprehensive Health Insurance Scheme. Therefore, stratified random sampling is the most appropriate probability sampling method for the study, as it ensures that each city/district and each employment scheme is proportionally represented in the sample.

Sample Size:

In all, 398 surveys were sent out. There were 391 responses to the survey. No responses were received from 7 surveys. There were 387 valid surveys out of 391 returned. Thus, 387 individuals made up the sample size.

Data Analysis:

If want to know what factors other than the mediator influence dependent variable, can do so via a path analysis. In this study, we use the concept of "Motivational practices" as an independent variable. Values of Retention are an example of a dependent variable.

CORRELATION ANALYSIS

Table 2: Inter Relationship between Motivational practices and Retention Factors

Factors	MP_RW	MP_MF	MP_FR	MP_OW	MP_RP	MP_PT
RE_PC	0.286 0.001**	0.667 0.001**	0.492 0.001**	0.590 0.001**	0.372 0.001**	0.535 0.001**
RE_HI	0.381 0.001**	0.588 0.001**	0.517 0.001**	0.632 0.001**	0.334 0.001**	0.387 0.001**
RE_SD	0.265 0.001**	0.544 0.001**	0.527 0.001**	0.548 0.001**	0.357 0.001**	0.563 0.001**
RE_RR	0.363 0.001**	0.523 0.001**	0.498 0.001**	0.525 0.001**	0.412 0.001**	0.507 0.001**
RE_QL	0.273 0.001**	0.347 0.001**	0.241 0.001**	0.326 0.001**	0.480 0.001**	0.288 0.001**

NS Not Significant; * Significant at 0.05 level; ** Significant at 0.01 level

Null hypothesis H_0 = There is no significant relationship between the factors of Motivational practices and Retention.

Alternate hypothesis H_1 = There is a significant relationship between the factors Motivational practices and Retention.

To test the stated hypothesis, The Pearson correlation test was run on a sample of 411 Employees to know the relationship between the factors Motivational practices and Retention.

The table indicates that the strength of relationship between the factors of

Motivational practices and Retention are highly coefficient with each other. And it also exhibited none of the variables are not having relationship with each other.

The above table clearly shown that all the variables P values are significant at 1% Hence it is conclude that there is a significant relationship between the factors of Motivational practices and Retention. Rajkumar, M., & Vasanthi, S. (2017) has discovered similar result and the result of the table supported the view of various authors who conducted research in the Motivational practices and Retention area with respect to different respondents such as academicians, workers and others



REGRESSION ANALYSIS

Table 3: Impact of dimensions of Motivational practices on Pay Structure & Compensation of Retention

Independent Variable	Dependent Variable	R	R ²	Adj. R ²	F	p
'Relationship with colleagues & Work Life Balance', 'Monetary Factors' and 'Fair Treatment / Respect', 'Organizational Factors / Work Environment', 'Roles and Responsibilities & Performance', 'Positive Thinking'	Pay Structure & Compensation of Retention	0.730	0.533	0.526	76.9	0.001

Source: primary data

Table shows the impact of the factors of Motivational practices on the Pay Structure & Compensation of Retention among Health sector Employees. This table predicts and lists Six powerful factors of Motivational practices such as 'Relationship with colleagues & Work Life Balance', 'Monetary Factors', 'Fair Treatment / Respect', 'Organizational Factors / Work Environment', 'Roles and Responsibilities & Performance', 'Positive Thinking'. Out of Six Health sector Employees Motivational practices factors four such as 'Monetary Factors', 'Organizational Factors / Work Environment', 'Roles and Responsibilities & Performance', 'Positive Thinking' are potent and other two factors 'Relationship with colleagues & Work Life Balance', 'Fair Treatment / Respect' are less

potent. Actually the factor 'Relationship with colleagues & Work Life Balance', 'Fair Treatment / Respect' does not impact the Pay Structure & Compensation of Retention.

The square value of the product moment interactions is named as the coefficient of determination R². R² rises with the value of R. Adjusted R² will always be less than R². If the difference between the adjusted R² and R² is small, it indicates that the model is satisfactory. Therefore, the following hypothesis was formulated to verify this position.

H₀: There is no impact of factors of Motivational practices on Pay Structure & Compensation of Retention among the Health sector Employees.

The factors of 'Relationship with colleagues & Work Life Balance', 'Monetary Factors', 'Fair Treatment / Respect', 'Organizational Factors / Work Environment', 'Roles and Responsibilities & Performance', 'Positive Thinking' show an R value of 0.730 and an R² value of 0.533, indicating 53.3 percent

prediction of the Pay Structure & Compensation of Retention. The adjusted R² 0.526 is very close to the R² value because the difference is only 0.007; I.e. the sample size approaches the population size. The F-value of 76.9 is significant at the p-value 0.001 level of significance. Therefore, the following regression equation was designed

Table 4 Co-efficient table

S.No.	Model	Un-standardized Coefficients		Standardized Coefficients	t	p
		B	Std. Error	Beta		
	Constant	0.27336	0.2004		1.3639	0.173
1	Relationship with colleagues & Work Life Balance	-0.00629	0.0373	-0.00637	-0.1686	0.866
2	Monetary Factors	0.42931	0.0508	0.41950	8.4529	0.001
3	Fair Treatment / Respect	-0.00375	0.0496	-0.00356	-0.0755	0.940
4	Organizational Factors / Work Environment	0.19812	0.0473	0.20110	4.1914	0.001
5	Roles and Responsibilities & Performance	0.15673	0.0392	0.14775	3.9938	0.001
6	Positive Thinking	0.18071	0.0519	0.15649	3.4798	0.001

Source: primary data.

Pay Structure & Compensation of Retention = (0.27336) - Relationship with colleagues & Work Life Balance (0.00629) + Monetary Factors (0.42931) - Fair Treatment / Respect (0.00375) + Organizational Factors / Work Environment (0.19812) + Roles and

Responsibilities & Performance (0.15673) - Positive Thinking (0.18071).

The 'beta' value of Relationship with colleagues & Work Life Balance of Motivational practices of -0.00637, which



represents a -0.637 percent impact on the Relationship with colleagues & Work Life Balance of Motivational practices on the Pay Structure & Compensation of Retention, falls on the slope of the regression line. The t-value of -0.1686 represents that the standardized regression coefficient at a p-value of 0.866 is not significant. Therefore, the Relationship with colleagues & Work Life Balance of Motivational practices confirms the not impact on Pay Structure & Compensation of Retention among Health sector Employees.

The 'beta' value of Monetary Factors of Motivational practices of 0.41950, which represents a 41.950 percent impact on the Monetary Factors of Motivational practices on the Pay Structure & Compensation of Retention, falls on the slope of the regression line. The t-value of 8.4529 represents that the standardized regression coefficient at a p-value of 0.001 is significant. Therefore, the Monetary Factors of Motivational practices confirms the impact on Pay Structure & Compensation of Retention among Health sector Employees.

The 'beta' value of Fair Treatment / Respect of Motivational practices of -0.00356, which represents a -0.356 percent impact on the Fair Treatment / Respect of Motivational practices on the Pay Structure & Compensation of Retention, falls on the slope of the regression line. The t-value of -0.0755 represents that the standardized regression

coefficient at a p-value of 0.940 is not significant. Therefore, the Fair Treatment / Respect of Motivational practices confirms the not impact on Pay Structure & Compensation of Retention among Health sector Employees.

The 'beta' value of Organizational Factors / Work Environment of Motivational practices of 0.20110, which represents a 20.110 percent impact on the Organizational Factors / Work Environment of Motivational practices on the Pay Structure & Compensation of Retention, falls on the slope of the regression line. The t-value of 4.1914 represents that the standardized regression coefficient at a p-value of 0.001 is significant. Therefore, the Organizational Factors / Work Environment of Motivational practices confirms the impact on Pay Structure & Compensation of Retention among Health sector Employees.

The 'beta' value of Roles and Responsibilities & Performance of Motivational practices of 0.14775, which represents a 14.775 percent impact on the Roles and Responsibilities & Performance of Motivational practices on the Pay Structure & Compensation of Retention, falls on the slope of the regression line. The t-value of 3.9938 represents that the standardized regression coefficient at a p-value of 0.001 is significant. Therefore, the Roles and Responsibilities & Performance of Motivational practices confirms the impact on Pay Structure &

Compensation of Retention among Health sector Employees.

The 'beta' value of Positive Thinking of Motivational practices of 0.15649, which represents a 0.15649 percent impact on the Positive Thinking of Motivational practices on the Pay Structure & Compensation of Retention, falls on the slope of the regression line. The t-value of 3.4798 represents that the standardized regression coefficient at a p-value of 0.001 is significant. Therefore, the Positive Thinking of Motivational practices confirms the impact on Pay Structure & Compensation of Retention among Health sector Employees.

The analysis discovered that there is positive impact of 'Monetary Factors', 'Organizational Factors / Work Environment', 'Roles and Responsibilities & Performance', 'Positive Thinking' on Pay Structure & Compensation of Retention. Joshi, M., & Joshi, A. (2018) discovered that 'Relationship with colleagues & Work Life Balance', 'Fair Treatment / Respect' was less frequently exhibited by school leaders. They also identified that collaborative and compromise and styles were frequently observed, followed by forcing and smoothing. Amabile, T. M. (1993) identified that only 'Monetary Factors', 'Organizational Factors / Work Environment', 'Roles and Responsibilities & Performance', 'Positive Thinking' mediate the relationship between distributive and procedural justice and Pay Structure & Compensation. The analysis also identified that 'Relationship with colleagues & Work Life Balance', 'Fair Treatment / Respect'

factors of Motivational practices confirms the not impact on Pay Structure & Compensation of Retention among Health sector Employees in the Tamil Nadu. Parthiban, P., & Naveen Kumar, K. (2020), Datuk Dr. Mahamad Zubir bin Seeht Saad. (2018) discovered that there is relationship between Motivational practices and Retention.

SUGGESTIONS:

- Positive work environment: Creating a positive work environment can help to improve job satisfaction and reduce turnover. This can include promoting teamwork, providing a safe and comfortable work environment, and fostering a supportive culture.
- Provide career development opportunities: Hospitals should offer career development opportunities to healthcare professionals to help them progress in their careers and feel valued in their roles. This can include training programs, mentorship opportunities, and opportunities for professional growth.

CONCLUSION:

In conclusion, the study highlights the importance of motivational practices in retention employees in the healthcare sector in Tamil Nadu. The findings indicate that there is a significant positive relationship between motivational practices and employee retention. The study recommends that healthcare



organizations should invest in motivational practices such as employee recognition, training and development, and effective communication to retain their employees. Additionally, healthcare organizations should establish an effective feedback mechanism to understand the employees' needs and concerns. The study provides valuable insights into how healthcare organizations can improve employee retention by implementing motivational practices. It is hoped that this study will encourage healthcare organizations to prioritize employee motivation as an essential factor in their operations and strategies. Finally, further research is needed to explore the impact of other motivational practices on employee retention in the healthcare sector.

REFERENCE

- Amabile, T. M. (1993) Motivational Synergy: Toward New Conceptualizations of Intrinsic and Extrinsic motivation in the workplace. *Human Resource Management Review*, 3(3): 185-201
- Chen, P. & Choi, Y. (2008). Generational differences in Retention: a study of hospitality management. *International Journal of Contemporary Hospitality Management*, 20(6), pp. 595 – 615
- Datuk Dr. Mahamad Zubir bin Seeht Saad. (2018). The impact of employee motivaton on work performance. *International Journal of Scientific and Research Publications*, 8(3), 295-308
- Joshi, M., & Joshi, A. (2018). Impact of organizational culture on employee retention in the healthcare sector in India. *Indian Journal of Health & Wellbeing*, 9(1), 93-97.
- Kathiravan, D. C. (2019a). Effect of Aerobic Exercise In Executive Function Of Middle Aged Bank Employees. *International Journal of Advance and Innovative Research* ISSN 2394 - 7780, 6(1), 54–57.
- Kathiravan, D. C. (2019b). The Relationship Among Emotional Intelligence And Conflict Management Styles In Bank Sector. *International Journal of Advance and Innovative Research* ISSN 2394 - 7780, 6(1), 40–43.
- Khan, A. R., & Ullah, M. W. (2020). The role of intrinsic and extrinsic motivation on employee retention in healthcare sector in Pakistan. *Management Science Letters*, 10(5), 1107-1118.
- Parthiban, P., & Naveen Kumar, K. (2020). Motivational practices and retention among employees of health care sector in Tamil Nadu. *Indian Journal of Public Health Research & Development*, 11(6), 1326-1331.
- Rajkumar, M., & Vasanthi, S. (2017). Impact of leadership style on

employee motivation and retention in healthcare sector in Tamil Nadu. International Journal of Pharmaceutical Sciences Review and Research, 44(1), 50-55.

- Rani, M., & Kaur, R. (2018). Impact of employee engagement on employee retention in healthcare sector. Global Journal of Management and Business Research, 18(6), 33-40.
- Shankar, M., Sundaram, S., & Sridhar, S. (2019). Motivation and employee retention in the healthcare sector in India. Indian Journal of Public Health Research & Development, 10(12), 1940-1945.