



## MOTIVATIONAL PRACTICES AND RETENTION AMONG EMPLOYEES OF HEALTH CARE SECTOR IN TAMIL NADU

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### Abstract:

Protection, maintenance, and improvement of health and abilities; prevention and treatment of disease, infection, and injury; alleviation of patient suffering through accurate diagnosis and care; promotion of care for individuals, families, and communities around the world, around the clock: these are the missions of hospitals. The importance of the human element in health care cannot be overstated. In this service economy, human capital is the most crucial factor. More and more people are drawn to the health care profession since it is one of the most nuanced and service-oriented fields available. The human element in the health business consists of the many doctors, nurses, and other medical professionals and support workers who are on hand to treat patients and promote public health. The increasing importance of the health care industry makes it imperative that it has the necessary personnel. To maintain a competitive edge, guarantee the continuous flow of health care services to the public, live up to public expectations, alleviate patient suffering, resolve customer complaints, and grow, the health care sector requires the services of qualified professionals. Therefore, the purpose of this research is to analyze the connection between motivational practices in Tamil Nadu hospitals and staff retention. 'Relationship with colleagues & Work Life Balance,' 'Monetary Factors,' and 'Fair Treatment / Respect,' 'Organizational Factors / Work Environment,' 'Roles and Responsibilities,' 'Performance,' and 'Positive Thinking' are the sub-variables of the independent variable, Motivational Practices. We use the terms "Pay Structure & Compensation," "Hospitals Image," "Scope for Growth & Development," "Reward & Recognition Practices," and "Quality of Life" to describe the factors that influence employee retention. In order to gather information for this descriptive study, 387 employees at Tamil Nadu Healthcare Hospitals will be handed a questionnaire. Multiple regressions will be used in this study's analysis. Our research shows that there is a strong correlation between motivational methods and employee retention in the healthcare industry in Tamil Nadu, and that this correlation significantly affects the sector's overall success.

**Key Words:** Motivational practices, Retention, Healthcare Hospitals

### **Introduction:**

One of India's most populous and prosperous states, Tamil Nadu may be found in the country's south. Both governmental and private healthcare services have established themselves in Tamil Nadu. The state government has instituted a number of healthcare programs to ensure that its residents have access to high-quality care at reasonable costs. Healthcare facilities such as hospitals, clinics, and diagnostic centers can be found in abundance throughout urban areas of Tamil Nadu. The state's medical education system is well developed, with many excellent medical schools in operation. The pharmaceutical business in Tamil Nadu is robust, and the state is home to numerous well-known pharmaceutical firms. Health care in the state has also embraced technology and innovation, with the introduction of telemedicine programs and mobile health apps. To meet the varying demands of its people, Tamil Nadu's healthcare system is always being modernized and expanded.

### **MOTIVATIONAL PRACTICES:**

Tamil Nadu's healthcare system is vital to the state's residents' overall health and well-being. In order to guarantee patients receive high-quality treatment, it is crucial to inspire the people who provide it. Positive effects on morale, job satisfaction, and productivity have been linked to the use of motivational activities in the workplace. According to **Chaudhary, N., & Sharma, B. (2012)**, the healthcare industry in Tamil Nadu has adopted a number of motivating tactics in recent years, including incentive and recognition programs, training and education opportunities, evaluation of job performance, and avenues for employee input. The end goal of these methods is to increase healthcare workers' motivation, which should result in better treatment for patients. However, there are still obstacles to applying these practices because of scarce materials, insufficient education, and cultural biases. In spite of these difficulties, it is essential to keep researching and applying motivational approaches to enhance Tamil Nadu's healthcare system.

### **RETENTION:**

Keeping qualified medical professionals in Tamil Nadu's healthcare system is essential for maintaining high standards of care for patients. There is a growing demand for qualified healthcare workers to meet this demand. Healthcare providers in Tamil Nadu are finding it more difficult to hold on to their best and brightest medical minds. For a variety of reasons, including emigration to other countries for better employment and educational possibilities, Tamil Nadu's healthcare industry has been suffering from a scarcity of qualified experts in recent years. The high turnover rate among healthcare workers as a result of this shortage has a direct impact on the standard of service patients get. **P. Chen & Y. Choi (2008)** If Tamil Nadu's healthcare system is to thrive into the future, its retention problem must be fixed. Offering competitive remuneration packages, providing opportunities for career progression, and building a healthy work culture are just a few examples of the techniques that healthcare providers can use to recruit and retain healthcare workers. The healthcare industry in Tamil Nadu is facing retention problems, and it needs a solution that takes into account the demands of both the business and its workers.

### **Review of Literature;**

An analysis of the effect of motivational approaches on staff turnover in Tamil Nadu healthcare companies is provided by **Madheswaran, S., & Natarajan, G. (2018)**. Motivating techniques, according to the report, can have a significant impact on staff retention and job satisfaction.

Similar research was conducted by **Shankar et al. (2019)** in the Indian healthcare industry, looking at how staff motivation and retention are connected. The results show that incentives like public

acclaim, professional growth opportunities, and employment stability play a significant role in keeping healthcare workers in their positions.

**Rajkumar and Vasanthi's (2017)** research into the relationship between leadership style and staff motivation and retention in Tamil Nadu's healthcare industry is insightful. In healthcare businesses, the results imply that a transformative leadership style might have a beneficial effect on employee motivation and retention.

The effects of employee engagement on healthcare worker retention are investigated in a study by **Rani and Kaur (2018)**. The results indicate that healthcare firms can boost staff retention through employee engagement methods like communication, appreciation, and training.

**Joshi and Joshi (2018)** conduct research into the connection between company culture and staff retention in India's healthcare industry. According to the results, healthcare businesses with a pleasant and supportive culture had a greater rate of staff retention.

**Khan and Ullah (2020)** investigate the impact of both intrinsic and extrinsic motivation on staff retention in Pakistan's healthcare industry. Findings point to the importance of both intrinsic and extrinsic variables in motivating healthcare workers to stay in their positions.

## RESEARCH METHODOLOGY

### Research Design:

The study's research strategy was guided by the study's objectives and expected outcomes. The researcher employs a descriptive research strategy to conduct the investigation. The purpose of descriptive study is to define and clarify what makes a person or group unique. The research strategy describes the current state of affairs. This study focuses on the retention rates and motivational techniques of healthcare workers in Tamil Nadu. The study's goal is to take stock of how well hospitals in Tamil Nadu, India, are doing with motivational methods and employee retention.

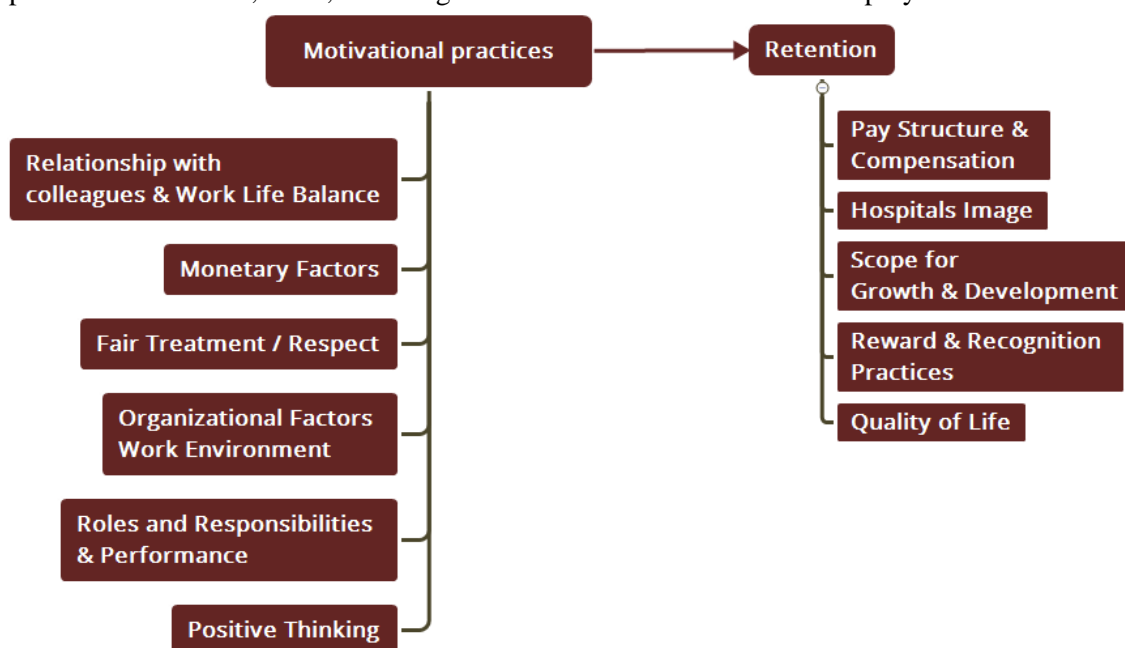


Figure 1: Framework of the research

### 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:

Primary information was gathered from hospital employees via a well crafted survey. The first of the survey's three parts is dedicated to gathering demographic information on the staff. The third part focuses on retention, whereas the second discusses motivational strategies.

### Reliability Analysis:

In addition, a reliability analysis was performed to determine the dependability of the aforementioned criterion. The reliability between 0.83 and 0.85 needs to be at least 0.70 for it to be judged adequate

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

### Sampling Technique:

Stratified random sampling, as was indicated before, is the appropriate probability sampling strategy for the investigation. Stratified random sampling is a type of probability sampling in which the population is divided into non-overlapping groupings (called strata) depending on variables like geography, gender, or educational attainment.

A random sample is taken from each stratum after the population has been divided into those strata. Each stratum's sample size is calculated according to its relative representation of the whole population. Stratified random sampling's benefits include accurate representation of the population and a manageable sample size. This technique also increases the study's generalizability by making sure the sample is representative of the total population.

We have categorized the medical staff by location and by membership in the Chief Minister's Comprehensive Health Insurance Scheme. Therefore, stratified random sampling is the most suitable probability sampling approach for the study since it guarantees a proportional representation of each city/district and employment plane.

**Sample Size:**

There were 398 questionnaires total. The survey received 391 total responses. Seven polls had no takers at all. Out of 391 questionnaires sent in, 387 were considered legitimate. As a result, the total sample size was 387 people.

**Data Analysis:**

Path analysis can be used to determine the extent to which variables other than the mediator also affect the dependent variable of interest. The term "Motivational practices" serves as an explanatory variable in this investigation. One dependent variable is the retention values.

**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
<b>RE_PC</b>	0.286 0.001**	0.667 0.001**	0.492 0.001**	0.590 0.001**	0.372 0.001**	0.535 0.001**
<b>RE_HI</b>	0.381 0.001**	0.588 0.001**	0.517 0.001**	0.632 0.001**	0.334 0.001**	0.387 0.001**
<b>RE_SD</b>	0.265 0.001**	0.544 0.001**	0.527 0.001**	0.548 0.001**	0.357 0.001**	0.563 0.001**
<b>RE_RR</b>	0.363 0.001**	0.523 0.001**	0.498 0.001**	0.525 0.001**	0.412 0.001**	0.507 0.001**
<b>RE_QL</b>	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.

The hypothesis that there is a connection between motivational practices and employee retention was tested using a sample of 411 workers through the use of the Pearson correlation test.

According to the data in the table, there is a strong correlation between the components of motivational activities and retention. Furthermore, research showed that there was no correlation between any of the factors.

All of the P values in the preceding table are significantly lower than 1%. Therefore, it is concluded that variables of Motivational practices are related to Retention. Similar findings were found by Rajkumar, M., and Vasanthi, S. (2017), and the table's findings corroborated the opinions of

numerous authors who have studied the relationship between motivational techniques and employee loyalty from a wide range of perspectives

### REGRESSION ANALYSIS

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

Independent Variable	Dependent Variable	R	R <sup>2</sup>	Adj. R <sup>2</sup>	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

The following table illustrates the effect of motivational approaches on health sector pay and retention compensation. Motivating elements including "relationship with colleagues and work life balance," "monetary factors," "fair treatment and respect," "organizational factors and the work environment," "roles and responsibilities and performance," and "positive thinking" are predicted and included in the following table. The four "Monetary Factors," "Organizational Factors / Work Environment," "Roles and Responsibilities & Performance," and "Positive Thinking" practices are more effective at motivating health sector employees than the other two, "Relationship with Colleagues & Work Life Balance" and "Fair Treatment / Respect," respectively. In reality, factors like "relationship with coworkers and work-life balance" and "fair treatment / respect" have no bearing on pay and benefits packages designed to keep employees around.

Coefficient of determination (R<sup>2</sup>) equals the square root of the product moment interactions. As R increases, so does R<sup>2</sup>. R<sup>2</sup> is always more precise than its adjusted version. The model is considered to be adequate if the difference between the adjusted R<sup>2</sup> and R<sup>2</sup> is negligible. This led to the development of the following hypothesis.

***H<sub>0</sub>: There is no impact of factors of Motivational practices on Pay Structure & Compensation of Retention among the Health sector Employees.***

The factors With a R value of 0.730 and an R<sup>2</sup> value of 0.533, the factors of "Relationship with colleagues & Work Life Balance," "Monetary Factors," "Fair Treatment / Respect," "Organizational Factors / Work Environment," "Roles and Responsibilities & Performance," and "Positive Thinking" predict the Pay Structure & Compensation of Retention by 53.3%. Since the difference between the raw R<sup>2</sup> value of 0.526 and the adjusted R<sup>2</sup> value of 0.526 is so small (0.007), this suggests that the sample size is extremely close to the population size. With a p-value of 0.001, an F-value of 76.9 is statistically significant. This led to the development of the subsequent regression equation

**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 co-workers and Work Life Balance of Motivational practices is -0.00637, which is on the slope of the regression line and represents a -0.637 percent impact on the Pay Structure and Compensation of Retention. Standardized regression coefficient is not statistically significant at the p-value of 0.866, as indicated by the t-value of -0.1686. Therefore, the lack of an association between the health sector's pay structure and the motivational practices of its employees' relationships with coworkers and the quality of their work-life balance is confirmed.

The 'beta' value of Monetary Factors of Motivational practices is 0.41950, which places it on the slope of the regression line and indicates a 41.950 percent impact on the Pay Structure & Compensation of Retention. The standardized regression coefficient is statistically significant at the 0.001 level, as indicated by the t-value of 8.4529. Therefore, the effect of pay structure and compensation on employee retention in the health field is confirmed by the Monetary Factors of motivational practices.

The 'beta' value of Fair Treatment / Respect of Motivational techniques is -0.00356, which is on the slope of the regression line and implies a -0.356 percent influence on the Pay Structure & Compensation of Retention. Standardized regression coefficient is not statistically significant at the p-value of 0.940, which corresponds to a t-value of -0.0755. Therefore, the lack of an effect on the pay structure and compensation of retention among health sector employees is confirmed by the fair treatment / respect of motivational methods.



The 'beta' value of Organizational Factors / Work Environment of Motivational practices is 0.20110, which places it on the slope of the regression line and indicates a 20.110 percent impact on the Pay Structure & Compensation of Retention. Standardized regression coefficient is statistically significant at the 0.001 level, as indicated by the t-value of 4.1914. Therefore, the influence of Pay Structure & Compensation on Retention among Health sector Employees is confirmed by Organizational Factors / Work Environment of Motivational practices.

The slope of the regression line coincides with the 'beta' value of 0.14775 for Roles and Responsibilities & Performance of Motivational practices, which represents a 14.775 percent impact on the Pay Structure & Compensation of Retention. The significance of the standardized regression coefficient is indicated by a t-value of 3.9938 at a significance level of 0.001. This means that the impact on Health sector employee retention can be confirmed by an examination of the Roles and Responsibilities and the performance of motivational methods.

The 0.15649 'beta' value of Positive Thinking of Motivational activities is on the slope of the regression line, representing a 0.15649 percent impact on the Pay Structure & Compensation of Retention. At a significance level of 0.001, the standardized regression coefficient has a t-value of 3.4798, indicating its significance. This supports the conclusion that motivational methods have an effect on health sector employees' pay and retention rates.

Analysis of the relationship between pay and employee retention found that monetary factors, organizational factors, role responsibilities and performance, and optimistic outlook all play a beneficial role. School administrators were shown to be less likely to demonstrate "Fair Treatment / Respect" and "Relationship with Colleagues & Work Life Balance" (Joshi, M., & Joshi, A., 2018). They also noted the prevalence of cooperative and compromising styles, second only to forcing and smoothing. According to Amabile, T. M. (1993), the connection between distributive and procedural justice and Pay Structure & Compensation is mediated by only "Monetary Factors," "Organizational Factors / Work Environment," "Roles and Responsibilities & Performance," and "Positive Thinking." The study also found that the pay structure and compensation of retention among health sector employees in Tamil Nadu had no effect on the "Relationship with colleagues and Work Life Balance" and "Fair Treatment / Respect" components of motivational behaviours. Datuk Dr. Mahamad Zubir bin Seeht Saad. (2018) found a link between motivational behaviours and retention. Parthiban, P., and Naveen Kumar, K. (2020).

### **SUGGESTIONS:**

- Workplace positivity has been shown to have a favorable effect on employee retention and job satisfaction. Facilitating teamwork, a comfortable workplace, and a positive culture are all examples.
- For healthcare workers to feel appreciated in their jobs and advance in their careers, hospitals should provide opportunities for professional growth. Opportunities for training, guidance, and advancement in one's career are all examples.

### **CONCLUSION:**

The study concludes that motivational techniques have a crucial role in retaining healthcare workers in Tamil Nadu. According to the results, there is strong evidence linking motivational activities with



high levels of staff retention. Motivating techniques including employee recognition, training and development, and good communication are advocated in the study as means by which healthcare firms may keep their staff happy and committed to the organization. Healthcare organizations can also implement a reliable feedback system to learn more about the perspectives and experiences of their staff members. This research has important implications for healthcare organizations looking to boost retention rates through the use of incentive programs. This research was conducted with the hopes of convincing healthcare institutions to make employee motivation a central part of their business plans. Finally, more study is needed to determine how various forms of incentive affect healthcare workers' propensity to stay in their jobs.

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