

# A Study on Employees Motivation and Its Impact on Job Satisfaction in Tiruvalla Medical Mission Hospital

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## Abstract

The project entitled “A Study on Employees Motivation And Its Impact On Job Satisfaction In Tiruvalla Medical Mission Hospital focus on the employees motivation and its impact on job satisfaction in the hospital. Motivation is an important factor which encourages employees to give their best performance and help in reaching enterprise goals. The study aims to identify the factors which will motivate the employees in the organization and observe the employee commitment towards the organizational excellence.

HRM is a comprehensive approach to managing employees and an organization's culture and environment. It focuses on the recruitment, management, and general direction of the people who work in an organization. Human resources (HR) is the division of a business that is charged with finding, screening, recruiting, and training job applicants, as well as administering employee-benefit programs.

In the introductory part of the project the objectives of the study are divided into many parts such as it includes background of the study, need and significance of the study, statement of the problem, and objectives of, scope and limitations of the study.

The next two chapters deals with various articles related to the employees motivation and it conceptualizes the literature review. It is secondary sources, and does not report new or original experiment work. This will give a brief description about the topic. The next chapter is theoretical framework. The theoretical framework is a collection of interrelated concepts, like a theory and all concepts related to the topic. The informations were collected from various texts, books and from the internet. The sample size is 100 employees.

In research methodology includes objectives, hypothesis, research design, source of data, primary and secondary data, population and sample design, sampling method, method of data collection, drafting a questionnaire, pilot survey, and data analysis techniques. In the chapter research and methodology the primary data is collected through questionnaire. Secondary data is collected through direct interaction with the employees and also collect information from Internet, various books, Journals etc. In data analysis, the analyses of the collected data were made by using three tools percentage analysis, chi-square test, and weighted average ranking method. The finding that conceptualizes arises from the data analysis. Here get findings from percentage analysis, chi-square test and weighted average ranking method. The recommendations include the suggestion from the side of the researcher the organization should consider. The major finding of this study is that the company is providing proper motivation to the employees for their better performance and satisfaction. Findings of the research indicated that the strategies adopted by Tiruvalla Medical Mission Hospital to motivate employees are highly effective and it's leads to job

satisfaction. Employees are essentially assets to an organization and should therefore be treated as human capital. The productivity of an organization depends more on the motivation in the organization. Motivation is one of the major issue succeed by every organization. It should also be remembered that a worker may be immensely capable of doing work. The more motivation can generate good output. This motivation can help

## Chapter 1

### INTRODUCTION

#### 1.1 BACKGROUND OF THE STUDY

Every organization comes into existence when a number of persons joint hands. All these people work to achieve some organizational goals. The activities of various individuals will be synchronized if somebody is there to undertake this work. Management of every enterprise takes up the responsibility of assigning, supervising and controlling the activities of a person working there. Management brings human and material resources together for attaining organizational goals. Human resources is of paramount importance for the success of any organization. Different individual exhibits similar and dissimilar pattern of behavior. They have their own set of needs, drives, goals, and experiences. Management should be aware of the requirements.

To improve the overall performance in business it becomes essential to increase the efficiency of human beings. The performance of a person depends upon two factors, the ability to do work and motivation. Motivation is an important factor which encourages persons to give their best performance and help in reaching enterprise goals. Strong motivation will enable the increased output of employees but a negative motivation will reduce their performance a key element in management is motivation. The effective utilization of human resources for the achievements of organizational objectives. The personnel management is concerned with organizing human resources in such a way to get maximum output to the enterprise and to develop the talent of people at work to the fullest satisfaction. Employee motivation is one of the major issues faced by every organization. It is the major task of every manager to motivate his subordinates or to create the willingness to work among the subordinates. It should also be remembered that a worker may be immensely capable of doing Some work; nothing can be achieved if he/she is not willing to work.

The project work entitled “A STUDY ON EMPLOYEE MOTIVATION AND ITS IMPACT ON JOB SATISFACTION IN TIRUVALLA MEDICAL MISSION HOSPITAL” mainly conducted to identify the factors which will motivate the employees in the organization and observe the employee commitment towards the organizational excellence. It was conducted among 100 employees in the organization. The study will helped to get the detailed idea about the motivational factors.

#### 1.2 NEED AND SIGNIFICANCE OF THE STUDY

Motivation is an important tool in the hands of the manager for inspiring the workforce and making them do work with enthusiasm and willingness. If it's an important function of the management to motivate the people working in the organization to perform the work assigned to them effectively and efficiently. The management has to understand the Human behavior if it has to provide maximum motivation to the personnel. Motivation is something that moves a person into action and continues him in the course of action enthusiastically. The role of Motivation is to develop and intensify the desire in every member of organization to work effectively and efficiently in his position.

The main aim of this study is to find out the employee motivation in TMM Hospital, Tiruvalla. The

motivation is an important factor which increases the desire willingness and enthusiasm in workers, to apply their great potentialities for the achievement of common goals.

### 1.3 STATEMENT OF PROBLEM

From the study, the researcher was able to find some of the important factors which motivate the employees. Factors like financial incentives and non- financial incentives, performance appraisal system good relationship with co-workers, promotional opportunities in the present job, shift work have very much effect the level of employee motivation. It is also clear from the study that the company is so eager in motivating their employees and their present effort for it so far effective.

If the human resources are not properly motivated, the management will not be able accomplish the desired results. Therefore, human resources should be managed with utmost care to inspire, encourage and impel them to contribute their maximum for the achievement of the business objectives.

### 1.4 OBJECTIVES OF THE STUDY

- To study employees motivation and it's impact on job satisfaction in tiruvalla medicalmission hospital.
- To study the effectiveness of the techniques adopted by the TMM Hospital in employees motivation.
- To study about the benefits and facilities provided to the employees.
- To learn the employee's satisfaction on the interpersonal relationship in the TMM Hospital.
- To understand the motivation level of employees.
- To study the effect of welfare measures provided by the TMM Hospital on employees performance.
- To study the effectiveness of compensation package providing the TMM Hospital to the employee's.
- To study the effect of job promotion on employees.
- To provide the practical suggestion for the improvement of TMM Hospital performance.

### 1.5 SCOPE OF THE STUDY

This study was conducted to analyses whether the company is providing necessary motivation to the employees and they are satisfied with it or not. The employees where survived for the purposes of discovering what factors motivates them the most in their work place. Motivating factors and incentives are reasons for employee motivation, and in order to best evaluate and describe which of these factors are most and least critical to employees. The study was limited to employees working in the company.

### 1.6 LIMITATION OF THE STUDY

- The sample size was restricted by 100.
- Employees are answered on the basis of their views, that is may not be true for all employees.
- Less time available for an interview or conversation with the workers.
- Only limited person could be covered under the study.
- The workers were busy with their work.
- Sensitive information was not shared by the company.
- Very limited time–span for doing the project.
- Some of the respondents refused to answer the questionnaire that whether it may affect their job adversely

### 1.7 ORGANIZATION OF THE REPORT

This project is presented in nine chapters. **The first chapter** includes background of the study, need and

significance of the study, statement of the problem, and objectives of, scope and limitations of the study. In **chapter 2** conceptualizes the profile. It includes industry profile, company profile and product profile. In **chapter 3** conceptualizes the Literature review. It is secondary sources, and does not report new or original experiment work. This will give a brief description about the topic.

The **fourth chapter** is theoretical framework. The theoretical framework is a collection of interrelated concepts, like a theory and all concepts related to the topic. The information"s were collected from various texts, books and from the internet.

The **fifth chapter** research methodology includes objectives, hypothesis, research design, source of data, primary and secondary data, population and sample design, sampling method, method of data collection, drafting a questionnaire, pilot survey, and data analysis techniques.

In **sixth chapter** The analysis of the collected data were made by using three tools percentage analysis, chi-square test, and weighted average ranking method.

**Chapter 7** conceptualizes the findings that arise from the data analysis. Here get findings from percentage analysis, chi-square test and weighted average ranking method.

**Chapter 8** includes the suggestion from the side of the researcher the organization should consider.

Finally, **Chapter 9** presents the conclusion, scope for future research and implication of the research to management theory and practice.

## Chapter 2

### PROFILES

#### 2.1 INDUSTRY PROFILE

The health care industry, or medical industry is an aggregation of sectors within the economic system that provides goods and services to treat patients with curative, preventive, rehabilitate, and palliative care. The modern health care industry is divided into many sectors and depends on interdisciplinary teams of trained professionals and paraprofessionals to meet health needs of individuals and populations. The health care industry is one of the world's largest and fastest-growing industries. Consuming over 10 percent of gross domestic product {GDP} of most developed nations, health care can form an enormous part of a country's economy.

The health care industry is composed of establishments devoted to prevention, diagnosis, treatment, and rehabilitation of medical conditions. Such treatment may through providing products or services, and may be provided privately or publically. The modern health care and sector is divided into many sub-sectors, and depends on interdisciplinary teams of training professionals and paraprofessionals to meet health needs of individuals and populations. The health care industry includes establishments ranging from small-town private practices of physicians who employ only one medical assistant to busy inner-city hospitals that provides thousands of diverse jobs. Healthcare industry is littered with risks and challenges as it is an industry that requires constant innovation under increased regulations

### GLOBAL SCENARIO

The notion of a global health care industry is a recent phenomenon and although the modern healthcare industry is becoming more global day by day but because health care has always traditionally been considered a local industry, specific to individual countries, the practice and development of health care as an industry across countries vary. In each country, the health industry has its own history and cycle of

evolution. No globalization of the ancillary healthcare industries, recent technological developments and standardization of various aspects of the industry is driving the trend towards globalization of healthcare industry.

The global medical industry is one of the world's fastest growing industries, absorbing over 10% of gross domestic product of most developed nations. It constitutes of broad services offered by various hospitals, physicians, nursing homes, diagnostic laboratories, pharmacies and ably supported by drugs, pharmaceuticals, chemicals, medical equipment, manufactures and suppliers. The medical and health care industry provides enormous employment opportunities to choose from. Apart from using the services of medical professionals, this industry also utilizes the expert services of public policy workers, medical writers, clinical research lab workers, IT professionals, sales/marketing professionals and health insurance providers.

### **INDIAN SCENARIO**

Current scenario of health care industry in India is very exciting. Although the presence of public health care is not only weak but also very less useful. But private sector is growing fast in health industry in India. The 74% of total expense in health care industry in India comes from private sector and this inadequate public investment in health care infrastructure has given a big opportunity to private hospitals in huge health care market in India. On the basis of demand of specialized and quality health care facilities the expansion of health care sector in India is growing fast. This is clear indication that health care sector in India is capable of providing economic growth and contributing in building sector. Indian health care sector is currently providing employment to 5 million people directly and indirectly. Currently health care sector is providing employment in sectors like sales, marketing, HR, IT and so on.

### **STATE SCENARIO**

The health scenario in Kerala was hunky during the pre-liberalization day. However, during the post-liberalization period, many a problem cropped up in the health care system and unfortunately, the health indicators gradually started showing an unfavorable trend in many cases and getting worse than the average all-India indicators over time. In the meantime, the state expenditure has been declining, and the government run institutions stand out dated due to lack of modern infrastructure and a shortage of properly skilled manpower. There is a perceptible change in public expenditure on health care in Kerala. If the present trend continues, Kerala's percentile position is likely to fall further in foreseeable future and unless some checks and balances are placed in order, Kerala state will no longer hold its title as the best health care provider in India.

The Structural Adjustment Program, macroeconomic prescriptions, trade, travel, migration, environmental and resource depletion etc. affected Kerala's healthcare systems. The failure of government facilities to meet demand led to the development of private sector. Large increase in private healthcare expenditure, privatization of medical education, reduction in public spending neglect of PHC's, hitherto sacrosanct area of public good converted health care into market driven, profit driven enterprise. Decline the quality of public sector because the financial restrictions-shortage of supplies including medicines were other dominant influence of policy reforms not the health care segment of Kerala.

## **2.2 COMPANY PROFILE**

### **TIRUVALLA MEDICAL MISSION HOSPITAL**

About 80 years ago a few Brethren missionaries initiated a medical work in Central Kerala, concentrated



majorly in and around the town of Tiruvalla in connection with those known as Christian Brethren was commenced at Kumbanad by Mrs. J. Noel. The first doctor in connection with the above was Dr. P.C Fountain. Dr. Fountain who began work in Alleppey in the year 1935 and later continued in Kottayam and also assisted in the work at Tiruvalla for a time. Their selfless and sacrificial services, especially in the health-care of the poor and down-trodden were greatly appreciated by the local people. One such admirer of this missionary work was **Dr. Dewan Bahadur, Dr .V.Vergheese**, the Chief Physician of the King of Travancore.

Tiruvalla Medical Mission began as a dream in the heart of Dr.DewanBahadur, Dr.V.Varghese. As an ardent Christian, he read and studied closely the works of early missionaries. The life that most impressed him was that of George Mueller, a prayer warrior and a leader of the orphanage movement in England. Drawing a page from Muellers life, the Dewan dedicated his life, resources and skills for the betterment of society. The doctor's passionate dream had then become a fervent desire. Therefore, when Dr.V.Vergheese retired from the royal service, he immediately began to give shape and structure to his vision. And by 1935, he established a hospital on a small wooded hillock near the Tiruvalla railway station, Kerala, India. The same is the present site occupied by the main hospital of Tiruvalla Medical Mission (TMM) comprising a small hospital, with consulting rooms, dispensary, dressing room and a small theatre.

Along with laying the foundation for the hospital, he also laid the principles for service and administration. All decisions had to be in accordance with ethical and Christian principles. Thus, TMM began as a small step of faith for Dewan Bahadur, but a giant leap for the people of Central Travancore.

Soon, advancing age weakened Dr.V.Vergheese and he began to earnestly pray for someone to take over the responsibility of the hospital. The answer to his prayers arrived in the form of Dr and Mrs. R. S Church ward, medical missionaries from New Zealand, belonging to the Brethren Assemblies. Dr.V.Varghese handed over the hospital with a ten acre land and few old buildings in the heart of Tiruvalla totally free for the medical work of the Brethren as a token of his appreciation of their work. With the cooperation of Painummoottil P.V. George, missionaries E. H Noel and G. L Fountain, the Church wards took the opportunity as a divine commission in 1940, and was registered as a Charitable Trust. Dr.Churchward, as a Trustee and Chief Medical Officer took charge.

The people of Thiruvalla and central Travancore nicknamed the establishment as Sahibs Hospital ( SAYIPINTE ASUPATHRI ) in Malayalam. In those days, hospitals were few and far and nursing study courses unheard of in the State of Travancore or in Malabar. However in the State of Cochin, a three year course in nursing was in existence from 1928. But midwifery training for nurses was not compulsory. In CMC hospital, Vellore a Nursing Diploma course was started far back in 1909. So several educated girls from Travancore, interested in nursing study, found their way to Vellore.

The Medical Missionary team of Tiruvalla Medical Mission, being well aware of the contribution of the trained nurses back in England felt that Indian girls in large number must be trained as nurses in order to give efficient healthcare in hospital and community. With this vision a Nurses Training course was started in TMM hospital in 1943. Duration of the course was four years. Medium of instruction was Malayalam. The first principal of the school was Mrs. Rachel Churchward, a missionary nurse who was assisted by two other missionary nurses – Ms. Parkinson from England and Ms. Elliot from Australia. The next forty years – until 1983 TMM School of Nursing had the advantage of having 15 trained Missionary Nurses from overseas teaching in this school along with their Indian counterparts. In the year 1943, Travancore State Government also started a four year program in Nursing and the school was attached to the General

Hospital, Trivandrum. Hence in the State of Travancore, the nursing course had a simultaneous beginning in Private and Public sector.

It was from these beginnings under the evident blessings of God that the work has grown and has been extended to the present branch hospitals at Vazhoor and Mannamaruthy. Over the years, a number of missionaries from Canada, England, New Zealand and Australia served the hospital. The last overseas missionary left in 1984 and since then it is managed by committed and professional Indians.

TMM is now a registered Charitable Society under the official name “The Dewan Bahadur Dr. V. Varghese Hospital Trust Association”. TMM offers medical and other services in almost every branch of human health requirement.

### **MISSION**

TMM exists to share the compassion of Jesus Christ with the sick by offering affordable medical services and spiritual counsel, leading to their healing and wholeness.

### **VISION**

Be a patient friendly hospital by offering quality patient care and education based on love and compassion.

### **SERVICES OFFERED**

Tiruvalla Medical Mission hospital provides day and night medical ,nursing and other facilities such as X-RAY, laboratory pharmacy , physiotherapy centre ,palliative care ambulance service,blood bank, diet counseling, pathology CT scan and mortuary.

General outpatient department offers special care and treatment for patients with a broad spectrum of medical conditions.

### **CASUALTY**

Well equipped casualty department deals with accidents and emergencies round the clock.

### **LAB**

Hospital’s state of the art lab provides a wide range of testing services for the patients .

### **X-RAY**

X-Ray unit offers non invasive tests to diagnose many health conditions.

### **PHYSIOTHERAPY**

Physiotherapy centre offers physiotherapy services for diagnosis ,treatment and rehabilitation.

### **INPATIENT SERVICES**

Patients who require surgery or monitoring will be asked to get admitted in the hospital. Patients can choose from the different types of rooms based on the availability. The different types of rooms available are:

Deluxe room General ward Double sharing room Single private room

**PAYMENT**

On admission , a deposit equivalent to or approximate to the treatment or surgery charges may be paid as advance. The balance if any will be collected /refunded at the time of discharge based on the surgery/treatment and the type of accommodation chosen. Bills are payable by cash , with insurance claims if any. Credit cards are also accepted.

**VISITORS**

In normal circumstances only one attendant is permitted to stay with the patients. Visitors are restricted in the hospital considering the well being of the patients and for the smooth conduct of the patient care activities.

**GENERAL INSTRUCTIONS**

During the stay you will come in contact with many hospital staff such as doctors, nurses, cleaners, security guards, etc. all of them are working round the clock to make your stay at TMM as comfortable as possible. Please avoid giving tips and gifts to the sanitary workers and other staffs in the hospital.

**OUTPATIENT SERVICES****Queue Management System**

For the convenience of patients waiting for registration Queue Management System is introduced. For the registration process all the patients will have to get a token number from the token vending machine installed near the enquiry counter. After taking the token the patients are requested to wait in the waiting chairs in front of the registration counters. The token numbers will be displayed on the top of the registration counters and the patients are requested to approach the counters where their token number gets displayed.

**FIRST TIME TO TMM**

All the patients who are approaching TMM for the first time are requested to complete the registration forms made available. It is very important to complete the details accurately especially the name, age and address.

**ADVANCE BOOKING**

Patients who have already registered with the TMM can avail the advance booking facility. The patient can make the advance booking through telephone as well as in the booking counters of the hospital.

**PERSONNEL DETAILS**

<b>Employees</b>	<b>Numbers</b>
Doctors	65
Part time doctors	20
Nurses	338
Para medical	98
General admin & others	105



Trainees	94
Casual workers	13
Outsources	157
<b>Total</b>	<b>890</b>

## DEPARTMENTS

- General medicine
- Diabetic specialty centre
- General surgery
- Urology
- Orthopedics
- Pediatrics
- Pediatric surgery
- Neonatology
- Pulmonology
- Cardiology
- Cardio thoracic and vascular unit
- Gastroenterology
- Endocrinology
- Neurology
- Psychiatry
- Plastic surgery
- ENT
- Neurosurgery
- Anesthesiology
- Dental
- Nephrology
- Radiology
- Ophthalmology
- Dermatology
- Chest and allergic clinic

## UNIQUENESS OF TMM

- Compassionate patient care and effective cure
- Affordable cost for the middle income patients
- Free medical treatment for economically disadvantaged
- Prayer and spiritual counsel offered to all

## **MANAGEMENT**

TMM is managed by board of governors most of whom are professionals from various fields who volunteer their services. Yearly budget is prepared by this board and the accounts are duly audited and certified by accredited accountants.

## **INFRASTRUCTURE DEVELOPMENT**

Times are changing. Technologies are improving and opportunities persuade to stay ahead in this challenging healthcare field. The hospital has constructed a brand new four storey building complex of 87000sq.ft. commemorating its platinum jubilee. It is equipped with 8 modern operating theatres and equipments. A highly sophisticated HMIS software is being implemented in order to have various information at the finger tips.

## **BRANCH HOSPITALS**

### **TMM HOSPITAL VAZHOOR**

TMM Hospital Vazhoor functions with 24 hours casualty , offers the services of five doctors including two Casualty Medical officers, a part time Physician, an Orthopedic surgeon and a Cardiologist , 24 hours pharmacy ,X-Ray, ECG, medical lab and ambulance services facilitiesare also available for the hospital having 100 bed capacity. A full fledged physiotherapy service facility is also made available.

### **TMM HOSPITAL, MANNAMARUTHY**

Established in 1948 as a small health centre by Christian Missionary doctors TMM hospital Mannamaruthi, Ranni slowly and steadily grew up to be one of the best known hospitals in and around Ranni .Located on the right side of the Punalur/Muvattupuzha Highway about 75 meters from Mannamaruthy junction it caters to the medical need of the people around this hilly area.

There are also educational institutions:

SCHOOL OF NURSING KAVIYOOR (BSC &MSC NURSING) WITH 50 STUDENTSSCHOOL OF NURSING (GNM) WITH 40 STUDENTS

## **Chapter 3**

### **LITERATURE REVIEW**

#### **3 LITERATURE REVIEW**

The purpose of this chapter is to present a review of literature relating to the employee motivation and it's impact on job satisfaction. The following are the literature review by different authors.

**Gill, & Mathur (2007)<sup>(1)</sup>** in the paper entitled 'Improving employee dedication and pro-social behavior stated that as compared to small and medium sized firms, most large firms appear to have a more professional human resource management system to motivate workers to work with their best effort or to retain them.

**Bratton, J. & Gold, J (2007)<sup>(2)</sup>** in the study entitled Human Resource Management: Theory and Practice argued that from the context of psychology, economy and human studies, motivation refers to „a reason or reasons that make a person engages particular behavior“.

**BjerkeInd N & Paoli D(2007)<sup>(3)</sup>** in the paper entitled 'The impact of aesthetics on employee satisfaction and motivation' concluded that in the context of management, motivation is very important to the

organizational performance. As compared to other subjects, motivation is viewed differently in the context of human resource management. From this perspective, it is revealed that motivation is not possible. This is because you cannot motivate other persons, but what you can do is to influence what they are.

**Gill A(2007)<sup>(4)</sup>** in the study entitled 'How to update rewards to match employee needs' stated that incentive motivation is one of the most popular tools to get workers to do what managers want. Many scholars refer incentive motivation as 'dangling a carrot'.

**Kominis& Emmanuel (2005)<sup>(5)</sup>** stated that if managers want to improve the level of staff performance, they should attempt to connect the concepts of intrinsic motivation to extrinsic factors. It is necessary for managers to utilise the concept and practice of intrinsic and extrinsic motivation to influence workers. This is not just because both ideas can produce a high level of performance, but they also have a connection to the inner drives of a person.

**Yap Bove L & Beverland(2009)<sup>(6)</sup>** concluded that there is a downside of incentive motivation technique. What will happen after employees get the desired rewards or incentives is the main question that managers should consider when using this tactic. The potential trap that managers should expect to encounter when using this motivation tactic is that their workers will continue to demand a reward to do any task or give their best effort towards the assigned responsibilities.

**Armstrong M (2006)<sup>(7)</sup>** argued that the greater the value of a set of the awards and the higher the probability that receiving each of these rewards depends upon effort, the greater the effort will be in a given situation. Armstrong asserts that feedback is an important intrinsic motivational tool. It is important to note that the effect of feedback on employee motivation is heightened when it is specific rather than generalized and given in a timely manner.

**Morse G (2003)<sup>(8)</sup>** notes that „managers are not as good at judging employee motivation as they think they are. In fact people from all walks of life seem to consistently misunderstand what drives employee motivation

## Chapter 4

### THEORITICAL FRAMEWORK

#### 4.1 MOTIVATION

“A motive is an inner state that energizes, activates or moves and directs or channels behaviour toward goal” (Bevelson& Steiner, 1964).

“Motivation is a voluntary activity which governs the choices made by an individual among available alternatives.” (Vroom, 1964).

“Work motivation is a set of energetic forces that originate both within as well as beyond an individual’s being, to initiate work-related behavior, and to determine its form, direction, intensity, and duration.” Pinder (1998).

Motivation can be defined as the “driving force behind all the actions of an individual.”

The power of an individual's needs and desires both have a strong influence on the direction of the behavior.

Motivation: the processes that account for an individual’s intensity, direction, and persistence of effort toward attaining a goal, specifically for Organizational Behavior, toward attaining an organizational goal.

1. Intensity: how hard a person tries to meet a goal.
2. Direction: efforts are channeled toward organizational goals.
3. Persistence: how long a person maintains effort toward a goal.

The issue of organizational commitment continues to receive attention both from scientists and practitioners. This interest is evidenced by numerous studies examining the relations between organizational commitment and its antecedents and outcomes (Griffin & Bateman, 1986; Matthieu & Zajac, 1990). One of the main reasons for the interest in organizational commitment is its relation to important organization outcomes such as turnover (Porter, Steers, Mowday, & Boulian, 1974), turnover intentions (Shore and Martin, 1989), performance (Meyer, Paunonen, Gellatly, Goffin, & Jackson, 1989), and absenteeism (Farrell & Peterson, 1984).

## 4.2 TYPES OF MOTIVATION

**Intrinsic motivation** is viewed as the motivation to involve in an activity primarily for its own sake, because the activity is supposed to be interesting, involving, satisfying and challenging.

**Extrinsic motivation** is viewed as motivation to involve in an activity primarily for the attainment of goals outside the primary activity such as praise, recognition, reward, salary increase and improvement in working conditions.

## 4.3 THEORIES OF MOTIVATION

### Maslow's Hierarchy of Needs Theory

An eminent need theorist, Dr. Abraham H. Maslow formulated the theory of needs known as hierarchy of needs. Maslow asserts that higher order needs emerge as lower order needs are fully satisfied. Maslow's hierarchy of needs in a pyramid form identifies five levels of individual needs, which are arranged on order of importance from primary or lower level to secondary of higher level.

This is perhaps the best known and least supported of all motivational theories; Abraham Maslow proposed that there are five levels of human needs. As each of the lower level needs are satisfied, the next unsatisfied need becomes dominant. Satisfied needs no longer motivate, only unsatisfied needs motivate people.

1. **Physiological Needs:** First order level in the pyramid form, lower order need, includes hunger, thirst, shelter, sex, and other bodily needs. Lower order needs are satisfied externally, through forces outside of the person. These needs are the strongest because if deprived, the person would die.
2. **Safety and Security Needs:** Safety and security needs emerge after a complete satisfaction of the first level needs. This lower order need, includes security and protection from physical and emotional harm. The needs act as a driving force in the individual's behavior. Converging point of the transformation of physical biological into something safety and security purposes. It includes order, stability, something safety, and security purposes. It includes order, stability, permanence, tranquility, and influence on personal, interpersonal, and environmental condition.
3. **Social Needs:** Social needs in the third level of the pyramid for are called secondary needs. This upper order need, includes affection, belongingness, acceptance, and friendship. Upper order needs are satisfied internally, that is, from within the person. In addition it includes affection, affiliation, and acceptance needs. Individuals have needs to escape feeling loneliness alienation and give or receive love, affection, and sense of belonging. Both giving and receiving are involved.
4. **Esteem / Ego Needs:** Ego needs on the fourth level describe the ego integrative process. Individuals need a stable, firmly based, high level of self-respect, and respect from others in order to feel satisfied,

self-confident, and valuable. Failure to achieve this level would make an individual's ego inferior, weak, helpless, and worthless. This upper order need, includes internal (self-respect, autonomy, and achievement) and external (status, recognition, and attention) esteem factors.

- 5. Self-actualization Needs:** The fifth and final level of secondary needs refers to the need for self-actualization or self-fulfillment, an individual's desire to convert his potential into actual needs. Maslow describes self-actualization as an on going process. This upper order need, defined as the drive to "be all one can be" it includes growth, achieving one's potential, and self-fulfillment. Self-actualizing individuals are devoted to work for something precious to them. They are very fine and healthy, strong, creative, and sagacious individuals. Self-actualization is manifested differently in indifferent people.

### **Alderfer's ERG Theory**

An attempt to simplify Maslow's needs theory was put forward by psychologist Clayton Alderfer with his ERG theory. People are motivated to do things by different needs, of which Alderfer identified three:

1. **Existence Needs** - those which give us physical well-being
2. **Relatedness Needs** - the need for social relationships
3. **Growth Needs** - the need for personal growth and development.

Clayton Alderfer (cited in Cook, Hunsaker, and Coffey, 1997) formulated a need specific model of motivation known as ERG theory in terms of growth, relatedness, and existence. Growth impels a person to make creative, productive, and complete meaningful tasks that have effects on himself and his environment. Satisfied through using capabilities in dealing with problems develop a higher sense of wholeness and fullness as a human being.

### **Herzberg's Two-Factor (Motivation-Hygiene) Theory**

Frederick Herzberg (cited in Wagner III and Hollenbeck, 1998) was the first to show that satisfaction and dissatisfaction at work nearly always arose from the two major factors and was not merely contrasting reactions to the same factors as had always previously been believed. Frederick Herzberg proposed that an individual's relation to work is basic and that one's attitude toward work can very well determine success or failure. In other words, things that people feel good about at work are motivating and those things they don't feel good about are de-motivating. Based on Herzberg's basic assumption that man has two sets of needs; i) as an animal to avoid pain; ii), as a human being to grow psychologically.

## **4.4 PROCESS OF MOTIVATION**

1. Identify Unsatisfied Needs and Motives.
2. Tension.
3. Action to satisfy needs and motives.
4. Goal accomplishment.
5. Feedback.

### **1. Identify Unsatisfied Needs and Motives**

The first process of motivation involves unsatisfied needs and motives. Unsatisfied needs activated by internal stimuli such as hunger and thirst. They can also be activated by external stimuli such as advertisement and window display.

## Tension

Unsatisfied needs create tension in the individual. Such tension can be physical, psychological, and sociological. In this situation, people try to develop objects that will satisfy their needs.

### 2. Action to satisfy needs and motives

Such tension creates a strong internal stimulus that calls for action. The individual engages in activities to satisfy needs and motives for tension reduction. For this purpose, alternatives are searched and choice are made, the action can be hard work for earning more money.

### 3. Goal accomplishment

Action to satisfy needs and motives accomplishes goals. It can be achieved through reward and punishment. When actions are carried out as per the tensions, then people are rewarded others are punished. Ultimately goals are accomplished.

### 4. Feedback

Feedback provides information for revision or improvement or modification of needs as needed. Depending on how well the goal is accomplished their needs and motives are modified. Drastic changes in environment necessitate the revision and modification of needs. Usually, performance is determined by;

1. ability,
2. environment and
3. motivation.

If any of these three factors is missing or deficient, effective performance is impossible. A manager may have the most highly qualified employees under him and provide them with the best possible environment, but effective performance will not result unless the subordinates are motivated to perform well. Therefore, management can do its job effectively only through motivating employees to work for the accomplishment of organizational objectives.

## Chapter 5

### RESEARCH METHODOLOGY

#### OBJECTIVES

- To study employees motivation and its impact on job satisfaction in tiruvalla medical mission hospital.
- To study the effectiveness of the techniques adopted by the TMM Hospital in employees motivation.
- To study about the benefits and facilities provided to the employees.
- To learn the employee's satisfaction on the interpersonal relationship in the TMM Hospital.
- To understand the motivation level of employee's.
- To study the effect of welfare measures provided by the TMM Hospital on employees performance.
- To study the effectiveness of compensation package provided by the TMM Hospital to the employee's.
- To study the effect of job promotion on employees.
- To provide the practical suggestion for the improvement of TMM Hospital performance.

#### 5.1 HYPOTHESIS

Ho1 : Employees performance can be enhanced either by motivation or Jobsatisfaction.

Ho2 : Intrinsic factor or extrinsic factor may be used as motivation and jobsatisfaction. tool.



Ho3 : Motivation, Job Satisfaction, Intrinsic factor or extrinsic factor can contribute to performance individually better than combination of all factor.

## **5.2 RESEARCH DESIGN**

A Research Design is a plan that specifies the sources and types of information relevant to the research problem. In this study descriptive research has been used. Descriptive research means; a study which wants to portray the characteristics of a group or individual or situation is known as descriptive study. It begins with the study of the past. The main objective of descriptive study is to acquire knowledge.

## **5.3 SOURCES OF DATA**

Data is regarded as the foundation of all types of research, and hence it is known as “Life Blood of Research”.

The sources of data used in this study are:

Primary Data

Secondary Data

## **5.4 PRIMARY AND SECONDARY DATA**

### **Primary Data**

The primary data are those collected by the investigator himself for the first time. The researcher collects primary data through surveys and questionnaire is given to the employees. Direct personal interview is also conducted with manager for absorbing data.

Methods / Sources for collecting primary data:

Interview

Observation

Questionnaires

### **Secondary Data**

Secondary data is the data which are not originally collected but rather obtained from published or unpublished sources. Collection of secondary data had the advantage of being less expensive and less time consuming. Careful scrutiny must be made before using secondary data. The secondary data collected should be suitable, adequate and reliable.

Methods / Sources for collecting secondary data:

1. Company records
2. Annual reports
3. Books
4. Journals
5. Magazines
6. Websites

The method used in this study is from the company records, journals, and magazines.

## **5.5 POPULATION**

A population is the aggregate of all the units under studying in any field of enquiry. It's a collection of individuals of their values which can be numerically specified. A population can be infinite or finite. Here consist of 890 employees in the Hospital, 338 nursing staffs in the Hospital. The sample size is 100, it is

selected randomly from the total nursing staffs.

## 5.6 SAMPLING DESIGN

The plan, method, or technique through which a researcher identifies and selects the potential sampling units from the sampling frame or the target population, to form a relevant sample for the study is termed as sample design.

## 5.7 SAMPLING METHOD

There are two types of sample methods;

Probability sampling techniques

Non-probability sampling techniques

### Probability sampling techniques

The method, in which all units of the universe are given equal chance of being selected in the sample, is known as Probability Sampling.

### Non-probability sampling techniques

Non-probability sampling is that type of sampling procedure which does not have any ground for estimating the probability that whether or not each item in the population has been included in the sample.

Sample Size: 100 Nurses.

Natures of Data: Primary Data & Secondary Data.3 Target Audience: Employees in the Organization 4

Area of Study: TMM Hospital, Tiruvalla

## 5.8 METHODS OF DATA COLLECTION

Primary data are collected during the course of doing experiments in an experimental research. The different types of primary data are;

- Survey
- Interview
- Questionnaire

Here we are taking Questionnaires (for employees).

Secondary data is collected through company publications, journals, company's website, internet, newspapers, etc.

## 5.9 DRAFTING A QUESTIONNAIRE

### Questionnaire

A questionnaire is a research instrument consisting of a series of questions (or other types of prompts) for the purpose of gathering information from respondents.

### DRAFTING A QUESTIONNAIRE

The questionnaire is an important tool for gathering primary data. Poorly constructed questions can result in large errors and invalidate the research data. So significant effort should be put into the questionnaire design. The questionnaire prepared in the following manner:-

- At the top of the survey questionnaire was formulated to take the project details and also builder's details of the project.

- Questionnaire was formulated containing 26 questions.
- Questions are formulated to meet the objectives of this project study

### 5.10 PILOT SURVEY

A pilot survey is a strategy used to test the questionnaire using a smaller sample compared to the planned sample size. In this phase of conducting a survey, the questionnaire is administered to a percentage of the total sample population, or in more informal cases just to a convenience sample. From the framed questionnaire, to test the validity of the questionnaire, the questionnaire is distributed among 10 employees. From the filled questionnaire, some rectifications have been made by the responds of the respondents.

### 5.11 DATA ANALYSIS TECHNIQUES

This chapter presents the data collection and analysis. The study has been conducted on the employees of Tiruvalla Medical Mission Hospital, Tiruvalla. The responses of employees obtained via questionnaires and interviews. The questionnaire consists of questions which is included in the appendix.

In order to answer the objectives of the study, following tools are used:

- 5.11.1 Percentage Analysis
- 5.11.2 Chi-Square Test
- 5.11.3 Weighted average method
- 5.11.4 Correlation

#### Percentage analysis

$$\text{Percentage} = \frac{\text{No. of respondents}}{\text{Total respondents}} \times 100$$

This is the simplest way to analyze different types of data. The percentage rate of each data is found out with respect to the total.

Percentage Analysis is the method to represent raw streams of data as percentage (a part in 100-percentage) for better understanding of collected data. This form of analysis looks at raw streams of data in the form of percentage. This is done to learn about the data collected.

The percentage method is used for comparing certain features. The collected data represented in the form of tables and graphs in order to give effective visualization of comparison made.

#### Chi-Square test

The chi-square distribution has many uses in the field of testing of hypothesis. It helps to test whether a population has given variance. It also helps to test goodness of fit of a theoretical distribution to an observed distribution and in testing independence of attributes in a contingency table. Any statistical test that uses the chi square distribution can be called as chi square test. Chi square test is conducted as a statistical test to investigate difference. The chi square measures the difference between a statistically generated expected results and an actual to see if there is a statistically difference between them. It measures the goodness of fit between an unexpected and an actual result. Formula for chi square test is

$$\text{Chi square}(\chi^2) = \frac{\sum (O-E)^2}{E}$$

Where, O= Observed sample in each category

E= Expected frequency in corresponding category

### Chi Square test degree of freedom

The degree of freedom for chi square test is equal to the difference between degree of freedom associated with the models. Each type of two tables has its own chi square distribution, depending on the number of row and columns. And each chi square distribution is identified by its degree of freedom. A two way table with r rows and c column uses a chi square distribution with (r-1) \* (c-1) degree of freedom.

### Chi Square Goodness of fit test

This test applicable when the observations are independent (random) and the total frequency should be large. This is used to test association of variables in two- way tables where the assumed model of independence is evaluated against the observed data. The chi square goodness of fit test is that it can be applied to any univariate distribution to which you can calculate cumulative distribution function. The chi square goodness of fit test can be distributions such as the binomial and poison.

### Weighted Average Analysis

Weighted average is an average in which each quantity to be averaged is assigned a weight. These weightings determine the relative importance of each quantity on the average. Weightings are the equivalent of having that many like items with the same value involved in the average. Most people are familiar with the idea of finding the average, or arithmetic mean, of a series of items. You simply add up all the item values and divide by the total number of items to calculate the average.

However, this only works when all the items are weighted equally. For example, to calculate your average monthly electricity bill for a year, it would make sense to add up the billed amounts for the previous twelve months and divide by twelve, since each bill cycle is roughly the same period of time (one month). **weighted average**, which is an average where each value has a specific weight or frequency assigned to it, to calculate your grade. The equation for weighted average method is

W= weight of ranked position

X= response count of answer choice

$$\text{weighted average} = \frac{x_1w_1 + x_2w_2 + x_3w_3 + \dots + x_nw_n}{\text{Total}}$$

Weights are applied in reverse. In other words, the respondent's most preferred choice ( which they rank as 1) has the largest weight, and their least preferred choice (which they rank in the last position) has a weight of 1. You can't change the default weight.

### Correlation

Correlation means close relations with variables for a particular relation there should be at least two variables. Two variables are said to be in a relation when change in one variable makes a corresponding change in another variable.

If the values of two variables move in the same direction we can say that two variables are said to be positively correlated. If an increase in the rate of one variable leads to the decrease in the rate of another variable or two variables travel in opposite directions it is said to be negatively correlated.

### Correlation Coefficient Analysis

Correlation coefficient is used to find out the strength of relation or degree or intensity of relation between two variables. The value of correlation coefficient value lies between -1 and +1. If the correlation coefficient value is +1 then two variables are having a pure positive correlation and if correlation coefficient value is -1 then two variables are having negative correlation. If correlation coefficient is 0 we can say no correlation exists between two variables. The formula for finding the coefficient correlation is

$$r = \frac{n\sum XY - (\sum X \sum Y)}{\sqrt{(n\sum X^2 - (\sum X)^2)(n\sum Y^2 - (\sum Y)^2)}}$$

## Chapter 6

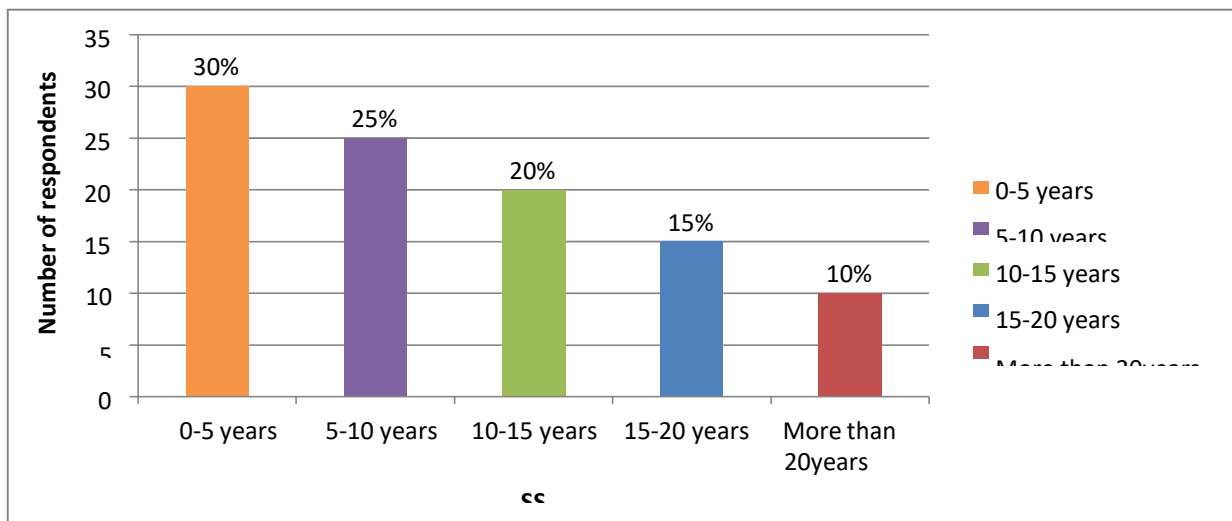
### DATA ANALYSIS

#### 6.1 PERCENTAGE ANALYSIS

##### 6.1.1 TABLE SHOWING THE DETAILS REGARDING WORK EXPERIENCE

Years	Number of respondents	Percentage
0-5 years	30	30
5-10 years	25	25
10-15 years	20	20
15-20 years	15	15
More than 20 years	10	10
Total	100	100

##### 6.1.1 CHART SHOWING THE DETAILS REGARDING WORK EXPERIENCE



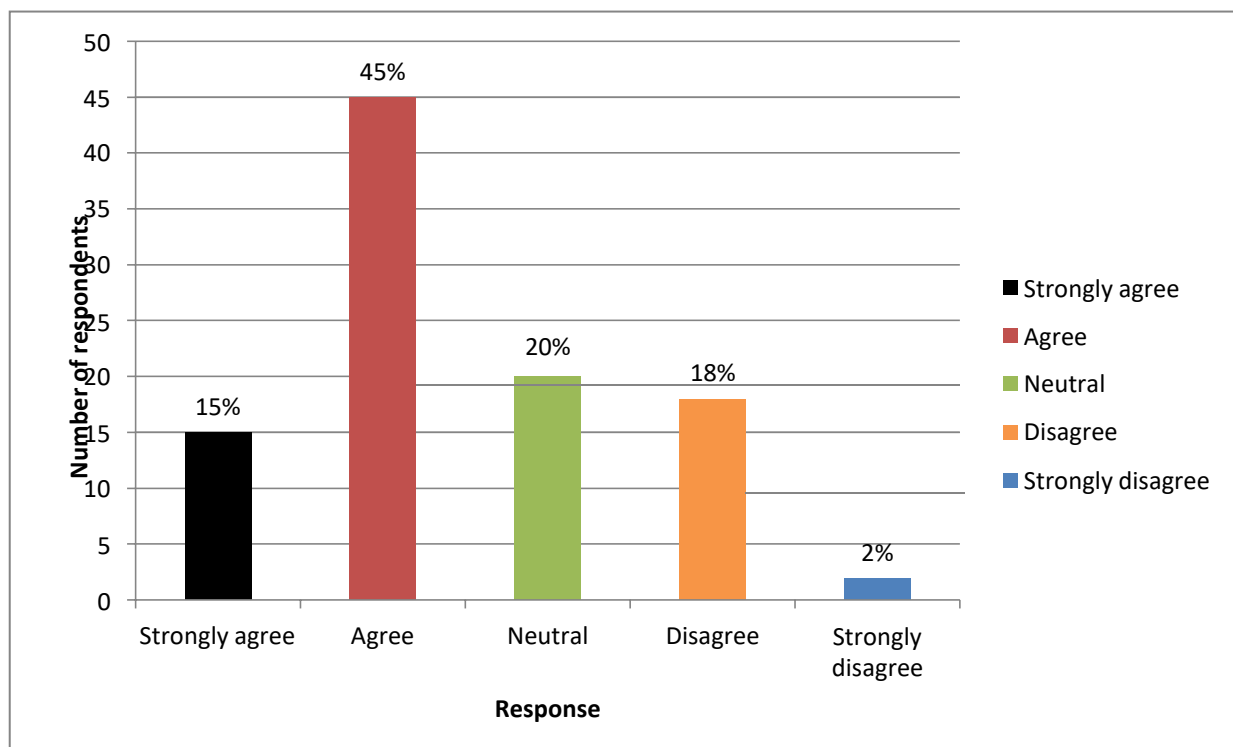
## INTERPRETATION

From the above table it is very clear that 30% of the respondents associated with the years of experience between 0-5 years, another 25% of the respondents associated with the years between 5-10 years, 20% of the respondents associated with the years between 10-15 years, 15% of the respondents associated with the years between 15-20 years and the remaining 10% of the respondents associated with the years of more than 20 years.

### 6.1.2 TABLE SHOWING SATISFACTION OF RESPONDENTS TOWARDS SALARY AND INCREMENT

Response	Number of respondents	Percentage
Strongly agree	15	15
Agree	45	45
Neutral	20	20
Disagree	18	18
Strongly disagree	2	2
Total	100	100

### 6.1.2 CHART SHOWING SATISFACTION OF RESPONDENTS TOWARDS SALARY AND INCREMENT



## INTERPRETATION

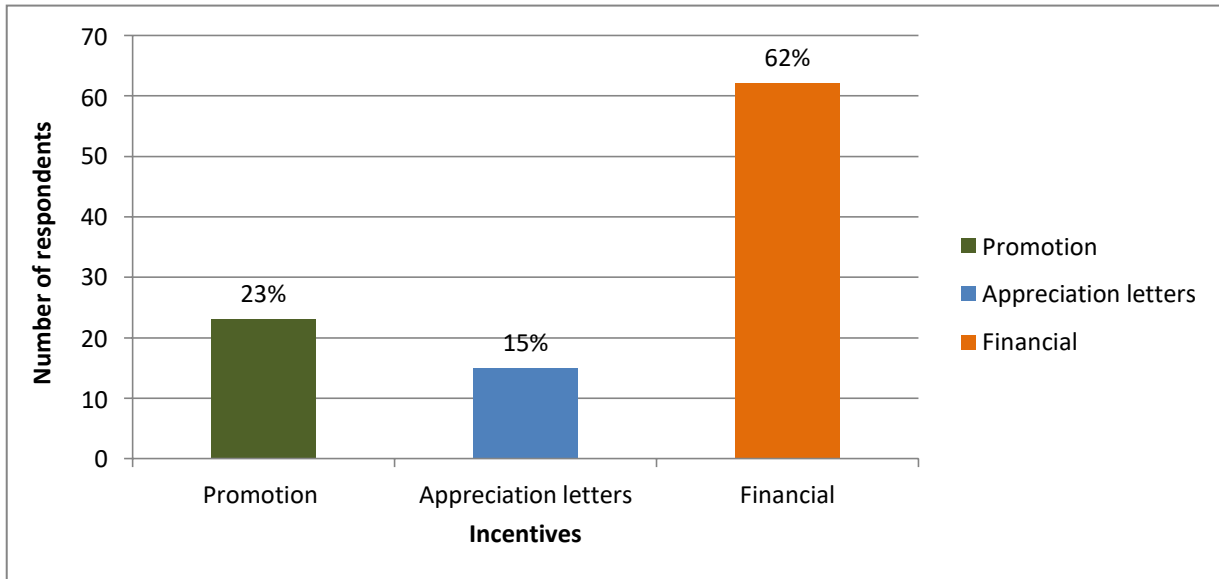
It is clear that 45% of the respondents are agreeing that they are satisfied with the present salary and increment, 20% have a neutral opinion, 18% are disagreeing with the statement, 15% strongly agree that they are satisfied with the present salary and the remaining 2% strongly disagreeing with the above statement.



**6.1.3 TABLE SHOWING THE MOST MOTIVATING FACTOR**

Incentives	Number of respondents	Percentage
Promotion	23	23
Appreciation letters	15	15
Financial	62	62
Total	100	100

**6.1.3 CHART SHOWING THE MOST MOTIVATING FACTOR**



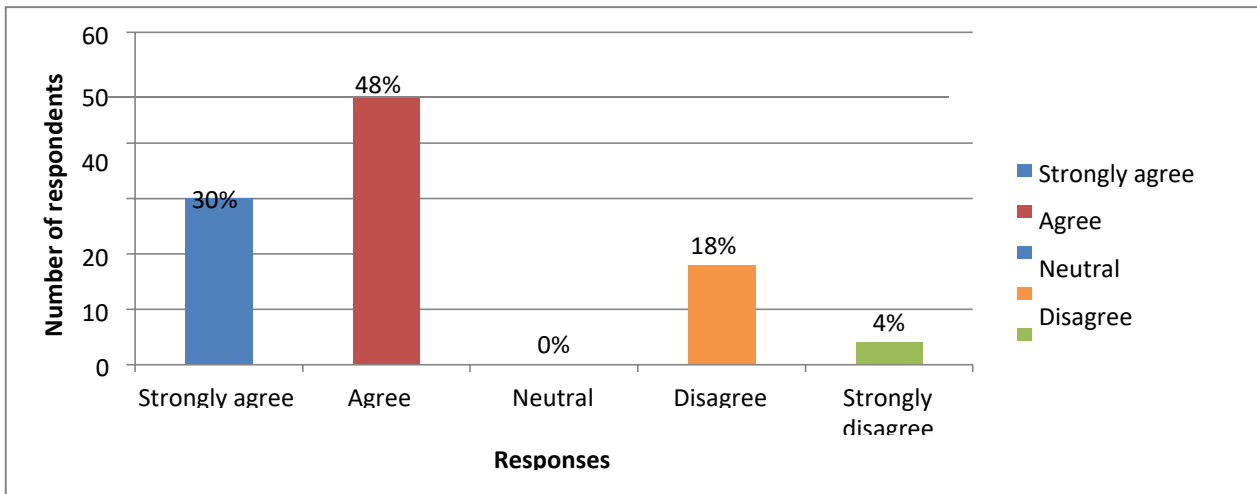
**INTERPRETATION**

From the above table it is very clear that 62% of the respondents agreeing that salary will be the most motivating factor for them, 23% opinion is that they are preferring promotion as their motivating factor and the remaining 15% agreeing that they will be more motivated when they receive appreciation letters.

**6.1.4 TABLE SHOWING SATISFACTION TOWARDS FINANCIAL OR FINANCIALLY RELATED REWARD SYSTEM**

Response	Number of respondents	Percentage
Strongly agree	30	30
Agree	48	48
Neutral	0	0
Disagree	18	18
Strongly disagree	4	4
Total	100	100

**6.1.4 CHART SHOWING SATISFACTION TOWARDS FINANCIAL OR FINANCIALLY RELATED REWARD SYSTEM**



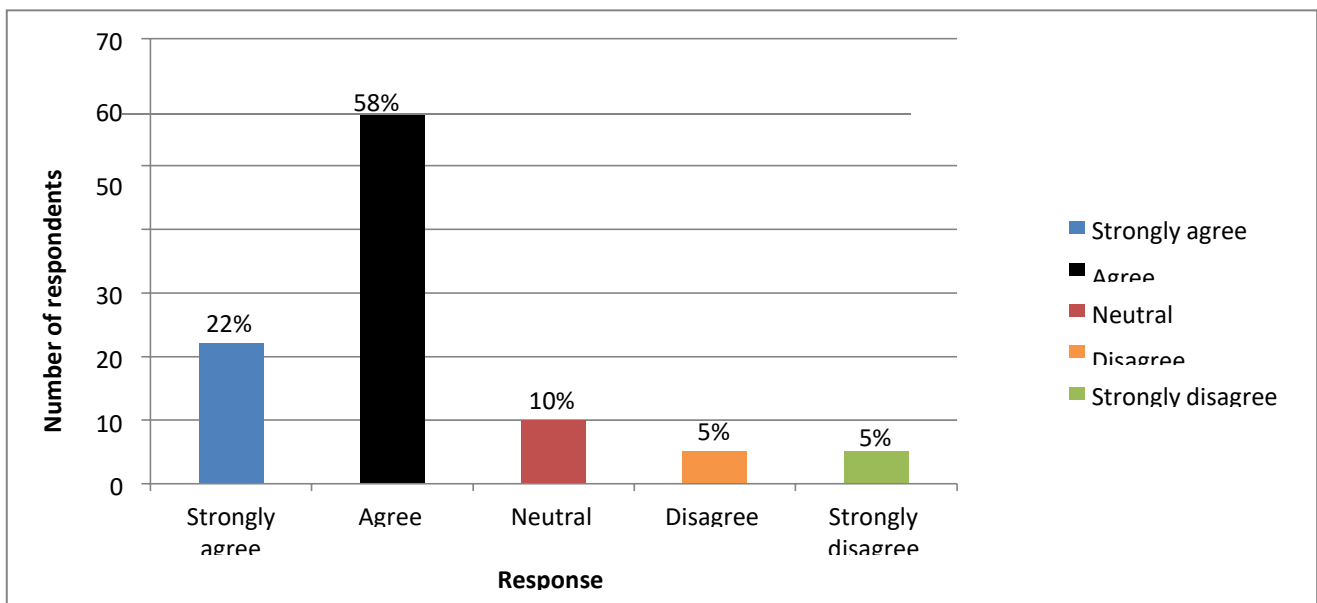
**INTERPRETATION**

From the above table, it is clear that 48% of the respondents are agreeing with the financial or financially related system offered by the organization is fair and satisfactory, 30% of the respondents are strongly agreeing, 18% of them are disagreeing and 4% are disagree.

**6.1.5 TABLE SHOWING RESPONDENTS OPINION REGARDING WORKING CONDITION OF THE HOSPITAL.**

Response	Number of respondents	Percentage
Strongly agree	22	58
Agree	58	5
Neutral	10	22
Disagree	5	10
Strongly disagree	5	5
Total	100	100

**6.1.5 CHART SHOWING RESPONDENTS OPINION REGARDING WORKING CONDITION OF THE HOSPITAL.**



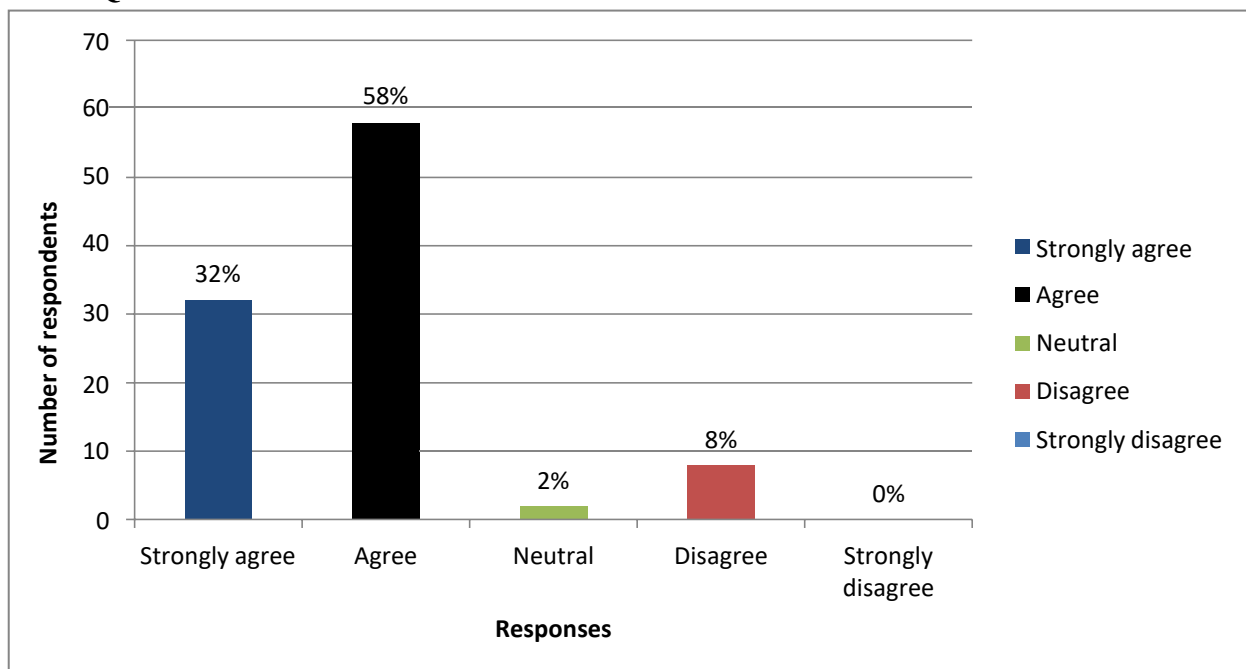
**INTERPRETATION**

From the above table, it is clear that 58% of the respondents are agreeing that the hospital is maintaining a clean and pleasant working conditions, 22% of the respondents have strongly agree, 10% of them are neutral opinion, 5% are disagreeing and the remaining 5% are strongly disagreeing with the statement.

**6.1.6 TABLE SHOWING THE DETAILS REGARDING SATISFACTION TOWARDS ADEQUACY OF WELFARE FACILITIES PROVIDED BY THE HOSPITAL**

Response	Number of respondents	Percentage
Strongly agree	32	32
Agree	58	58
Neutral	2	2
Disagree	8	8
Strongly disagree	0	0
Total	100	100

**6.1.6 CHART SHOWING THE DETAILS REGARDING SATISFACTION TOWARDS ADEQUACY OF WELFARE FACILITIES PROVIDED BY THE HOSPITAL**



**INTERPRETATION**

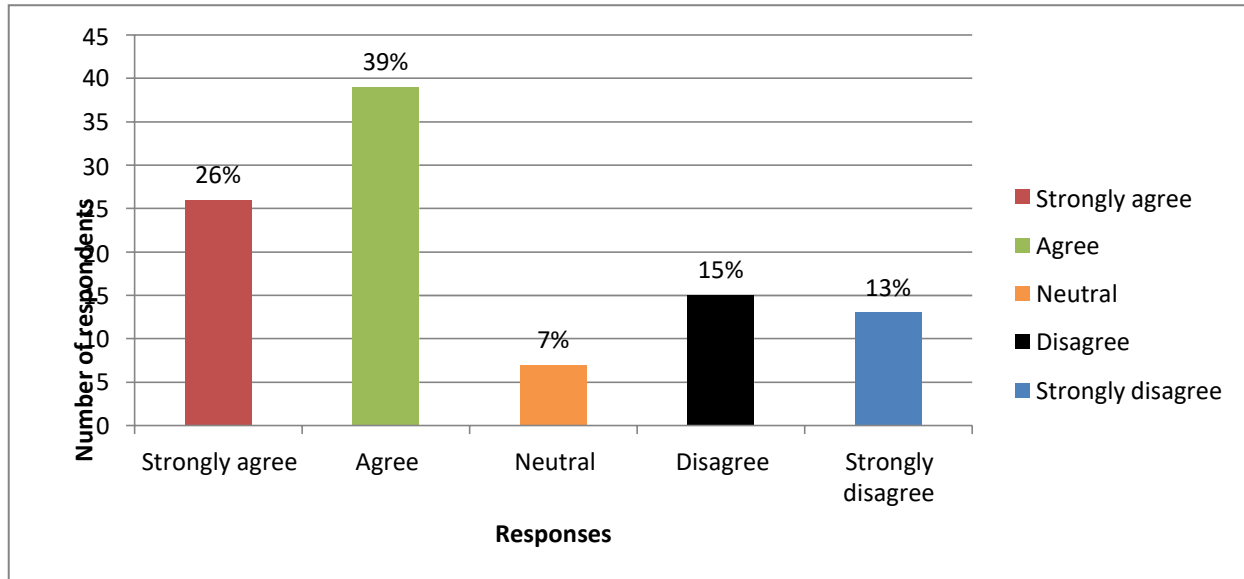
It is clear that 58% of the respondents are agreeing with that welfare facilities provided by the hospital are adequate and it is satisfactory, 32% of the respondents are strongly agreeing, 8% of them have Disagree, and remaining 2% are neutral opinion. No respondent are disagreeing.

**6.1.7 TABLE SHOWING THE QUALITY OF RESPONDENTS RELATIONS WITH SUPERIORS, PEARS, AND SUBORDINATES**

Response	Number of respondents	Percentage
Strongly agree	26	26
Agree	39	39

Neutral	7	7
Disagree	15	15
Strongly disagree	13	13
Total	100	100

**6.1.7 CHART SHOWING THE QUALITY OF RESPONDENTS RELATIONSWITH SUPERIORS, PEARS, AND SUBORDINATES**



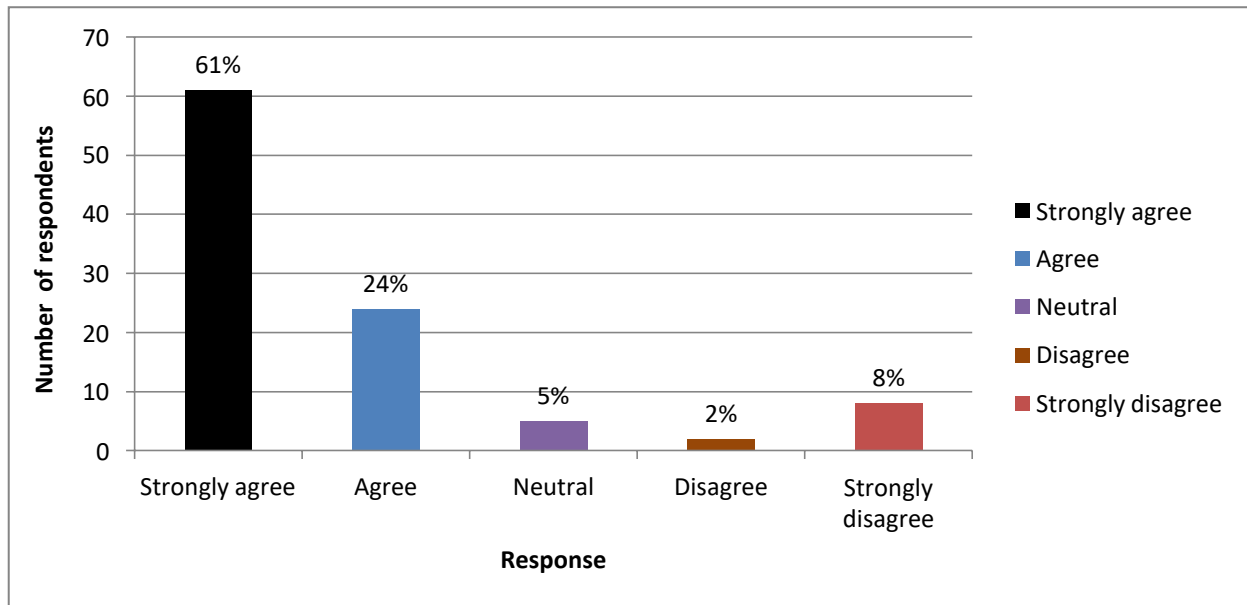
**INTERPRETATION**

From the above table, regarding the employee relations with his/her superior, peers and subordinates, it is clear that 39% of the respondents are agreeing, 26% of them are strongly agreeing, 15% are disagreeing, 13% are strongly disagreeing and the remaining 7% have neutral opinion.

**6.1.8 TABLE SHOWING WHETHER SUPERVISORS TAKE INTEREST IN RESPONDENTS PROBLEM AND TAKE ADEQUATE MEASURE TO SOLVE IT**

Response	Number of respondents	Percentage
Strongly agree	61	61
Agree	24	24
Neutral	5	5
Disagree	2	2
Strongly disagree	8	8
Total	100	100

**6.1.8 CHART SHOWING WHETHER SUPERVISORS TAKE INTEREST IN RESPONDENTS PROBLEM AND TAKE ADEQUATE MEASURE TO SOLVE IT**



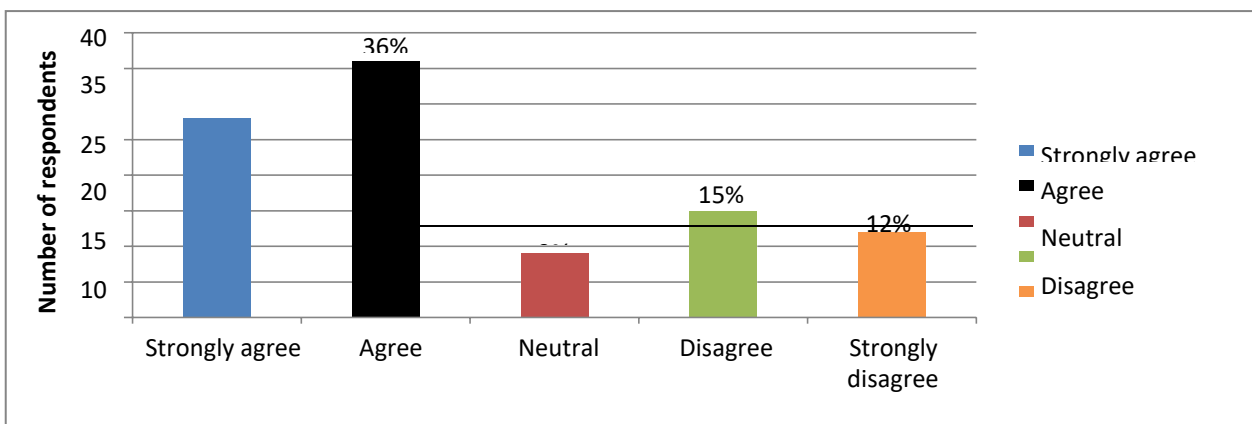
**INTERPRETATION**

From the above table, it is clear that 61% of the respondents are strongly agreeing that the Supervisors is taking interest in respondents problem and take adequate measure to solve it, 24% of the respondents are agreeing, 8% of them are strongly disagreeing, 5% have neutral opinion and 2% are disagreeing.

**6.1.9 TABLE SHOWING WHETHER RESPONDENTS ENJOYING IN ACHIEVING THEIR CHALLENGING ROLES**

Response	Number of respondents	Percentage
Strongly agree	28	28
Agree	36	36
Neutral	9	9
Disagree	15	15
Strongly disagree	12	12
Total	100	100

**6.1.9 CHART SHOWING WHETHER RESPONDENTS ENJOYING IN ACHIEVING THEIR CHALLENGING ROLES**



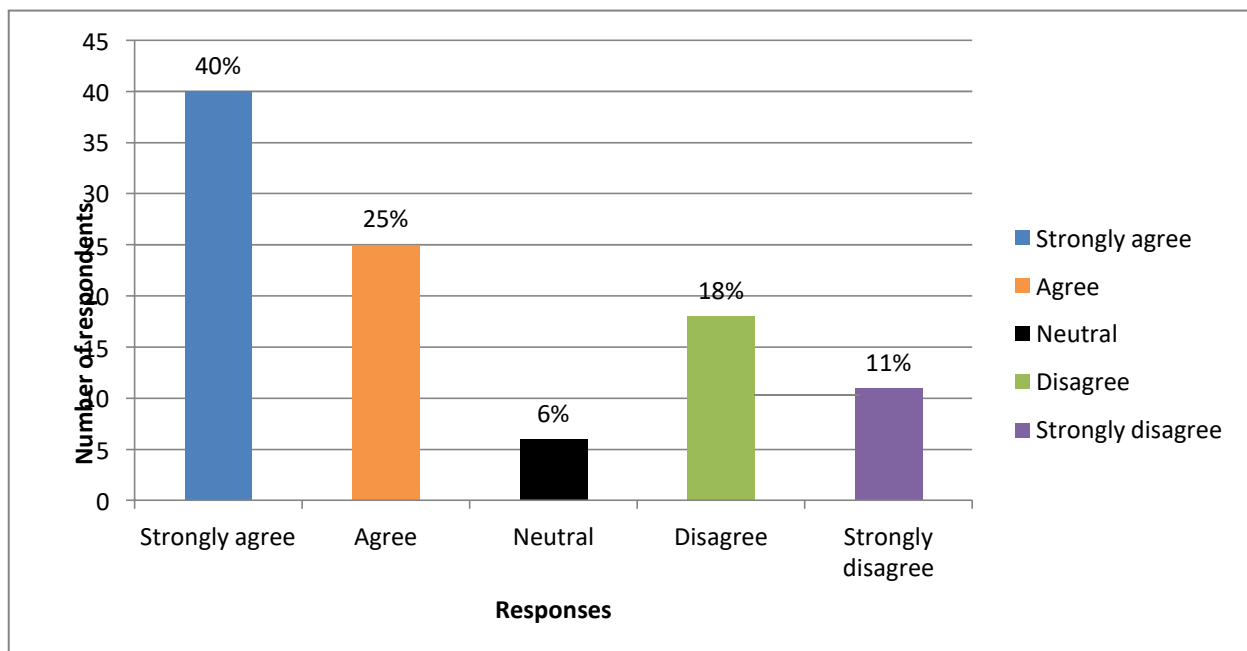
**INTERPRETATION**

It is clear that 36% of the respondents are agreeing with the enjoying in achieving challenging roles 28% of the respondents are strongly agreeing, 15% of they are disagreeing, 12% are strongly disagreeing, and 9% have neutral opinion.

**6.1.10 TABLE SHOWING WHETHER RESPONDENTS ARE RECOGNIZED AND PRAISED FOR THEIR GOOD PERFORMANCE**

Response	Number of respondents	Percentage
Strongly agree	40	40
Agree	25	25
Neutral	6	6
Disagree	18	18
Strongly disagree	11	11
Total	100	100

**6.1.10 CHART SHOWING WHETHER RESPONDENTS ARE RECOGNIZED AND PRAISED FOR THEIR GOOD PERFORMANCE**



**INTERPRETATION**

It is clear that 40% of the respondents are strongly agreeing that they are getting recognition and praising for their performance, 25% of the respondents are agreeing, 18% are disagreeing, 11% are strongly disagreeing and the remaining 6% have neutral opinion .

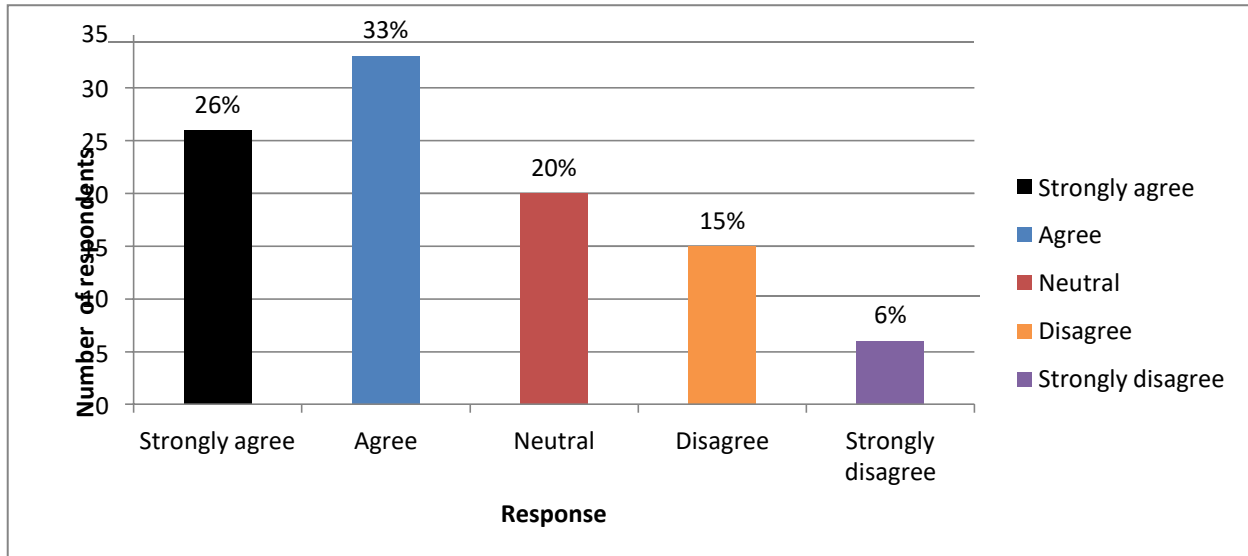
**6.1.11 TABLE SHOWING THE DETAILS REGARDING POLICIES AND PROCEDURES ADOPTED BY THE COMPANY IS SATISFACTORY**

Response	Number of respondents	Percentage
Strongly agree	26	26
Agree	33	33



Neutral	20	20
Disagree	15	15
Strongly disagree	6	6
Total	100	100

**6.1.11 CHART SHOWING THE DETAILS REGARDING POLICIES AND PROCEDURES ADOPTED BY THE COMPANY IS SATISFACTORY**



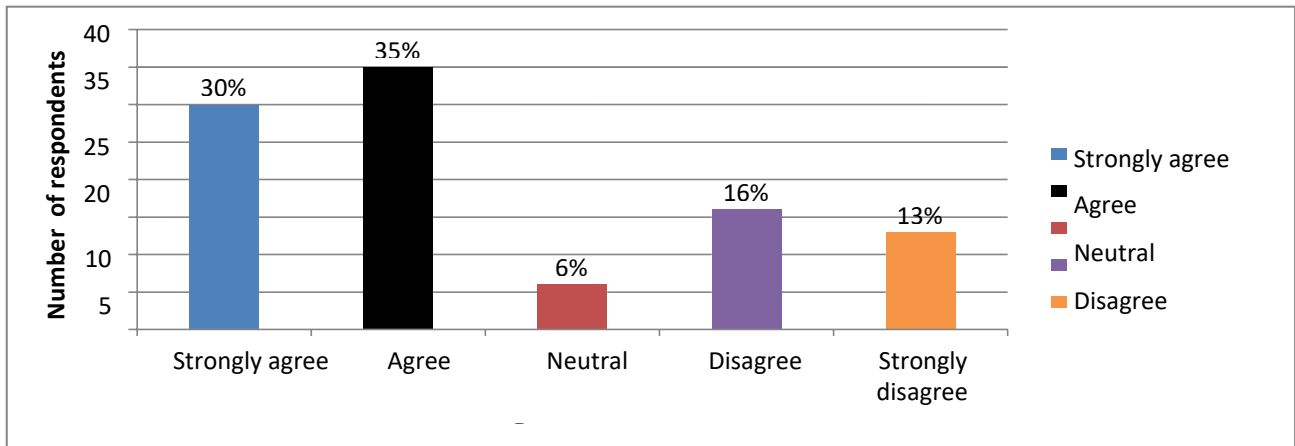
**INTERPRETATION**

It is clear that 33% of the respondents are agreeing that policies and procedures adopted by the company are satisfactory, 26% are strongly agreeing, 20% have a neutral opinion, 15% are disagreeing and 6% are strongly disagreeing.

**6.1.12 TABLE SHOWING CLARITY, EFFECTIVENESS AND ENHANCING CARRIER DEVELOPMENT OF PERFORMANCE APPRAISAL SYSTEM.**

Response	Number of respondents	Percentage
Strongly agree	30	30
Agree	35	35
Neutral	6	6
Disagree	16	16
Strongly disagree	13	13
Total	100	100

**6.1.12 CHARTSHOWING CLARITY, EFFECTIVENESS AND ENHANCING CARRIER DEVELOPMENT OF PERFORMANCE APPRAISAL SYSTEM.**



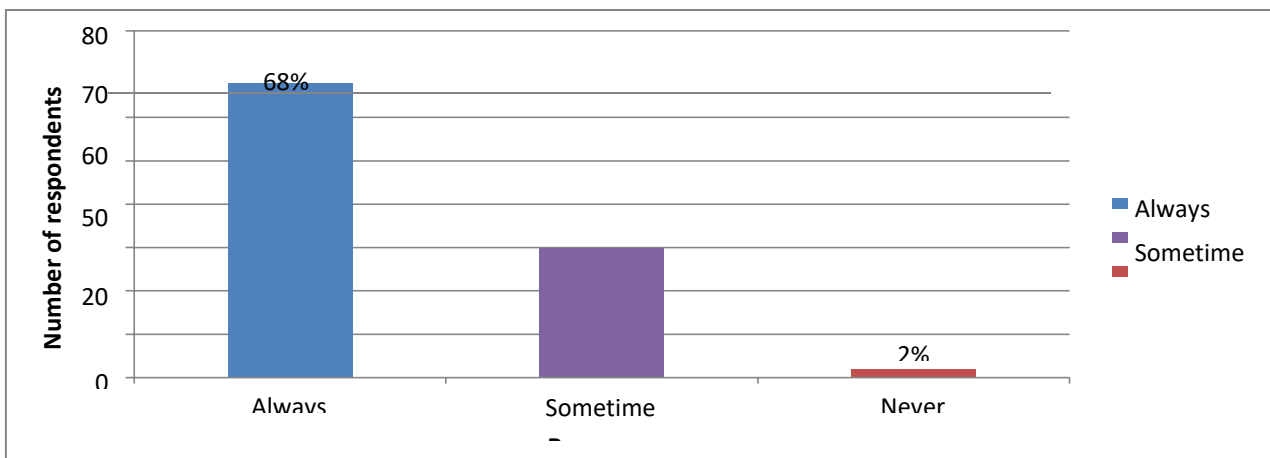
**INTERPRETATION**

It is clear that 35% of the respondents are a agreeing about the performance appraisal system of the hospital is clear, effective and enhancing carrier development.,30% of the respondents are strongly agreeing, 16% of them are disagreeing, 13% are strongly disagreeing and 6% are neutralopinion.

**6.1.13TABLE SHOWING LEARNING AND CARRIER GROWTH OPPORTUNITIES PROVIDED BY THE FIRM FORRESPONDENTS PERSONAL GROWTH AND PERFORMANCE**

Response	Number of respondents	Percentage
Always	68	68
Sometimes	30	30
Never	2	2
Total	100	100

**6.1.13 CHART SHOWING LEARNING AND CARRIER GROWTH OPPORTUNITIES PROVIDED BY THE FIRM FOR RESPONDENTS PERSONAL GROWTH AND PERFORMANCE**



**INTERPRETATION**

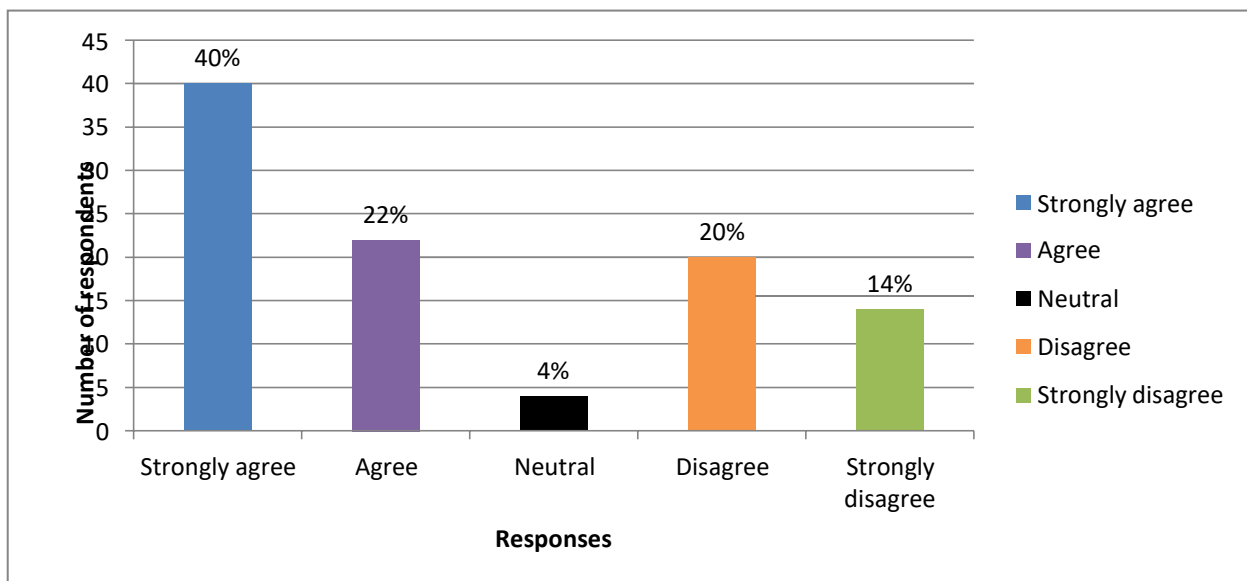
It is clear that 68% of the respondents is agreeing that their job always provides learning and carrier growth

opportunities to their personal growth and performance, 30% of the respondents are agreeing the statement to some extent while the remaining 2% are neglecting.

**6.1.14 TABLE SHOWING WHETHER THE FIRM HELPS RESPONDENTS TO IDENTIFY AND ANALYZE THEIR ABILITIES, PRESENT PERFORMANCE AND PROSPECT FOR IMPROVEMENT**

Response	Number of respondents	Percentage
Strongly agree	40	40
Agree	22	22
Neutral	4	4
Disagree	20	20
Strongly disagree	14	14
Total	100	100

**6.1.14 CHART SHOWING WHETHER THE FIRM HELPS RESPONDENTS TO IDENTIFY AND ANALYZE THEIR ABILITIES, PRESENT PERFORMANCE AND PROSPECT FOR IMPROVEMENT**



**INTERPRETATION**

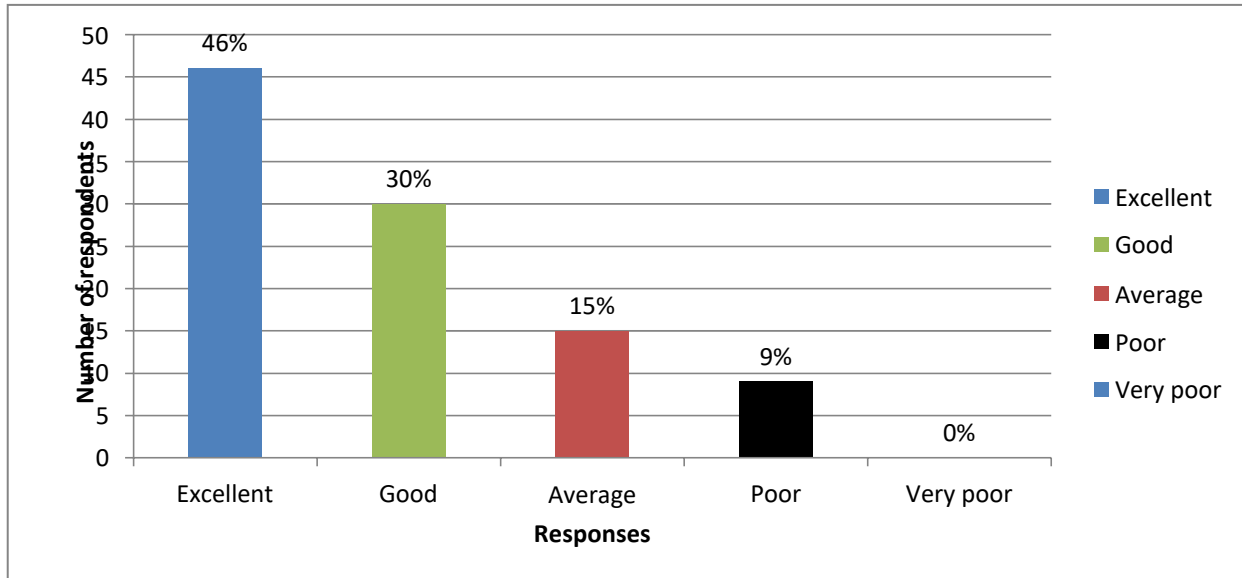
It is clear that 40% of the respondents are strongly agreeing that organization helps the respondents to identify and analyze the abilities, 22% of the respondents are agreeing, 20% of them are disagreeing, 14% are strongly disagreeing and remaining 4% have neutral opinion

**TABLE SHOWING OPINION OF RESPONDENTS REGARDING THE IMAGE OF HOSPITAL IN PUBLIC**

Response	Number of respondents	Percentage
Excellent	46	46
Good	30	30
Average	15	15
Poor	9	9

Very poor	0	0
Total	100	100

**6.1.15 TABLE SHOWING OPINION OF RESPONDENTS REGARDING THE IMAGE OF HOSPITAL IN PUBLIC**



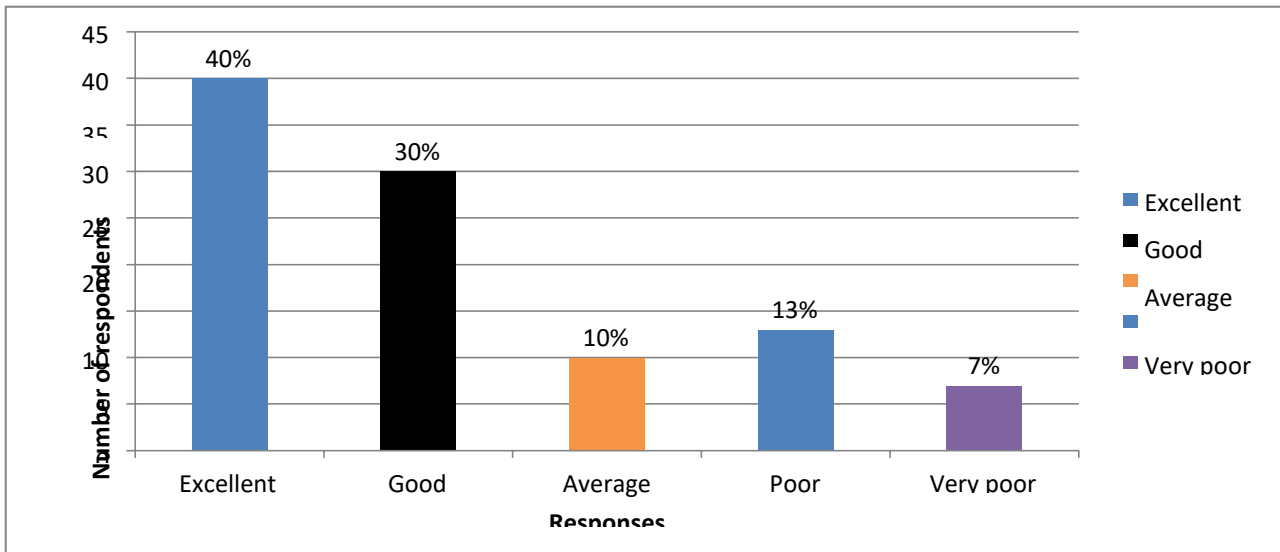
**INTERPRETATION**

from the above table, it is clear that, 46% of the respondents agreeing that the hospital is having an excellent image in the public , 30% are saying good,15% are saying average, 9% are saying poor and no one is saying very poor.

**6.1.16 TABLE SHOWING THE DETAILS REGARDING AVAILABILITY OF RESOURCES TO DO JOB WELL**

Responses	Number of respondents	Percentage
Excellent	40	40
Good	30	30
Average	10	10
Poor	13	13
Very poor	7	7
Total	100	100

**6.1.16 CHART SHOWING THE DETAILS REGARDING AVAILABILITY OF RESOURCES TO DO JOB WELL**



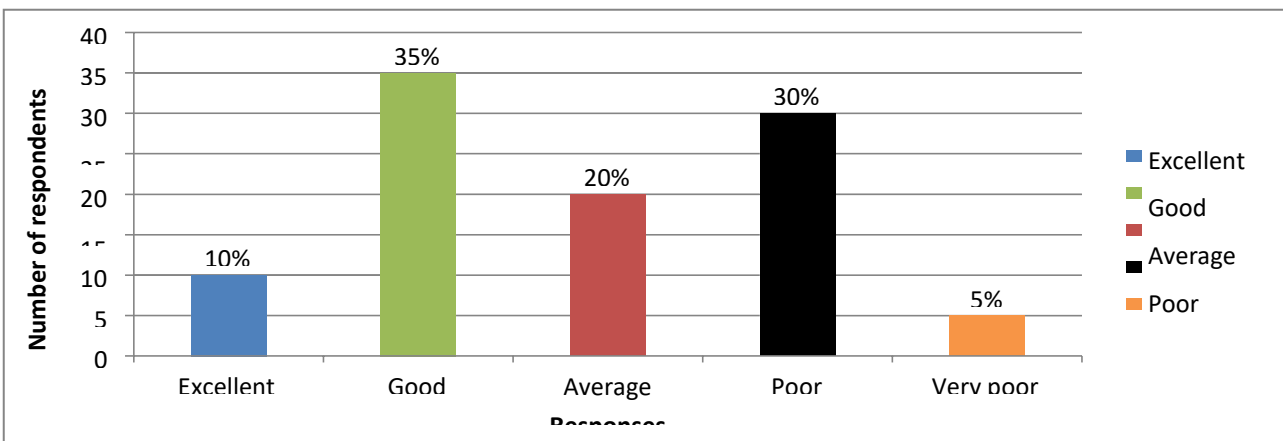
**INTERPRETATION**

It is clear that 40% of the respondents are saying that availability of resources is excellent, 30% opinion is good, 13% saying poor, 10% opinion is average and remaining 7% opinion is very poor regarding the availability of resources to do their job.

**6.1.17 TABLE SHOWING THE OPINION REGARDING JOB SECURITY GIVEN BY THE HOSPITAL**

Responses	Number of respondents	Percentage
Excellent	10	10
Good	35	35
Average	20	20
Poor	30	30
Very poor	5	5
Total	100	100

**6.1.17 CHART SHOWING THE OPINION REGARDING JOB SECURITY GIVEN BY THE HOSPITAL**



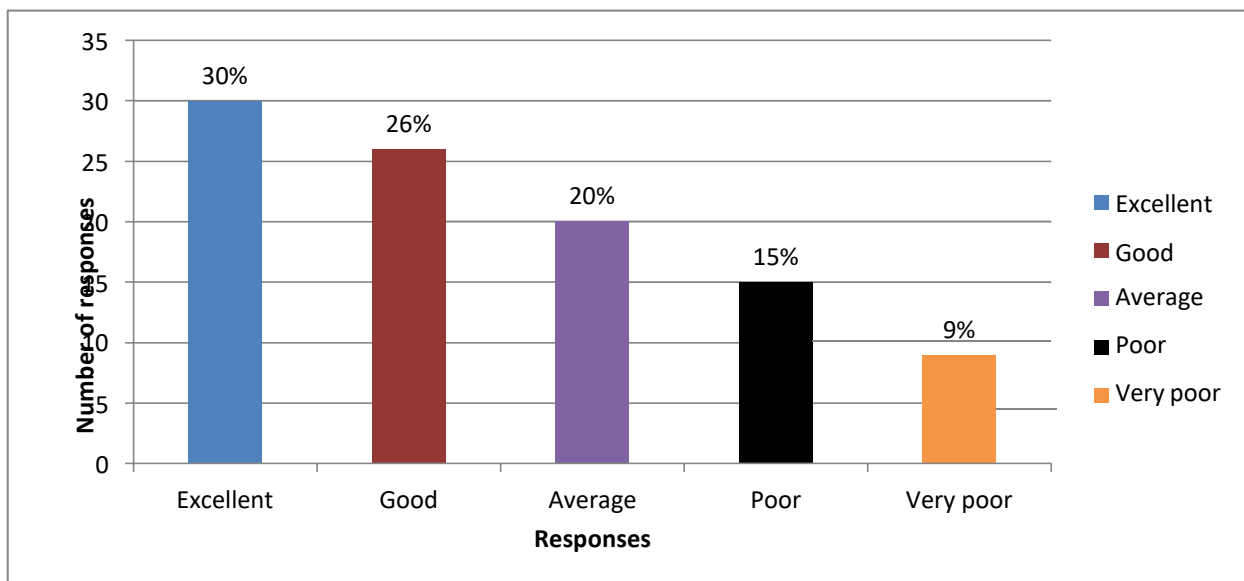
**INTERPRETATION**

It is clear that 35% of respondents are good with the job security given by the company, 30% of the respondents are saying poor, 20% are saying average, 10% are saying excellent, and 5% are saying very poor opinions .

**TABLE SHOWING THE DETAILS REGARD MEDICAL FACILITIES EXTENDING TO RESPONDENTS AND FAMILY BY THE HOSPITAL**

Responses	Number of respondents	Percentage
Excellent	30	30
Good	26	26
Average	20	20
Poor	15	15
Very poor	9	9
Total	100	100

**6.1.18 CHARTSHOWING THE DETAILS REGARD MEDICAL FACILITIES EXTENDING TO RESPONDENTS AND FAMILY BY THE HOSPITAL**



**INTERPRETATION**

It is clear that 30% of the respondents are saying medical facilities extending to respondents and respondents families by the hospital is excellent, 26% are saying good, 20% are saying average, 15% are saying poor and remaining 9% are saying very poor.

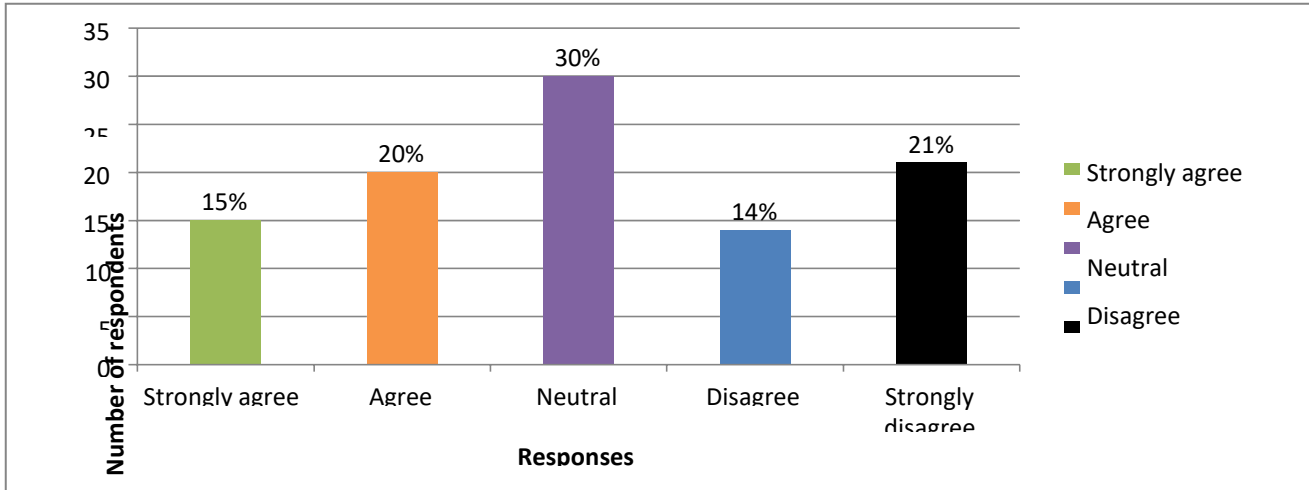
**6.1.19 TABLE SHOWING THE DETAILS REGARDING DELEGATION OF AUTHORITY**

Responses	Number of respondents	Percentage
Strongly agree	15	15
Agree	20	20
Neutral	30	30
Disagree	14	14
Strongly disagree	21	21



Total	100	100
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**6.1.19 CHARTSHOWING THE DETAILS REGARDING DELEGATION OF AUTHORITY**



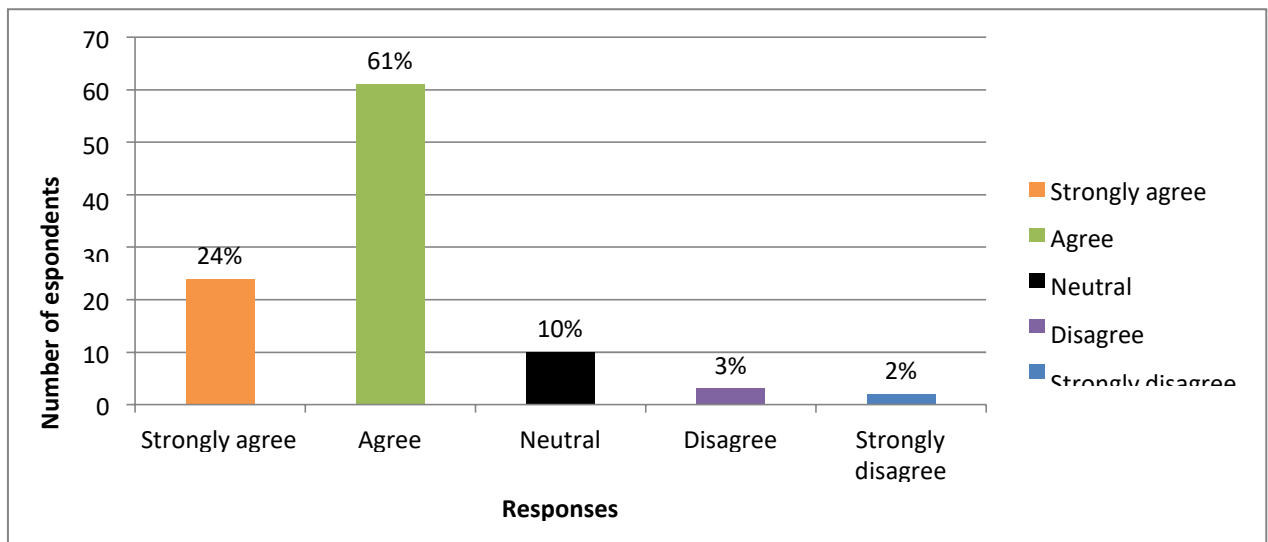
**INTERPRETATION**

From the above table, it can be inferred that 30% of the respondents have the opinion that delegation of authority is quite common and it encourages junior staffs while 21% are strongly disagreeing, 20% agreeing, 15% are strongly agreeing and remaining 14% are disagreeing with the statement.

**TABLE SHOWING THE AFFORDABILITY OF JOB RESPONSIBILITIES**

Responses	Number of respondents	Percentage
Strongly agree	24	24
Agree	61	61
Neutral	10	10
Disagree	3	3
Strongly disagree	2	2
Total	100	100

**6.1.20 CHARTSHOWING THE AFFORDABILITY OF JOB RESPONSIBILITIES**



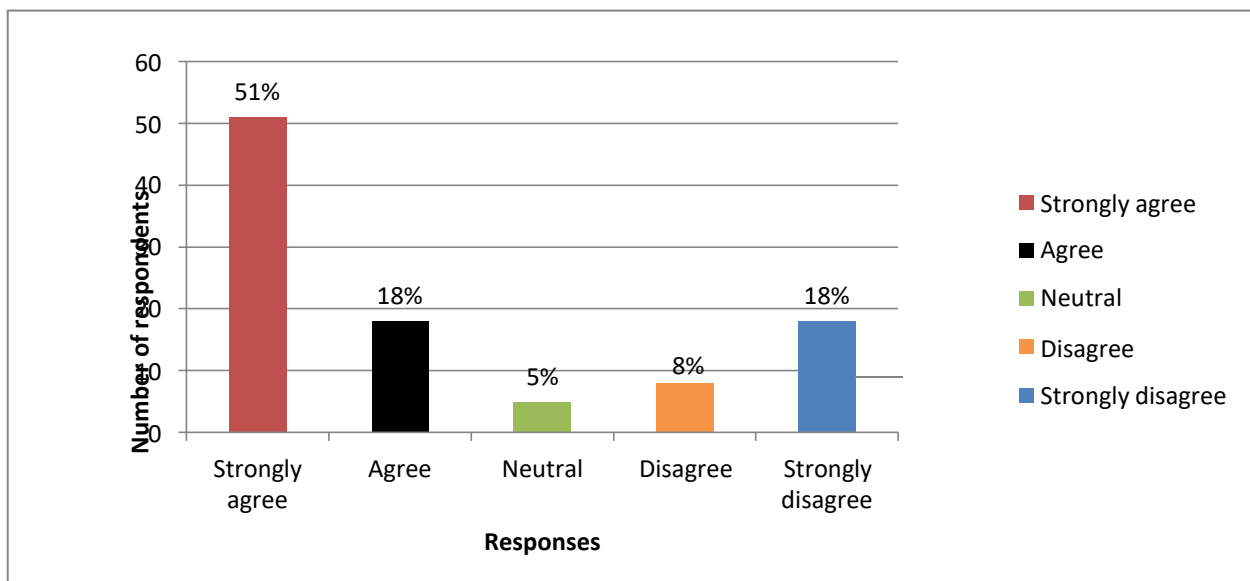
**INTERPRETATION**

From the above table, it is clear that 61% of the respondents are agreeing, 24% are strongly agreeing, 10% have neutral opinion, 3% respondents are disagreeing and remaining 2% strongly disagreeing with the statement regarding affordability of job responsibility.

**TABLE SHOWING THE UPDATION OF SKILLS AND ABILITIES THROUGH T&D PROGRAMS**

Responses	Number of respondents	Percentage
Strongly agree	51	51
Agree	18	18
Neutral	5	5
Disagree	8	8
Strongly disagree	18	18
Total	100	100

**6.1.21 CHART SHOWING THE UPDATION OF SKILLS AND ABILITIES THROUGH T&D PROGRAMS**



**INTERPRETATION**

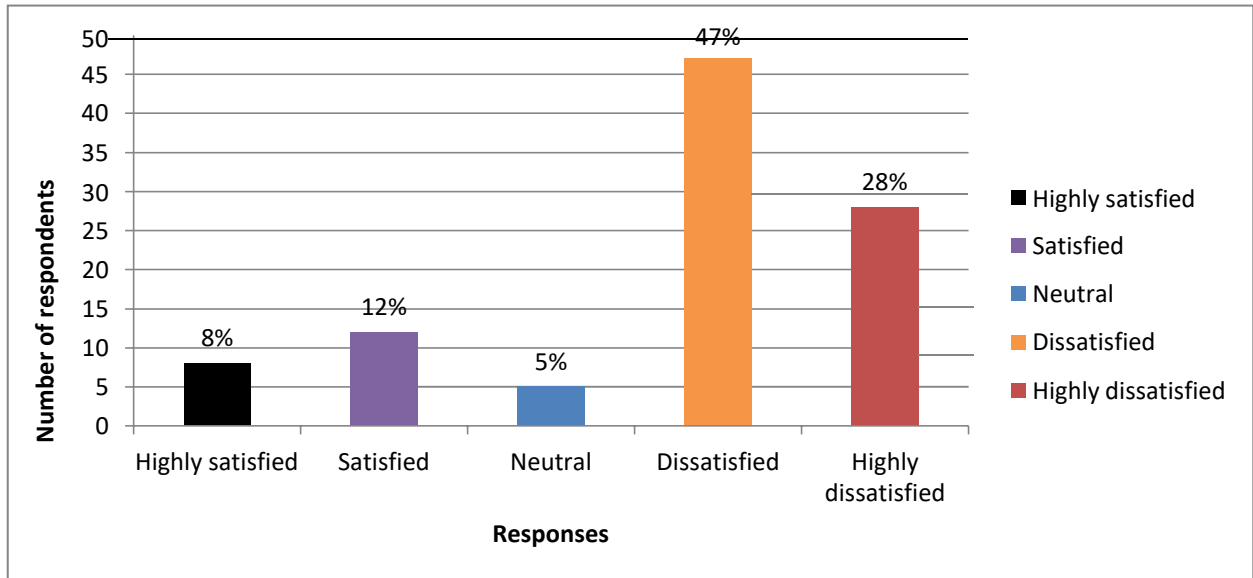
From the above table, it is clear that 51% of the respondents are strongly agreeing, 18% are agreeing, 18% respondents are strongly disagree, 8% are disagree, and remaining 5% have neutral opinion with the statement that origination is updating the skills and abilities of the employees by the implementation of training and development programs.

**TABLE SHOWING THE LUNCH BREAK, REST BREAKS AND LEAVES**

Responses	Number of respondents	Percentage
Highly satisfied	8	8
Satisfied	12	12
Neutral	5	5
Dissatisfied	47	47

Highly dissatisfied	28	28
Total	100	100

**6.1.22 CHART SHOWING THE LUNCH BREAK, REST BREAKS AND LEAVES**



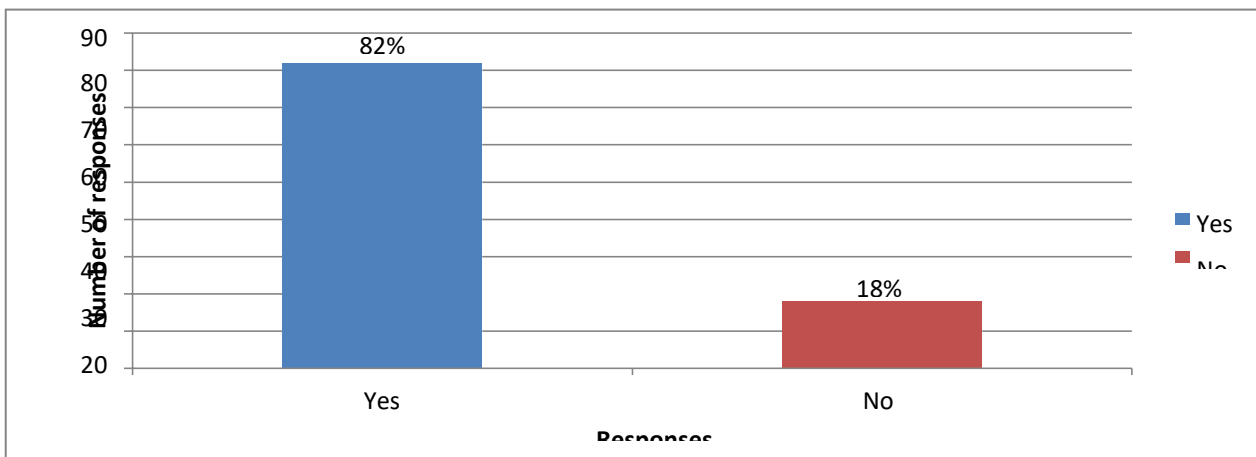
**INTERPRETATION**

From the above table, it can be inferred that 47% of the respondents have the opinion that lunch break, rest breaks and leaves are not satisfactory, while 28% are highly dissatisfied, 12% satisfied, 8% are highly satisfied and remaining 5% have neutral opinion.

**6.1.23 TABLE SHOWING THE PROCEEDING PRECAUTIONS OFFERED TO STAFF WHILE DEALING WITH ANY COMMUNICABLE DISEASES.**

Responses	Number of respondents	Percentage
Yes	82	82
No	18	18
Total	100	100

**6.1.23 TABLE SHOWING THE PROCEEDING PRECAUTIONS OFFERED TO STAFF WHILE DEALING WITH ANY COMMUNICABLE DISEASES.**



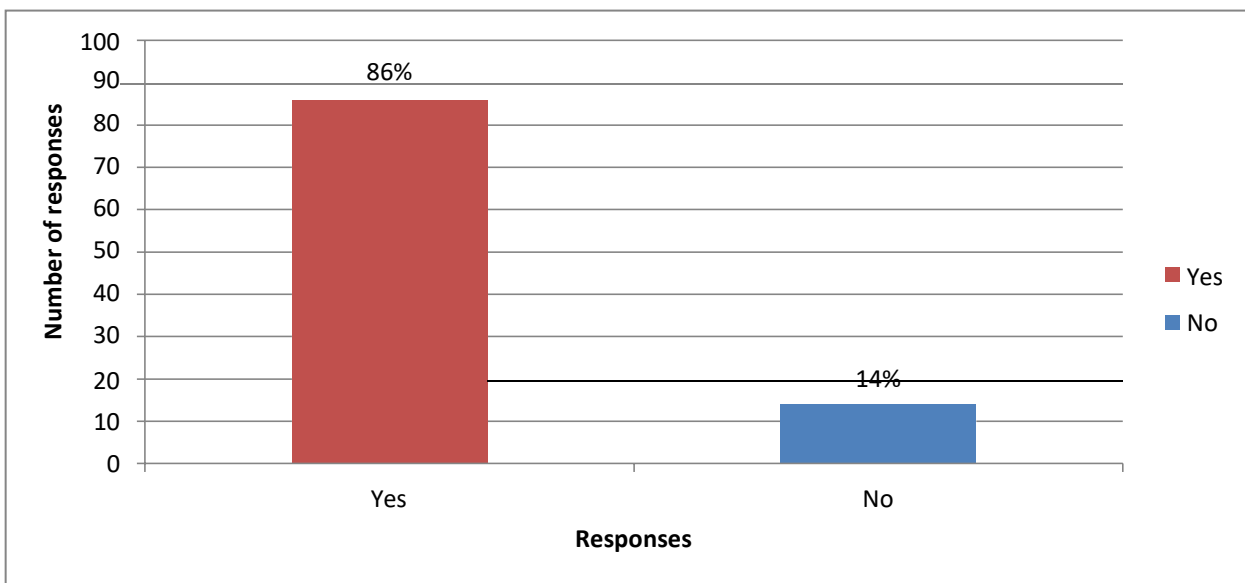
**INTERPRETATION**

From the above table ,its inferred that 82%the respondents admitting that hospital providing precautions to staff while dealing with communicable diseases and the remaining 18% are not agreeing.

**6.1.24 TABLE SHOWING THE SHIFT WORK AFFECTINGRESPONDENTS MOOD**

Responses	Number of respondents	Percentage
Yes	86	86
No	14	14
Total	100	100

**6.1.24 CHART SHOWING THE SHIFT WORK AFFECTING RESPONDENTS MOOD**



**INTERPRETATION**

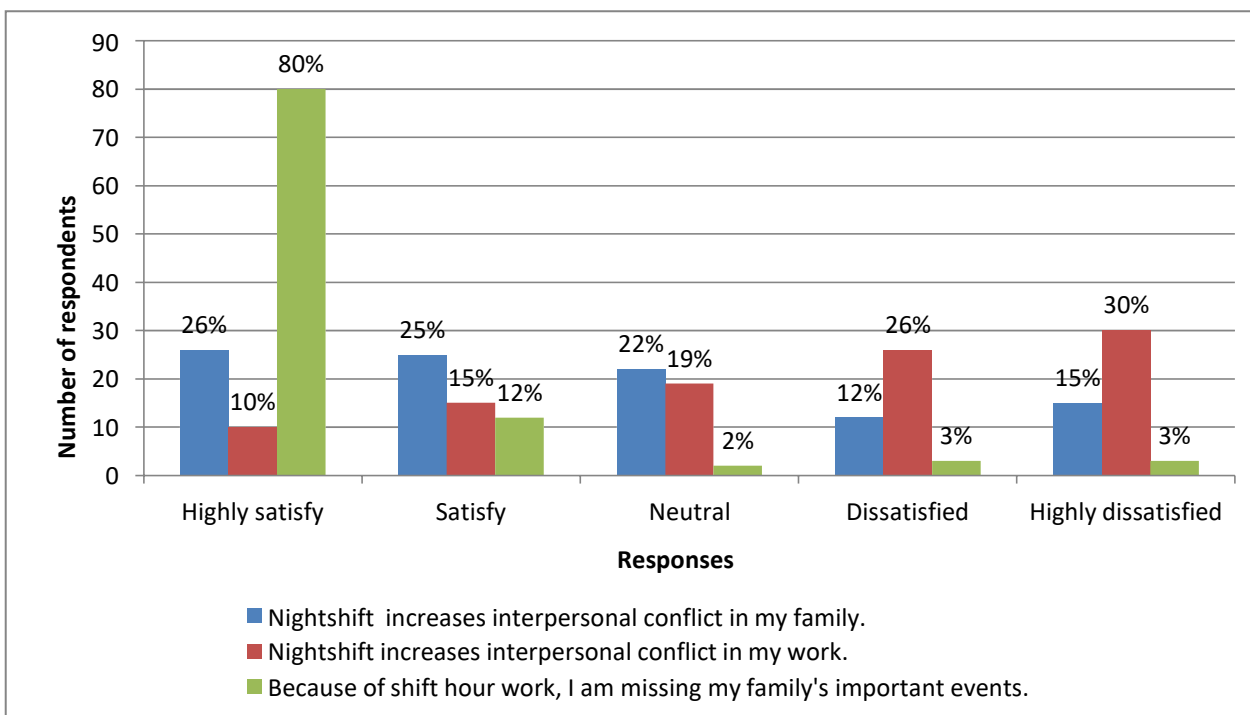
From the above table ,it is inferred that 86% of the respondents are agreeing with shift work affect the employee's mood, 14% of the respondents are not agreeing.

**6.1.25 TABLE SHOWING THE DETAILS REGARD SHIFT WORK OFRESPONDENTS**

Particulars	Strongly agree	agree	Neutral	Disagree	Strongly disagree	Total
Nightshift increases interpersonal conflict inmy family.	26	25	22	12	15	100
<b>Percentage</b>	26	25	22	12	15	100
Nightshift increases interpersonal conflict inmy work.	10	15	19	26	30	100

	<b>Percentage</b>	10	15	19	26	30	100
	Because of shift hour work, I am missing my family's important events.	80	12	2	3	3	100
	<b>Percentage</b>	80	12	2	3	3	100

**6.1.25 CHART SHOWING THE DETAILS REGARD SHIFT WORK OF RESPONDENTS**



**INTERPRETATION**

From the above table, it is inferred that 26% of respondents are strongly agreeing, 25% of respondents are agreeing, 22% respondents have a neutral opinion, 15% are disagreeing and remaining 12% are strongly disagreeing with the statement that night shift increasing the interpersonal conflict in the family. It is inferred that 30% of the respondents are strongly disagreeing, 26% of the respondents are disagreeing 19% of the respondents have neutral opinion, 15% are agreeing and remaining 10% are strongly agreeing with the statement that night shift of the employees increasing the interpersonal conflict in the work. It is inferred that, 80% of respondents are strongly agreeing, 12% of respondents are agreeing, 3% are disagreeing, 3% are strongly disagreeing and remaining 2% have neutral opinion with the statement that shift work hours employees missing family's important events.

**6.2 CHI- SQUARE TEST**

**Comparison between years of experience and level of satisfaction towards salary. Null hypothesis**

**(H0):** There is no significance difference between years of experience and satisfaction level of salary

**Alternative hypothesis (H1):** There is significance between years of experience and satisfaction level of

salary.

**Observed frequency**

Years of experiences	Level of satisfaction					
	Highly satisfied	Satisfied	Average	Dissatisfaction	Highly dissatisfied	Total
0-5	2	4	5	4	1	16
5-10	6	8	7	6	1	28
10-15	3	21	3	4	0	31
15-20	3	8	4	1	0	16
More than 20	1	4	1	3	0	9
Total	15	45	20	18	2	100

**Expected Frequency**

Years of experiences	Level of satisfaction					
	Highly satisfied	Satisfied	Average	Dissatisfaction	Highly dissatisfied	Total
0-5	2.4	7.2	3.2	2.88	0.32	16
5-10	4.2	12.6	5.6	5.04	0.56	28
10-15	4.65	13.45	6.2	5.58	0.62	31
15-20	2.4	7.2	3.2	2.88	0.32	16
More than 20	1.35	4.05	1.8	1.62	0.18	9
Total	15	45	20	18	2	100

**Chi-square calculation**

O	E	O-E	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> /E
2	2.4	-0.4	.16	.067
6	4.2	1.8	3.24	.77
3	4.65	-1.65	2.7225	.58

3	2.4	0.6	0.36	.15
1	1.35	-0.35	.1225	.09
4	7.2	-3.2	10.24	1.42
8	12.6	-4.6	21.16	1.68
21	13.45	7.55	57.0025	4.24
8	7.2	0.8	0.64	.09
4	4.05	0.05	.0025	.0006
5	3.2	1.8	3.24	1.01
7	5.6	1.4	1.96	.35
3	6.2	-3.2	10.24	1.65
4	3.2	0.8	.64	.2
1	1.8	0.8	.64	.36
4	2.88	1.12	1.2544	.436
6	5.04	0.96	.9216	.182
4	5.58	-1.58	2.4964	.447
1	2.88	-1.88	3.5344	1.227
3	1.62	2.38	5.6644	3.496
1	0.32	0.68	.4624	1.445
1	0.56	0.44	.1936	.346
0	0.62	-.62	.3844	.62
0	0.32	-0.32	.1024	.32
0	0.18	-0.18	.0324	.18

$\Sigma 21.3566$

Level of satisfaction = 5% or 0.05 Degree of freedom = (R-1) (C-1) Number of rows, R = 5

Number of columns, C = 5

Degree of freedom = (5-1) (5-1) = 4×4 = 16 Calculated value = 21.3566

Table value= 26.296 Here, H0 is accepting

As the calculated value is less than table value, null hypothesis is accepted

**INTERPRETATION**

Here, calculated value is less than table value; therefore, null hypothesis is accepted. Hence there is no significant relationship between years of experience and level of satisfaction towards salary.

**6.3 WEIGHTED AVERAGE RANKING METHOD**

Give weightage on a Likert’s five point scale for the following factors motivate respondents the most. The five factors are:

- Job security
- Promotion
- Salary
- Working environment
- Training and development

Weigh	Job security	Promotion	Salary	Working environment	Training and development	Total
1	30	20	15	25	10	<b>100</b>
2	20	10	25	15	30	<b>100</b>
3	10	30	15	30	15	<b>100</b>
4	25	15	20	10	30	<b>100</b>
5	15	25	25	20	15	<b>100</b>
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

$$\text{Weighted average} = \frac{x_1w_1 + x_2w_2 + x_3w_3 + x_4w_4 + x_5w_5}{w_1 + w_2 + w_3 + w_4 + w_5}$$

a) Calculate weighted average for Job security

$$\text{Weighted average} = \frac{x_1w_1 + x_2w_2 + x_3w_3 + x_4w_4 + x_5w_5}{w_1 + w_2 + w_3 + w_4 + w_5}$$

W1(WEIGHT)	X1 (Job security)	W1X1
1	30	30
2	20	40
3	10	30
4	25	100
5	15	75
<b>Total =15</b>	<b>100</b>	<b>275</b>



$$\begin{aligned} \text{Weighted average} &= \frac{x_1w_1+x_2w_2+x_3w_3+x_4w_4+x_5w_5}{w_1+w_2+w_3+w_4+w_5} \\ &= \frac{30+40+30+100+75}{15} = 18.33 \end{aligned}$$

b) Calculate weighted average for Promotion

$$\text{Weighted average} = \frac{x_1w_1+x_2w_2+x_3w_3+x_4w_4+x_5w_5}{w_1+w_2+w_3+w_4+w_5}$$

W1(WEIGHT)	X1(Promotion)	W1X1
1	20	20
2	10	20
3	30	90
4	15	60
5	25	125
<b>Total=15</b>	<b>100</b>	<b>315</b>

$$\begin{aligned} \text{Weighted average} &= \frac{x_1w_1+x_2w_2+x_3w_3+x_4w_4+x_5w_5}{w_1+w_2+w_3+w_4+w_5} \\ &= \frac{20+20+90+60+125}{15} = 15 \end{aligned}$$

c) Calculate weighted average for Salary

$$\text{Weighted average} = \frac{x_1w_1+x_2w_2+x_3w_3+x_4w_4+x_5w_5}{w_1+w_2+w_3+w_4+w_5}$$

W1(WEIGHT)	X1(salary)	W1X1
1	15	15
2	25	50
3	15	45
4	20	80
5	25	125
<b>Total=15</b>	<b>100</b>	<b>315</b>

$$\text{Weighted average} = \frac{x_1w_1+x_2w_2+x_3w_3+x_4w_4+x_5w_5}{w_1+w_2+w_3+w_4+w_5}$$

$$= \frac{15+50+45+80+125}{15} = 21$$

d) Calculate weighted average for Working environment

$$\text{Weighted average} = \frac{x_1w_1+x_2w_2+x_3w_3+x_4w_4+x_5w_5}{w_1+w_2+w_3+w_4+w_5}$$

W1(WEIGHT)	X1(Working environment)	W1X1
1	25	25
2	15	30
3	30	90
4	15	40
5	20	100
<b>Total=15</b>	<b>100</b>	<b>285</b>

$$\text{Weighted average} = \frac{x_1w_1+x_2w_2+x_3w_3+x_4w_4+x_5w_5}{w_1+w_2+w_3+w_4+w_5}$$

$$= \frac{25+15+30+90+40+100}{15} = 19$$

e) Calculate weighted average for Training and development

$$\text{Weighted average} = \frac{x_1w_1+x_2w_2+x_3w_3+x_4w_4+x_5w_5}{w_1+w_2+w_3+w_4+w_5}$$

W1(WEIGHT)	X1(Training and development)	W1X1
1	10	10
2	30	60
3	15	45
4	30	120
5	15	75
<b>Total=15</b>	<b>100</b>	<b>310</b>

$$\text{Weighted average} = \frac{x_1w_1+x_2w_2+x_3w_3+x_4w_4+x_5w_5}{w_1+w_2+w_3+w_4+w_5}$$

$$= \frac{10+60+45+120+75}{15} = 20.66$$

**Ranking:-**

Particulars	Weighted average	ranking
Job security	18.33	4
Promotion	15	5
Salary	21	1
Working environment	19	3
Training and development	20.66	2

**INTERPRETATION**

By calculating weighted average method, it is found that „salary' can be considered as the major factor that creates motivation to the employees.

### 6.4 CORRELATION

To find out the relation with superiors, peers and subordinates and policies and procedures adopted by the company.

X	Y	X <sup>2</sup>	Y <sup>2</sup>	XY
26	26	676	676	676
39	33	1521	1089	1287
7	20	49	400	140
15	15	225	225	225
13	6	169	36	78
$\Sigma X=100$	$\Sigma Y=100$	$\Sigma X^2=2640$	$\Sigma Y^2=2426$	$\Sigma XY=2406$

$$r = \frac{n \Sigma XY - (\Sigma X \Sigma Y)}{\sqrt{(n \Sigma X^2 - (\Sigma X)^2)(n \Sigma Y^2 - (\Sigma Y)^2)}}$$

$$r = \frac{5 * 2406 - (100 * 100)}{\sqrt{(5 * 2640 - (100)^2)(5 * 2426 - (100)^2)}}$$

$$r = \frac{12030 - 10000}{\sqrt{(13200 - 10000)(12130 - 10000)}}$$

$$r = \frac{2030}{\sqrt{(3200)(2130)}}$$

$$r = \frac{2030}{\sqrt{6816000}}$$

$$r = \frac{2030}{2610.74}$$

$$r = 0.777$$

### INTERPRETATION

There exists a positive correlation between the relation with superiors, peers and subordinates and policies and procedures adopted by the company.

## FINDINGS

### 7.1 PERCENTAGE ANALYSIS

- Majority of the respondents are in a range of employees 0-5 years work experiences.
- 45% of employees are satisfied with the current salary and increment offered by the company.
- Majority of respondents agreeing that financial benefit offered by the organization is the factor which motivates them most.
- 48% of the respondents opinion that the financial or financially related reward system offered by the organization is fair and satisfactory.
- Majority of respondents agreeing that working condition of the organization is clean, safe and pleasant.
- Welfare facilities provided by the hospital are adequate and satisfactory.
- Majority of the respondents are satisfied with their relationship with superiors, peers, and subordinates.
- Majority of the respondents are admitting that their supervisors is taking adequate measure to solve employees problem, there by supervisors are trying to make a peaceful environment in the organization.
- Most of the employees are enjoying in achieving their challenging roles.
- The organization is giving recognition and praising for good performance of the employees.
- The HR policies and procedures adopted by the company is satisfactory.
- The performance appraisal system of the hospital is clear, effective and enhancing career development.
- Majority of the respondents opinion is that their job provides enough learning and carrier growth opportunities to them, which enhances their personal growth and performance.
- Majority of the respondents are strongly agreeing that organization helps them to identify and analyze the abilities and provides prospect for improvement.
- Majority of employees are accepting that the hospital is having a good image in public.
- Majority of employees are satisfied with the availability of resources to do their work.
- The organization is not providing job security to the employees.
- The medical facilities provided by the hospital is satisfactory to the employees.
- The Provision of delegation of authority is not common in the organization.
- The job responsibilities are appropriate, it is not over loaded or not under loaded to the employees.
- The organization is updating skills and abilities of employees by implementing training and development programs regularly.
- The employees are not satisfied with the duration allotted for lunch break, rest break etc. They are getting less time for all these.
- The hospital giving precautions to staff while dealing with any communicable diseases.
- The shift work affects the mood of employees.
- Nightshift increases interpersonal conflict in employees family. while it is not creating interpersonal conflict in the work
- Employees are missing their family's important events because of shift work.

### 7.2 CHI-SQUARE TEST

From the analysis, it can be interpreted that, there is no significant relationship between years of experience and level of satisfaction towards salary. That means salary range is not dependent on employee experiences.

### 7.3 WEIGHTED AVERAGE RANKING METHOD

By calculating weighted average ranking method it is found that salary is the main criteria for motivating employees in the organization.

### 7.4 CORRELATION

There exists a positive correlation between the relation with superiors, peers and subordinates and policies and procedures adopted by the company.

## Chapter 8 RECOMMENDATIONS

### 8 RECOMMENDATIONS

- The Hospital management can give a little more importance to industrial relations which is essential for achieving challenging goals and good environment in the Hospital.
- The higher authority of the hospital can provide a platform for employees to do challenging task.
- The hospital management can conduct periodic review for analyzing the employees performance in regular intervals which help them to take corrective measures thereby enhances good carrier growth.
- The performance appraisal of the hospital should be a standardized one and they can adopt effective employee retention strategies also.
- The higher authority can help the employees for identifying and analyzing their abilities, performance and guidance for their improvement.
- The hospital management can retain their employees by providing job security which will boost the involve of employees.
- Hospital management can adopt strategies to delegate authority among junior staffs which flourishes their skills, talent which will boost morale and team spirit.
- Hospital management can make sure that training and development programs are providing to the employees in regular time period.
- Adequate time can be allotted for the employees, for taking proper rest and food. It make them a feel that their hospital is taking care for them, which will boost their morale towards the organization.

### Chapter 9

### 9 CONCLUSION

The productivity of an organization depends more on the motivation in the organization. Motivation is one of the major issue succeed by every organization. Employee motivation is a critical aspect at the work place which leads to the performance of the department and even the company. Motivated employees can leads to increase productivity and allow an organization to audience higher levels of outputs. Based on the perception, the proposed research has conducted A STUDY ON EMPLOYEES MOTIVATION AND IT'S IMPACT ON JOB SATISFACTION

at Tiruvalla Medical Mission Hospital. Findings of the research indicated that the strategies adopted by Tiruvalla Medical Mission Hospital to motivate employees is highly effective and it's leads to job satisfaction. Employees are essentially assets to an organization and should therefore be treated as human capital. The productivity of an organization depends more on the motivation in the organization. Motivation is one of the major issue succeed by every organization. It should also be remembered that a

worker may be immensely capable of doing work. The more motivation can generate good output. This motivation can help the organization for competing with other organizations.

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