



ORGANIZATIONAL PERFORMANCE AND MOTIVATIONAL PRACTICES AMONG EMPLOYEES OF HEALTH CARE SECTOR IN TAMIL NADU

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Abstract:

The healthcare sector in Tamil Nadu is one of the most developed and robust in India, with a well-established network of hospitals, clinics, and medical professionals. The state has made significant strides in improving the health outcomes of its population through initiatives such as the Tamil Nadu Health Systems Project and the Chief Minister's Comprehensive Health Insurance Scheme. The healthcare sector in Tamil Nadu is primarily dominated by the public sector, but the private sector is also rapidly expanding, particularly in urban areas. The state has a high density of medical colleges and produces a large number of healthcare professionals. Despite these positive developments, the healthcare sector in Tamil Nadu faces several challenges, including inadequate infrastructure in rural areas, a shortage of healthcare professionals, and high out-of-pocket expenses for patients. To address these challenges, the state government has launched several initiatives, including the creation of more medical colleges and the expansion of telemedicine services. Overall, the healthcare sector in Tamil Nadu is a crucial part of the state's development story, and efforts are underway to ensure that it continues to provide high-quality care to all residents.

To that end, this study aims to examine the Tamil Nadu hospitals' Organizational Performance and employee Motivational practices in relation to one another. The independent variable is Organizational Performance, and its sub variable is as follows 'Involvement', 'Task Performance' and 'Adaptive Performance', 'Interpersonal Behaviour'. A motivational practice is the dependent variable, and its sub variables include 'Relationship with colleagues & Work Life Balance', 'Monetary Factors' and 'Fair Treatment / Respect', 'Organizational Factors / Work Environment', 'Roles and Responsibilities & Performance', 'Positive Thinking'. A questionnaire will be sent out to 395 workers at the Tamil Nadu Healthcare Hospitals to collect data for this descriptive study. The analysis in this study will make use of multiple regressions. Based on our findings, we can say that the Hospitals sector in Tamil Nadu is characterised by a positive relationship between Organizational Performance and Motivational practices, and that this relationship has a significant impact on the success of the Hospitals sector as a whole.

Keywords: Organizational Performance, Motivational practices, Healthcare Hospitals

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1. Introduction:

The healthcare sector in Tamil Nadu has been rapidly growing and evolving to meet the diverse healthcare needs of the population. With a strong emphasis on primary healthcare, the state has a robust network of public hospitals and clinics that provide affordable and accessible healthcare services. In addition to the public healthcare system, there are several private hospitals and healthcare providers that offer high-quality medical care and specialized treatments. Many of these hospitals have state-of-the-art facilities and are staffed by highly trained medical professionals.

The healthcare sector in Tamil Nadu has also made significant progress in areas such as maternal and child health, infectious disease control, and non-communicable disease management. The state has implemented several innovative programs and initiatives to improve health outcomes and reduce healthcare disparities. However, challenges such as inadequate funding, shortages of medical personnel, and uneven distribution of healthcare facilities continue to pose significant challenges for the healthcare sector in Tamil Nadu. Despite these challenges, the state remains committed to improving healthcare access and outcomes for all its citizens.

ORGANIZATIONAL PERFORMANCE:

The organizational performance of a company can greatly impact its success and overall effectiveness. This is especially true in the healthcare sector, where patient care and outcomes are of utmost importance. In Tamil Nadu, India, there has been a growing interest in understanding the relationship between organizational performance and employee motivation. This study aims to investigate the motivational practices and their impact on organizational performance among employees in the healthcare sector of Tamil Nadu. **Bogdanova, A., Enfors, H., (2008)** By analysing factors such as job satisfaction, employee engagement, and leadership styles, the study seeks to identify the key drivers of organizational performance in this sector. Ultimately, the findings of this study can provide valuable insights for healthcare organizations looking to improve their overall performance and better serve their patients.

MOTIVATIONAL PRACTICES:

Motivation is a key factor in promoting productivity, job satisfaction, and employee engagement. This holds true in all sectors, including healthcare, where motivated employees can make a significant impact on patient care and outcomes. Motivational practices in healthcare hospitals aim to create a positive work environment

that encourages staff to give their best. It can involve a range of strategies such as recognition programs, employee development and training, goal setting, and feedback mechanisms. **Tanvir Alam and Shahi Md. (2012)** these practices can help to reduce turnover rates, absenteeism, and burnout among healthcare workers. In addition, they can boost morale, improve teamwork, and enhance the quality of patient care. Effective motivational practices can also promote a culture of continuous improvement and innovation. This, in turn, can lead to better healthcare outcomes and higher patient satisfaction rates. Overall, motivational practices are crucial for creating a supportive and inspiring workplace culture in healthcare hospitals.

Review of Literature;

A study by Pandey and Sharma (2018) examined the relationship between motivational practices and organizational performance in the healthcare sector in India. The findings suggested that there was a significant positive correlation between motivational practices and organizational performance.

In a study conducted by **Chaudhary and Pandey (2019)**, (Dhanalakshmi et al., n.d.) in the healthcare sector in India, it was found that employee motivation had a positive impact on organizational performance. The study also found that there was a significant relationship between employee motivation and job satisfaction.

In a study by **Elangovan and Mahalakshmi (2020)**, (Rajasekar et al., 2019), it was found that employee motivation plays a significant role in determining the performance of healthcare organizations in India. The study recommended that healthcare organizations should adopt motivational practices to improve their performance.

A study by **Madheswaran and Natarajan (2018)** found that employee motivation had a significant positive impact on organizational performance in the healthcare sector in India. The study suggested that healthcare organizations should develop effective motivational practices to enhance their performance.

In a study by **Shalini and Asokan (2019)**, (**C.Kathiravan, 2021**) it was found that motivational practices such as recognition, rewards, and career advancement opportunities had a positive impact on employee motivation and organizational performance in the healthcare sector in India.

A study by **Kumar and Shankar (2020)** examined the impact of motivational practices on employee performance in the healthcare sector in India. The findings showed that there was a significant positive relationship between motivational practices and employee performance, which ultimately resulted in improved organizational performance.

2. Research Methodology

Research Design:

Objectives and anticipated results informed the study's research strategy. The inquiry is carried out

by the researcher employing a descriptive research strategy. Descriptive research aims to identify and explain the distinguishing features of an individual or group. Current conditions are outlined in the research plan. An organizational Performance and Motivational practice in Healthcare Hospitals in Tamil Nadu is the topic of this research. The purpose of this research is to assess the current state of Organizational Performance and Motivational practices in the Tamil Nadu Healthcare Hospitals.

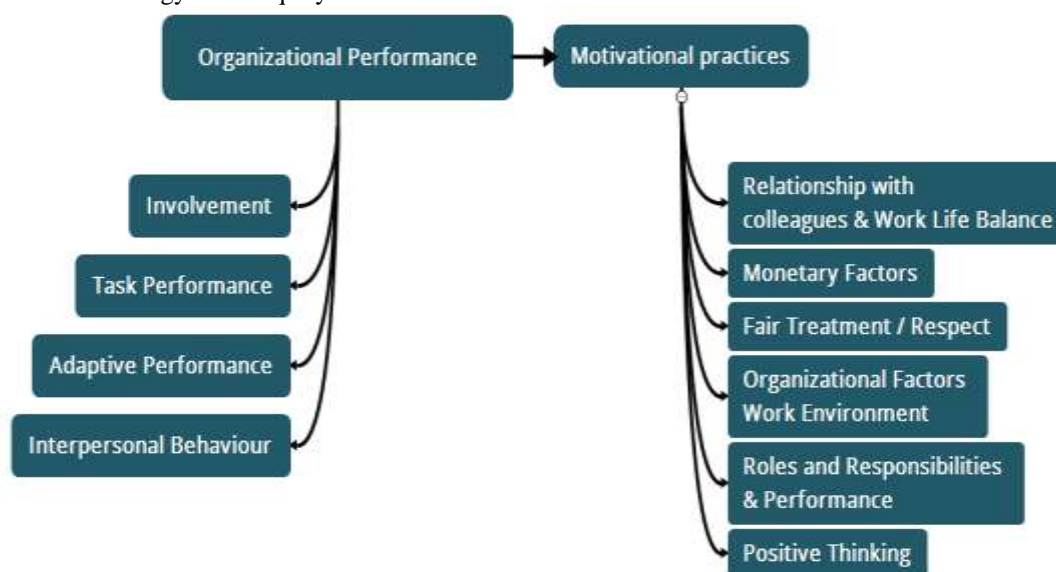


Figure 1: Framework of the research

Objectives of the Study:

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

Hypotheses of the Study:

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

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

Data Collection:

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

Reliability Analysis:

Additionally, reliability analysis was conducted to assess the criterion stated above's dependability. To be considered satisfactory, the reliability range of 0.82 to 0.83 must be at least 0.70.

S.No.	Variable	Item	Cronbach's Alpha
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I	Organizational Performance	26	0.82
II	Motivational practices	26	0.83

Sampling Technique:

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

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

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

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

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

Sample Size:

In all, 412 surveys were sent out. There were 401 responses to the survey. No responses were received from 6 surveys. There were 395 valid surveys out of 401 returned. Thus, 395 individuals made up the sample size.

Data Analysis:

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

CORRELATION ANALYSIS

Table 2: Inter Relationship between Organizational Performance and Motivational practices Factors

Factors	OP_IN	OP_TP	OP_AP	OP_IB
MP_RW	0.643 0.001**	0.362 0.001**	0.565 0.001**	0.428 0.001**
MP_MF	0.797 0.001**	0.669 0.001**	0.688 0.001**	0.833 0.001**
MP_FR	0.753 0.001**	0.613 0.001**	0.653 0.001**	0.756 0.001**
MP_OW	0.795 0.001**	0.666 0.001**	0.571 0.001**	0.820 0.001**
MP_RP	0.594 0.001**	0.466 0.001**	0.674 0.001**	0.532 0.001**
MP_PT	0.617 0.001**	0.723 0.001**	0.561 0.001**	0.722 0.001**

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

Null hypothesis H₀ = There is no significant relationship between the factors of Organizational Performance and Motivational practices.

Alternate hypothesis H₁ = There is a significant relationship between the factors Organizational Performance and Motivational practices.

To test the stated hypothesis, The Pearson correlation test was run on a sample of 411

Employees to know the relationship between the factors Organizational Performance and Motivational practices.

The table indicates that the strength of relationship between the factors of Organizational Performance and Motivational practices are highly coefficient with each other. And it also exhibited none of the variables are not having relationship with each other.

The above table clearly shown that all the variables P values are significant at 1% Hence it is

conclude that there is a significant relationship between the factors of Organizational Performance and Motivational practices.

Chaudhary, N., & Sharma, B. (2012) has discovered similar result and the result of the table supported the view of various authors who conducted research in the Organizational Performance and Motivational practices area with respect to different respondents such as academicians, workers and others.

REGRESSION ANALYSIS

Table 3: Impact of dimensions of Organizational Performance on Relationship with colleagues & Work Life Balance of Motivational practices

Independent Variable	Dependent Variable	R	R ²	Adj. R ²	F	p
'Involvement', 'Task Performance' and 'Adaptive Performance', 'Interpersonal Behaviour'	Relationship with colleagues & Work Life Balance of Motivational practices	0.850	0.722	0.719	263	0.001

Source: primary data

Table shows the impact of the factors of Organizational Performance on the Relationship with colleagues & Work Life Balance of Motivational practices among Health sector Employees. This table predicts and lists four powerful factors of Organizational Performance such as 'Involvement', 'Task Performance', 'Adaptive Performance' and 'Interpersonal Behaviour'. Out of four Health sector Employees Organizational Performance factors four such as 'Involvement', 'Task Performance', 'Adaptive Performance' and 'Interpersonal Behaviour' are potent and No one factor is less potent.

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

Therefore, the following hypothesis was formulated to verify this position.

Ho: There is no impact of factors of Organizational Performance on Relationship with colleagues & Work Life Balance of Motivational practices among the Health sector Employees.

The factors of 'Involvement', 'Task Performance', 'Adaptive Performance' and 'Interpersonal Behaviour' show an R value of 0.850 and an R² value of 0.722, indicating 72.2 percent prediction of the Relationship with colleagues & Work Life Balance of Motivational practices. The adjusted R² 0.719 is very close to the R² value because the difference is only 0.003; I.e. the sample size approaches the population size. The F-value of 263 is significant at the p-value 0.001 level of significance. Therefore, the following regression equation was designed.

Table 4 Co-efficient table

S.No.	Model	Un-standardized Coefficients		Standardized Coefficients	t	p
		B	Std. Error	Beta		
	Constant	0.155	0.1662		0.934	0.351
1	Involvement	3.569	0.1500	0.474	23.798	0.001

2	Task Performance	0.741	0.0907	0.517	8.171	0.001
3	Adaptive Performance	-0.366	0.0971	-0.228	-3.770	0.001
4	Interpersonal Behaviour	-3.013	0.1554	-0.162	-19.394	0.001

Source: primary data.

Relationship with colleagues & Work Life Balance of Motivational practices = (0.155) + Involvement (3.569) + Task Performance (0.741) - Adaptive Performance (0.366) - Interpersonal Behaviour (3.013).

The 'beta' value of Involvement of Organizational Performance of 0.474, which represents a 47.4 percent impact on the Involvement of Organizational Performance on the Relationship with colleagues & Work Life Balance of Motivational practices, falls on the slope of the regression line. The t-value of 23.798 represents that the standardized regression coefficient at a p-value of 23.798 is significant. Therefore, the Involvement of Organizational Performance confirms the impact on Relationship with colleagues & Work Life Balance of Motivational practices among Health sector Employees.

The 'beta' value of Task Performance of Organizational Performance of 0.517, which represents a 51.7 percent impact on the Task Performance of Organizational Performance on the Relationship with colleagues & Work Life Balance of Motivational practices, falls on the slope of the regression line. The t-value of 8.171 represents that the standardized regression coefficient at a p-value of 0.001 is significant. Therefore, the Task Performance of Organizational Performance confirms the impact on Relationship with colleagues & Work Life Balance of Motivational practices among Health sector Employees.

The 'beta' value of Adaptive Performance of Organizational Performance of -0.228, which represents a -22.8 percent impact on the Adaptive Performance of Organizational Performance on the Relationship with colleagues & Work Life Balance of Motivational practices, falls on the slope of the regression line. The t-value of -3.770 represents that the standardized regression coefficient at a p-value of 0.001 is significant. Therefore, the Adaptive Performance of Organizational Performance confirms the impact on Relationship with colleagues & Work Life Balance of Motivational practices among Health sector Employees.

The 'beta' value of Interpersonal Behaviour of Organizational Performance of -0.162, which represents a -16.2 percent impact on the Interpersonal Behaviour of Organizational Performance on the Relationship with colleagues &

Work Life Balance of Motivational practices, falls on the slope of the regression line. The t-value of -19.394 represents that the standardized regression coefficient at a p-value of 0.001 is significant. Therefore, the Interpersonal Behaviour of Organizational Performance confirms the impact on Relationship with colleagues & Work Life Balance of Motivational practices among Health sector Employees.

The analysis discovered that there is positive impact of 'Involvement', 'Task Performance', 'Adaptive Performance' and 'Interpersonal Behaviour' on Relationship with colleagues & Work Life Balance of Motivational practices. Kumar, A., & Shankar, M. (2020) discovered that factors No one factor was less frequently exhibited by school leaders. They also identified that collaborative and compromise and styles were frequently observed, followed by forcing and smoothing. Hunter, J. E. (1986) identified that only 'Involvement', 'Task Performance', 'Adaptive Performance' and 'Interpersonal Behaviour' mediate the relationship between distributive and procedural justice and Relationship with colleagues & Work Life Balance. The analysis also identified that No one factors of Organizational Performance confirms the not impact on Relationship with colleagues & Work Life Balance of Motivational practices among Health sector Employees in the Tamil Nadu. Elangovan, A. R., & Mahalakshmi, R. (2020); Madheswaran, S., & Natarajan, G. (2018) discovered that there is relationship between Organizational Performance and Motivational practices.

SUGGESTIONS:

- Develop and implement a motivational program that rewards employees for achieving specific goals or milestones. Provide opportunities for professional development and training to enhance employees' skills and knowledge. Encourage employee participation in decision-making processes to increase their sense of ownership and commitment. Foster a positive work culture that emphasizes teamwork, open communication, and mutual respect.
- Implement performance-based incentives: Offering performance-based incentives can motivate employees to perform better and contribute to the organization's success. These incentives could be in the form of bonuses, promotions, or recognition

programs. By aligning individual goals with organizational goals, employees are more likely to be engaged and committed to their work. However, it is important to ensure that the performance metrics are fair, transparent, and achievable.

3. Conclusion:

In conclusion, the study on "Organizational Performance and Motivational Practices among Employees of Health Care Sector in Tamil Nadu" revealed that employee motivation practices have a significant impact on the organizational performance of healthcare organizations. The results show that motivational practices such as recognition, rewards, training, and development programs have a positive effect on the job satisfaction and commitment of healthcare employees. Moreover, the study highlights the importance of management support, communication, and leadership in implementing effective motivational practices.

Overall, the findings of this study can serve as a guide for healthcare organizations to develop and implement effective motivational practices to improve the performance of their employees and, consequently, the quality of patient care. It also provides insights for policymakers to create policies that encourage healthcare organizations to adopt best practices in employee motivation. However, it is important to note that the study was limited to the healthcare sector in Tamil Nadu, and further research is necessary to generalize the results to other regions and sectors.

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