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"A Study on Employee Motivation at Artemis Hospitals, Gurugram"

By

Dr. Mitali Yadav

ENROLL NO. PG/21/61

Under the guidance of: -

Dr. Ekta Saroha IIHMR, New Delhi

IIHMR
DELHI

International Institute of Health Management Research
New Delhi

PostGraduate Diploma in Hospital and Health management

Batch 2021-2023

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PostGraduate Diploma in Hospital and Health management

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Completion of Dissertation

This certificate is awarded to

Dr. Mitali Yadav

In recognition of having successfully completed her

Dissertation in the Department of Human Resources & Training

And she has successfully completed her Project on

"A Study on Employee Motivation at Artemis Hospitals, Gurugram"
23rd February 2023 to 8th June 2023

At

Artemis Hospitals, Gurugram

She comes across as a committed, sincere & diligent person who has a strong drive & zeal for learning.

We wish her all the best for her future endeavors.
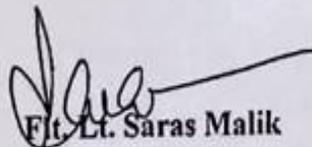
Flt. Lt. Saras Malik
Chief People Officer
**Artemis Hospitals, Gurugram**

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Dr. Mitali Yadav** student of Post Graduate Diploma in Hospital and Health management (PGDHM) from International Institute of Health Management Research, New Delhi has undergone dissertation training at **Artemis Hospitals, Gurugram** from 23rd February 2023 to 8th June 2023.

The candidate has successfully carried out the study designated to her during dissertation training and her approach to the study has been sincere and analytical.

The Internship is in fulfilment of the course requirements.

We wish her all the success in all her future endeavours.
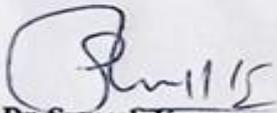
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Associate Dean, Academic and Student Affairs
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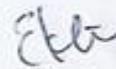
Dr. Ekta Saroha
Associate Professor
IIHMR, New Delhi

Certificate of Approval

The following dissertation titled **"A Study on Employee Motivation at Artemis Hospital, Gurugram"** is hereby approved as a certified study in management carried out and presented in a manner satisfactorily to warrant its acceptance as a prerequisite for the award of **Post Graduate Diploma in Health and Hospital Management** for which it has been submitted. It is understood that by this approval the undersigned do not necessarily endorse or approve any statement made, opinion expressed or conclusion drawn therein but approve the dissertation only for the purpose it is submitted.

Dissertation Examination Committee for evaluation of the dissertation.

Names: Signature:

PRAVEEN KUMAR

VINAY
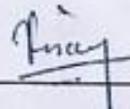
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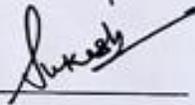
Certificate from Dissertation Advisory Committee

This is to certify that **Dr. Mitali Yadav,** a graduate student of the Post Graduate Diploma in Hospital and Health Management has worked under our guidance and supervision. She is submitting this dissertation titled **"A Study on Employee Motivation at Artemis Hospital, Gurugram"** in partial fulfillment of the requirements for the award of the Post Graduate Diploma in Hospital and Healthcare Management.

This dissertation has the requisite standards and to the best of our knowledge, no part of it has been reproduced from any other dissertation, monograph, report, or book.
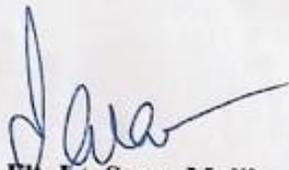
Flt. Lt. Saras Malik
Chief People Officer
Artemis Hospitals, Gurugram
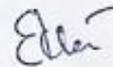
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Name of Student (in block letter)	Dr./Mr./Ms:: Mitali Yadav		
Enrollment/Roll No.	PG/21/61	**Batch Year**	2021 - 2023
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CERTIFICATE BY SCHOLAR

This is to certify that the dissertation titled **"A Study on Employee Motivation at Artemis Hospitals, Gurugram"** Submitted by: Dr. Mitali Yadav Enrolment Number: **PG/21/61** Under the supervision of **Dr. Ekta Saroha,** Associate Professor IIHMR, Delhi for award of Post Graduate Diploma in Hospital and Health Management carried out during the period from **23rd February 2023 to 8th June 2023** embodies my original work and has not formed the basis for the award of any degree diploma associate ship, fellowship, titles in this or any other Institute or other similar institution of higher learning.

Mitali

Signature:- **Dr. Mitali Yadav**

Feedback Form

Name of the student: Dr. Mitali Yadav

Dissertation Organization: Artemis Hospitals, Gurugram

Area of dissertation: A Study on Employee Motivation at Artemis Hospitals, Gurugram.

Attendance: Consistent.

Objectives achieved: Assisted in the following HR activities:-
1) Recruitment
2) Onboarding
3) Background Verification
4) Capturing Exit Feedback.

Deliverables:

Strengths: Organizing events and coordination
Team Player.

Suggestions for improvement:
Time Management.
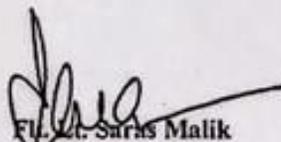
Farah Saris Malik
Chief People Officer
Artemis Hospitals, Gurugram

Acknowledgement

The success and final outcome of this project required a lot of guidance and assistance from many people and I am extremely fortunate to have got this all along the completion of my project work. I owe a great debt to all the project guide(s) at Artemis Hospitals, Gurugram for providing me all support with their knowledge and time during my dissertation. I express my sincere gratitude and thanks to **Flt. Lt. Saras Malik**, Chief People Officer Artemis Hospitals, Gurugram for her valuable guidance and co-operation in my endeavor.

I am highly grateful to **Dr. Ekta Saroha**, Associate Professor, IIHMR New Delhi for her suggestions and encouragement during this project work.

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LIST OF CONTENT

List of Symbols and Abbreviation

1. **HR** – Human Resources

2. **&** - And

3. **TA** – Talent Acquisition

4. **JCI –** Joint Commission International

5. **NABH –** National Accreditation Board for Hospitals & Healthcare Providers

6. **CREATE** – Care for customer, Respect for Associates, Excellence through Teamwork, Always Learning, Trust Mutually, Ethical Practices

7. **IIHMR** – International Institute of Health Management & Research

8. **SDT –** Self Determination Theory

About Artemis Hospitals, Gurugram

Artemis Health Institute, established in 2007, is a healthcare venture launched by the promoters of the Apollo Tyres Group. Artemis is the first Hospital in Gurgaon to get accredited by Joint Commission International (JCI) (in 2013). It is the first Hospital in Haryana to get NABH accreditation within 3 years of startup.

According to Greek mythology *Artemis* is the daughter of sky gods Zeus and Leto, and the twin sister of Apollo.

Why Artemis?

Designed as one of the most advanced hospitals in India, Artemis provides a depth of expertise in the spectrum of advanced medical & surgical interventions, comprehensive mix of inpatient and outpatient services. Artemis has put modern technology in the hands of renowned doctors from across the country and abroad to set new standards in healthcare. The medical practices and procedures followed in the hospital are research oriented and benchmarked against the best in the world. Top-notch services, in a warm, open patient centric environment, clubbed with affordability, have made us one of the most revered hospitals in the country.

Artemis Hospitals is the preferred healthcare destination for the employees of various businesses. They get access to quality healthcare with extra personal care, minimal formalities during admission and a variety of corporate offers. In order to ensure better health for employees & their families, Artemis Hospitals actively partners with various corporates by getting empanelled as their favoured healthcare service provider.

The following services are provided to the business houses:

➢ Executive Health Checks,
➢ Workplace clinics for counselling,
➢ Outpatient and hospitalization services,
➢ Healthcare education and awareness programs,
➢ First Aid and BLS Training,
➢ Emergency Services,
➢ Organizational Healthcare Audit.

Government Empanelment's:

➢ Assam Government
➢ Border Security Force
➢ Central Government Health Scheme (CGHS)
➢ Delhi Government Employees Health Scheme
➢ Ex-Servicemen Contributory Health Scheme
➢ Haryana Government Employees
➢ Madhya Pradesh Government
➢ Uttrakhand Govt. (Atal Ayushman Uttrakhand)

Special programs & clinics at Artemis:

➢ Artemis Preventive Health Check
➢ Artemis Joint Onco Clinic
➢ Artemis Artificial Limb Clinic
➢ Artemis Breast Clinic
➢ Transplant & Hepatology Clinic
➢ Pain Clinic
➢ Safe Spine Surgery Programme
➢ Stroke Management Centre
➢ Obesity Clinic

Vision:

To create an Integrated World Class Healthcare System, Fostering, Protecting, Sustaining and Restoring Health through Best in Class Medical Practices and Cutting Edge Technology developed through in depth Research carried out by the World's Best Scientific Minds.

Mission:

➢ Deliver world class patient care services
➢ Excel in the delivery of specialized medical care supported by comprehensive research and education
➢ Be the preferred choice for the world ' s leading medical professionals and scientific minds
➢ Develop, apply, evaluate and share new technology
➢ Be an active partner in local community initiatives and contribute to its well-being and development

Core Values:

The corporate value system at Artemis is founded on three pillars – Service, Compassion and Integrity.

➢ **C**are for customer
➢ **R**espect for Associates
➢ **E**xcellence through Teamwork

- ➢ **A**lways Learning
- ➢ **T**rust Mutually
- ➢ **E**thical Practices

Leadership Team:

The leadership team at Artemis Hospitals, Gurgaon comprise of the following:

Key Management Personnel

ARTEMIS
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OUR SPECIALITY IS YOU

Onkar Kanwar
Chairman

Dr. Devlina Chakravarty
MD

Dr. Manju Aggarwal
Chief Medical Services

Chief Financial Officer

Chief People Officer

Fig. 1.1

Awards:

Awarding Year	Name Of Award	Rewarding Organization
2007	Most Promising Startup of the year	Express Healthcare magazine
2008	Best IT Implementation	PC Quest magazine for Hospital Information System
2010	CNBC Award Best Medical Value	CNBC Awaaz Travel Awards
2010	Asia Pacific hand hygiene Excellence award	World Health Organization
2013	Best Super Specialty Hospital in Gurgaon	ET NOW & BIG RESEARCH
2016	Certificate of Merit in D.L. Shah Quality Award for the case study "Pathway to Nursing Excellence"	Quality council of India
2016	Patient safety award at International Patient safety conference	Apollo Hospitals
2017	Healthcare Transformation Awards – Mobile Innovations in healthcare	NASSCOM dynamic CIO
2017	Best Hospital in Quality Treatment - State Health Awards	IMA Punjab & AHPI
2018	Best Super Specialty Hospital in Delhi - NCR	Indian Excellence Award 2017
2018	Award for Excellence in Healthcare	The Healthcare Today
2018	FICCI Healthcare Excellence Award 2018 for Service Excellence	FICCI Healthcare
2019	D.L. Shah Quality Silver Award – For the case study End to End Care Delivery	Quality Council of India
2019	One of India's Top 50 Companies with GPMS (Great People Managers Study)	Great Manager Institute in association with Forbes India
2019	Healthcare HR Excellence Award	Recruit
2019	Kayakalp Award for Excellence in promoting cleanliness, hygiene and infection control	Quality Council of India in association with Ministry of Health and Family Welfare, Government Of India
2020	First position in CII National HR Circle Competition (Stream: Innovative Leadership during Crisis)	Confederation of Indian Industry (CII)

Table 1.1 Awards received by Artemis Hospitals, Gurugram

HR Vision:

➢ We are the "Employer of Choice" for people with professional talent and drive
➢ We aspire to provide excellent opportunities for professional and personal growth
➢ We believe in a paradigm shift from "People Management" to "Aspiration Management"
➢ We encourage collaboration, creativity continuous learning and fun based work environment

HR Philosophy:

➢ Recruit best of the talent.
➢ Develop an environment of trust and respect for each other.
➢ Empower employees with adequate resources.
➢ Recognize and appreciate innovative effort and accomplishments.
➢ Facilitate fun at work place and ensure that employee's efficiency.
➢ Treat all employees uniformly, honestly and with dignity.
➢ Create an environment where teamwork and team goals are encouraged.
➢ Create an open forum to address employee grievances.

Artemis Centre of Excellences:

➢ Artemis Emergency & Trauma Centre
➢ Artemis Heart Centre
➢ Artemis Cancer Centre
➢ Artemis Neurosciences Centre
➢ Artemis Joint Replacement & Orthopaedics Centre
➢ Artemis Minimally Invasive & Bariatric Surgery Centre
➢ Artemis Transplant Centre (Liver, Kidney, Cornea & Bone Marrow Transplant)
➢ Artemis Women & Child Centre
➢ Artemis Pulmonology & Critical Care Centre
➢ Artemis Gastrosciences Centre
➢ Artemis Cosmetology & Plastic Surgery Centre
➢ Artemis Pain Medicine & Palliative care

<u>INTRODUCTION</u>

Employee motivation has a direct impact on individual performance, work satisfaction, and commitment, resulting in increased productivity and better organizational outcomes. Motivated personnel is more inclined to exert discretionary effort, creativity, and invention, providing the organization with a competitive advantage. A motivated staff reduces turnover, and absenteeism, and improves employee retention, lowering recruitment and training costs. Any concept, need, or sensation that motivates a man to perform is referred to as inspiration. The executives are inspired. The administration's key tool in stirring the labour force is an inspiration. Inspiring individuals from the gathering involves getting them to pull their weight adequately, devote their undivided attention to the gathering, and finish the motivation behind the association effectively.

Any concept, need, or sensation that motivates a man to perform is referred to as inspiration. The executives are inspired. The administration's key tool in stirring the labour force is an inspiration. Inspiring individuals from the gathering involves getting them to pull their weight adequately, devote their undivided attention to the gathering, and finish the motivation behind the association effectively

Inspiration is a vital capability that each director possesses for motivating individuals to strive towards the attainment of the organization's goals. There are various kinds of inspiration which are classified as sure inspiration, negative inspiration, outward, inborn and bunch inspiration.

SIGNIFICANCE OF THE STUDY

The study of representational inspiration is important as an individual and as a corporation. A person requires inspiration because

1. Motivation will help him achieve his personal goals.

2. If a person is motivated, he will be satisfied with his task.

3. Motivation will assist a person's self-improvement.

4. 4. Working with a powerful group would result in a consistent acquisition

Motivation is essential to a business as

1. The more motivated the representatives are, the more capable the group is..

2. The greater the level of teamwork and individual representative devotion, the more productive and fruitful the business.

3. There will be increased flexibility and inventiveness during period adjustments.

4. Motivation will foster an idealistic and testing mindset in the workplace.

NEED FOR THE STUDY

The requirement for the investigation is useful for the examination and knows the worker inspiration situation. This investigation realizes the representatives fulfilled level with the inspiration factors embraced by the organization. Presently this investigation is to recognize how the association persuades the workers. What's more, to quantify the degree of execution when inspiration to discover the improvement factors for rousing the representatives. Rousing a productive worker will expand the general working of the association. An inspired worker will work threefold as much as an ordinary representative who is less roused. Representative inspiration is one of the most important concerns addressed by each organisation. Each director's most important task is to motivate his subordinates or to instill the 'will to work' in his subordinates.

SCOPE OF THE STUDY

Inspiration has a wide degree in the current situation. A persuaded worker is the fundamental abundance of the organization as it will give the effectiveness. This investigation will help in distinguishing the inspirational need of the organization. Hypothetical extent of the investigation is an overall report on the components contributing the inward drive of workers to get things done and the resultant effects on authoritative adequacy in the association viable. The topographical degree is reached out to recognize the degree of inspiration of all representatives working at unit.

REVIEW OF LITERATURE

Motivation is a concept that refers to a relationship that elicits, governs, and supports specific behaviours. Inspiration is a significant capacity which each chief performs for activating individuals to work for achievement of targets of the association. A chief need to utilize inspiration to enthuse the representatives to follow them.

Which means of Motivation

Motivation initially comes from the Latin word movere, which signifies "to move". It is derived from the word "intention," which refers to any thought, urge, or sensation that propels a man forward. Whatever man's behaviour, there is some trigger behind it. The upgrade is dependent on the individual's mental process. The intention could be defined as the internal state of our brain that activates and coordinates our behaviour. The eagerness to dedicate one's efforts towards the realisation of one's goals is referred to as inspiration.

DEFINITION

As per Fred Luthans, "Inspiration is a cycle that begins with a physiological or mental insufficiency or need that actuates conduct or a drive that is focused on an objective or motivation".

As per Stephen P.Robbins, "It is the readiness to apply significant degrees of exertion toward hierarchical objectives, adapted objectives, molded by the exertion capacity to fulfill some individual need".

As indicated by Gray and Stake, "It is the consequence of cycles, inward or outside to the person that excites eagerness and industriousness to seek after a specific game-plan".

As per Edwin B Flippo, "Motivation is the way toward endeavouring to impact others to tackle their job through the chance of gain or prize. The reason for inspiration is to make condition in which individuals will work with Zeal, activity and eagerness, with a high close to home and gathering moral fulfillment with awareness of certain expectations reliability and discipline and with pride and trust in a most durable way so the objectives of an association are accomplished adequately.

EMPLOYEE MOTIVATION

Employee motivation is at the heart of the executive's worker inspiration is a viable tool in the board's hands for rousing the workforce. Each director has a huge responsibility to awaken his subordinates or to create a desire to work among the subordinates. It is also important to remember that while the specialist may be extremely capable of performing certain tasks, nothing can be accomplished if he is unwilling to work. Worker inspiration is as significant capacity which very supervisor performs for inciting individuals to work for achievement of goals of the association.

Goals in motivation

1.   The purpose of inspiration is to create a situation in which people will work with energy and activity.

2.   To increase steadfastness against the organisation.

3.   To increase discipline and to act with pride and trust in order to achieve an association's goal successfully.

4.   Motivational techniques employed to animate representative development.

5.   The communication of physical, monetary, and human assets results in performance.

Types of Motivation

1.   Positive or motivator inspiration

2.   Negative or dread inspiration

3.   Extrinsic inspiration

4.   Intrinsic inspiration

5.   Group inspiration

1. Positive or motivator inspiration

Positive inspiration depends on remuneration, as per Flippo "Positive inspiration is a cycle of attempting to influence others to your will through the possibility of gain or award."

2. Negative or dread inspiration

Negative inspiration depends on dread. Dread motivates people to behave with a certain objective in mind because they are afraid of the consequences if they do not. If specialists do not work, they are demoted or laid off.

3.   Extrinsic inspiration

The kind of inspiration outside to the work or errand. Other outer sparks acclaim for great work, acknowledgment of good execution by the organization as distribution and grant, profound respect of individual specialists and improved working condition and other government assistance offices.

4.   Intrinsic inspiration

It is worried about the sensation of having achieved something beneficial.

5. Gathering inspiration

A gathering can be spurred by improving human relations managing individuals in a human manner by building up the association can be accomplished through invigorating specialists towards beneficial execution called inspiration measure.

IMPORTANCE OF MOTIVATION

1. Superior Performance

Motivated employees will not go to extraordinary lengths to achieve organisational goals. They unearthed resources; physical and mental capacities are pushed to the limit. Improved execution will also result in increased efficiency.

2. Low worker turnover and absenteeism

When legislators are dissatisfied with their jobs, they will depart when they receive an election offer. Representatives dissatisfaction also contributes to low attendance. The work of a new representative is undeniably costly to the organisation.

3. Better hierarchical picture

Companies that provide greater financial and non-financial solidities to various representatives have a better image among them. Such concern is beneficial in attracting more competent and experienced individuals.

4. Better mechanical relations

A good motivating framework will increase employee job satisfaction. Other better help circumstances and new reasons will follow the work. Representatives and workers will be in a secure environment.

5. Worthiness to change

The altering social and modern situations will necessitate modifications and improvements in the operation of initiatives. Every now and again, there will be a requirement to provide a fresh and improved work approach. Workers generally resist reforms out of fear that they will harm business.

TECHINIQUES TO INCREASE MOTIVATION

  A. **Financial Motivation:** - This sort of inspiration is straightforwardly or in a roundabout way related with cash has consistently been considered as the solid inspiration.

  More wages and pay rates, prizes, benefit sharing, leave with pay, clinical repayments, organisation funded protection, or any other item that may be supplied to representatives for execution are examples of monetary helpers. Cash and monetary impetuses are regarded as significant facilitators by company analysts and most directors.

  Cash is often more important to people who are young and raising families than to people who have reached a point in their lives where they require less money. Cash needs continue changing every once in a while.

  B. **Non - Financial Motivation**: - Non-monetary inspiration isn't worried about money related prize. As indicated by Dubin "non-monetary inspiration is the clairvoyant prize or awards of improved position that can be needed in the work association.

  1. Acknowledgment

Each individual requires that his or her job be recognised by his or her superiors. When he realises that his presentation is known to his supervisor, he will try to improve it to an increasing amount. The recognition could take the form of applause, a section on the back, accolades, a letter of appreciation, and so on. The recognition could be for higher yield, reducing time, or enhancing the quality of the objects.

  2. Participation

  Collaboration has been recognised as an effective method of motivation. It denotes physical and clinical inclusion of persons in the dynamic cycle. It enhances people's personalities and self-esteem. Support brings about inspiration and information significant for the endeavour achievement.

3. Status

It refers to an individual's financial well-being and satisfies selfish needs. An administration may highlight some superficial aspects of the organisation. This should be possible by assigning workers to various offices.

4. Competition

In some organisations, rivalry is used as a tool. Different persons are assigned specific goals, and everyone strives to meet those goals ahead of the others. The opposition encourages people to enhance their presentation skills.

5. Job Enrichment

Different observers have viewed the improvement as a substantial aid. The work is made more important and difficult for the specialists, who may be given a wide range of options in terms of work tactics.

THEORIES OF MOTIVATION

Following the distribution of the Hawthorne study data, several specialists focused on understanding what persuaded representatives and how they were influenced (Terpstra, 1979). McClelland's Achievement Need Theory, Alderfer's ERG Theory, Abraham H Maslow's Need Hierarchy Theory, Herzberg's Factors Theory, Alderfer's ERG Theory, Self-assurance hypothesis, Goal setting hypothesis, Motivator hypothesis are six significant methodologies that have prompted our understanding of inspiration.

1. McClelland's Achievement Need Theory

According to McClelland's, there are three types of requirements:

Need for Achievement

This is the most fundamental and long-lasting motivating force. Especially if multiple persons meet various qualifications. They are always preoccupied with the desire for advancement and the need for circumstances in which fruitful outcomes are directly related to their efforts. They establish more difficult but doable goals for themselves because achievement with easily attainable goals provides little pride.

Need for Power

It is the desire to exert control over the actions of individuals as well as over environmental variables. Positive applications of force result in a home-grown administration style, whereas negative applications result in a dictatorial style.

Need for Affiliation

It is connected with social needs and fosters friendship. These results in the formation of casual gatherings or groups of friends.

2. Alderfer's ERG Theory

As per Alderfer there are 3 gatherings of center necessities
1)   Existence needs

2)   Relatedness needs

3)   Growth requirements

Existence needs

These requirements are worried about endurance. Physiological and wellbeing needs are going under these classifications.

Relatedness needs

It is worried about the requirement for social and relational relations. Maslow's social and a piece of regarded needs are going under this.

Growth needs

It shows the understudy sic want for self-awareness. Assistant sic part of regard needs and selfrealization are going under this.

3. Abraham H Maslow's Need Hierarchy Theory

The scholarly reason for the majority of inspiration thinking has been offered by conduct researchers, A.H Maslow and Frederick Herzberg, whose published works are the "Authoritative handbook for Motivation." Despite the fact that Maslow did not apply his theory to mechanical circumstances, it has had a wide impact on prior scholarly circles. Douglas Mac Gregory has used Maslow's hierarchy of needs to identify explicit concerns in faculty organisation and mechanical interactions.

Maslow's hypothesis is based on the idea that human needs are prioritised in a five-tiered hierarchy. The physiological needs are the most basic, and the self-completion needs are the most important. Maslow begins with the assumption that man is a needy creature with a progression of requirements, some of which are lower on the scale and others of which are higher on the scale or arrangement of attributes. Higher necessities emerge as lower demands are met. Higher criteria cannot be met unless lesser needs are met. A satisfied need is not a help. This appears to be the usual monetary hypothesis of unavoidable losses. The development of necessities at work in the individual is now a common gadget of faculty interchange, and when these necessities are dynamic, they go about as incredible conditioners of behavior as Motivators.
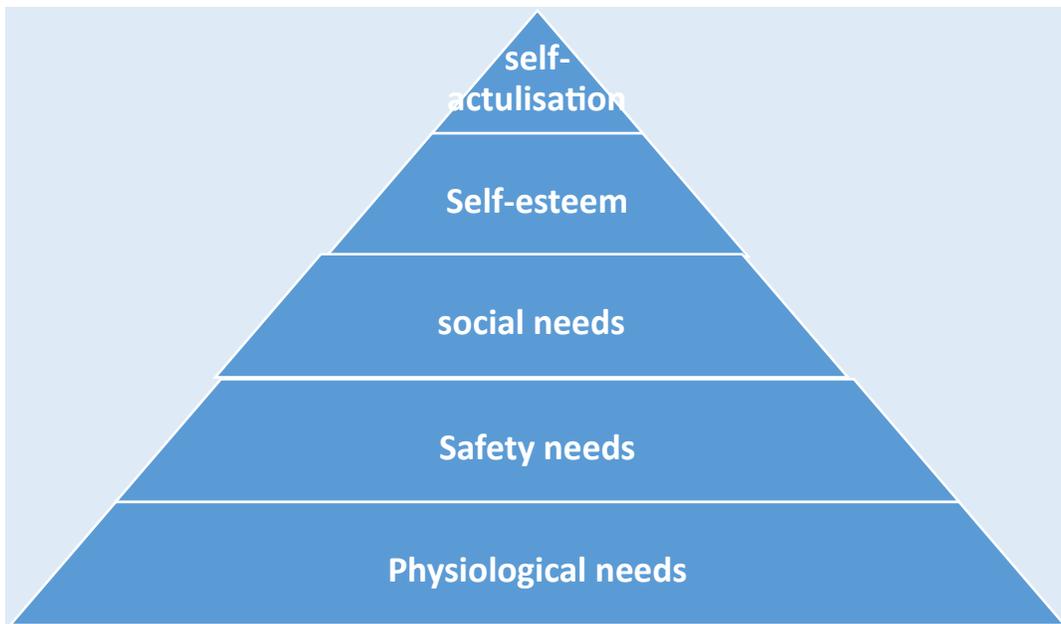
(Figure: 2.2)

Maslow's Need Hierarchy

The basic necessities of men are five in a progressive sequence of requirements. They are physiological needs, security needs, social needs, self-esteem needs, and self-realization needs, in the order of their importance.

1. Physiological need.

Mental necessities allude to the essential requirements of an individual like air, water, food, garments and haven.

2. Safety need

Security need incorporate each one of those elements which add to a steady, protected a lot life. Wellbeing needs allude to such requirements of safety and unfaltering quality that individuals want in life like customary pay, a lasting safe house and so forth

3. Social necessities

The requirement for adoration, warmth, acknowledgment by the gathering and need to keeping up great social connections are a portion of the social necessities of individuals.

4. Self - esteem needs

Support of status, self - regard, procuring riches and notoriety in the general public and other such requirements go under this class.

5. Self - actualization needs

These allude to the requirement for self-satisfaction or advancement of one's latent capacity. Maslow eludes these necessities as development needs.

4. Herzberg's two-factor hypothesis

According to Frederick Herzberg's two-factor hypothesis, specific characteristics for the work environment bring about work fulfilment, but when they are absent, they don't trigger disappointment but no fulfilment. The factors that persuade people alter over their lives, but "regard for me personally" is one of the most stirring ones at every stage of life.

He recognized: -

•Motivators; (for example testing work, acknowledgment, obligation) which give positive fulfillment

•Hygiene variables (for example, status, employer stability, compensation, and incidental benefits) that do not excite when present, but cause de-inspiration when absent.

The term Hygiene factors is used because, like to cleanliness, presence will not make you well, but absence can cause health degradation.

The idea is also known as the "Spark Hygiene Theory" and "The Dual Structure Theory."

Herzberg's concept has seen application in domains such as data frameworks and customer fulfilment research.

5. Self-Determination theory

Self-assurance hypothesis, created by Edward Devi and Richard Ryan, centers around the significance of inherent inspiration in driving human conduct. Like Maslow's various levelled hypothesis and others that based on it, SDT places a characteristic inclination toward development and improvement. In contrast to these different hypotheses, notwithstanding, SDT does exclude such a "autopilot" for accomplishment, however rather requires dynamic consolation from the climate. The essential factors that support inspiration and advancement are independence, fitness criticism, and relatedness.

6. Goal setting theory

The objective setting hypothesis is based on the assumption that people occasionally have a strong desire to arrive at a clearly defined end state. This is frequently a recompense in and of itself. Three factors determine the effectiveness of an objective: closeness, difficulty, and explicitness. Great goal setting combines the SMART rules, in which objectives are explicit, quantitative, accurate, practical, and convenient. An ideal goal should create a situation in which the duration between the start of behaviour and the final state is short. This explains why some kids are more motivated to learn to ride a bike than to master variable-based maths. A reasonable goal should be neither too difficult nor too easy to complete. In both circumstances, the vast majority are not easily persuaded, as many require a test (which assumes some level of doubt about success). Individuals must also believe that they have a good chance of success. The portrayal of the objective in their organisation is concerned with explicitness. The goal should be defined fairly and clearly for the individual. An example of an ill-defined goal is to obtain the highest possible evaluation. Most children have no idea how much effort is required to reach that goal.

Employee motivation

Workers in any associations need something to keep them working. More often than not, the compensation of the worker is sufficient to save that person working for an association. A worker should be roused to work for an organization or association. Assuming no inspiration is available in a representative, that worker's nature of work or all work overall will break down. When propelling a group of people, you can utilize general persuasive systems or explicit inspirational bids. General inspirational systems incorporate delicate sell versus hard sell and character type. Delicate sell methodologies have consistent offers, enthusiastic advances, guidance and recognition. Hard sell techniques have deal, dwarfing, pressing factor and rank. Additionally, you can consider putting together your technique with respect to your crowd character. Explicit persuasive advances center around provable realities, emotions, good and bad, crowd prizes and crowd dangers.

OBJECTIVE

Objectives of the Study

Primary objective:-

To find the employee motivation techniques adopted in Artemis Hospital Gurugram.

Secondary Objectives:-

1. To analyse the job involvement of employees in an organization.

2. To study about growth needs of employees

3. To find whether organizational health is being given to employees by the company or organization

4. To investigate the impact of job promotion on employees

5. To find out whether the employees give suggestions to improve company's Motivational Techniques.

RESEARCH METHODOLOGY

Study design: The study type is cross-sectional and descriptive in nature.

Study location: Artemis Hospital.

Study population: Random Working Employees at Artemis Hospital Gurgaon.

Duration of study: 3 Months i.e. 25th February to 31st May.

Sample size: 100

Sampling technique: Convenience sampling.

Method of data collection: Structured Questionnaire.

Methods for data analysis: Microsoft Excel.

DATA INTERPRETATION AND ANALYSIS

<u>The employee indicated their level of agreement with each of the statements on a scale of 1 to 5, with 1 being the lowest & 5 being the highest degree of agreement</u>

1. Would you refer someone to work here?

In Figure No. 1, 89% of employees show their highest degree of agreement that they would refer someone to work here and only 10% of employees show the lowest degree of agreement with this opinion.

Would you refer someone to work here?
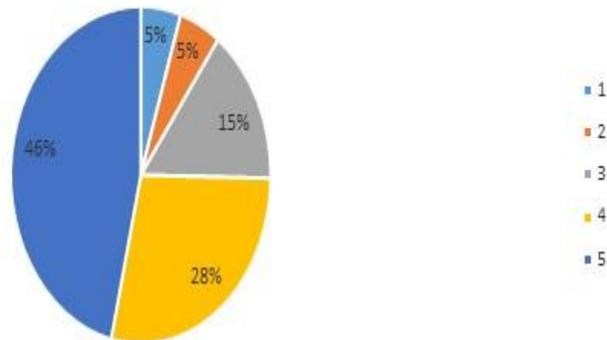
2. Do you have a good work-life balance?

In Figure No. 2, 91% of employees show their highest degree of agreement that they have a good work-life balance and 8% show the lowest degree of agreement with this opinion.

Do you have good work-life balance?

Legend: 1, 2, 3, 4, 5

4% 4% 17% 38% 36%
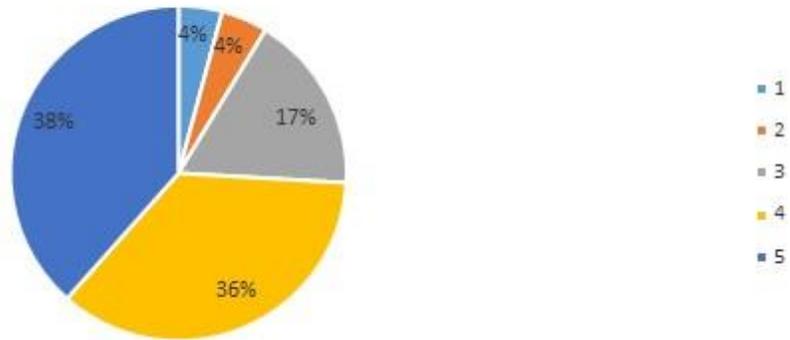
3. If you were given the chance, would you reapply to your current job?

In Figure No. 3, 91% of employees show their highest degree of agreement that if they were given the chance, they would reapply to their current job, and 10% show the lowest degree of agreement with this opinion.

If you were given the chance, would you reapply to your current job?

Legend: 1, 2, 3, 4, 5

5% 5% 18% 41% 32%
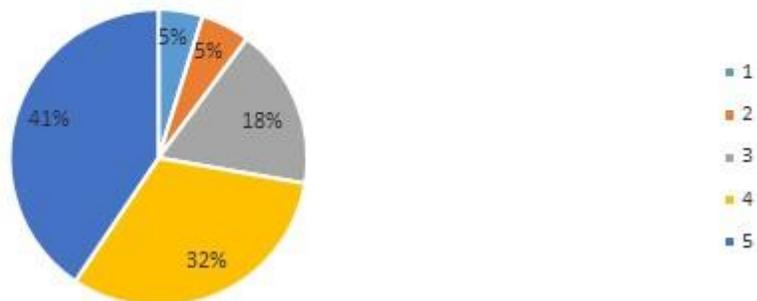
4. Is work, fairly distributed in your work group?

In Figure No. 4, 88% of employees show their highest degree of agreement that work is fairly distributed in their work group and 11% show the lowest degree of agreement with this opinion.

Is work, fairly distributed in your work group?
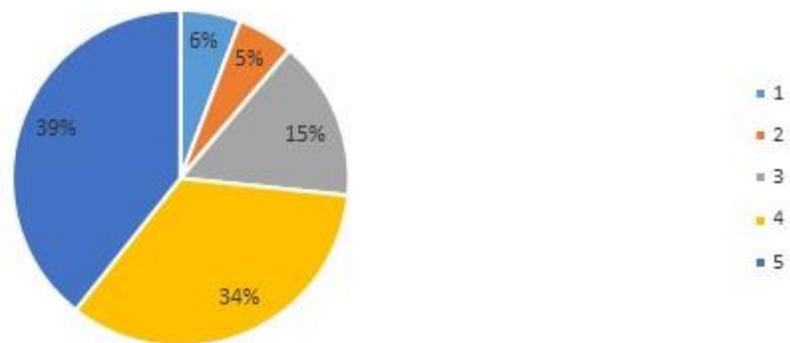
5. Do you have a best friend at work?

In Figure No. 5, 79% of employees show their highest degree of agreement that have a best friend at work and 20% show the lowest degree of agreement with this opinion.

Do you have a best friend at work?
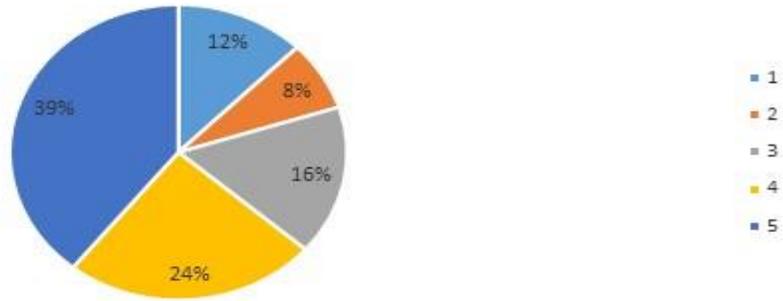
6. **Do you feel valued at work?**

In Figure No. 6, 92% of employees show that their highest degree of agreement is that they feel valued at work and 7% show the lowest degree of agreement with this opinion.

Do you feel valued at work?
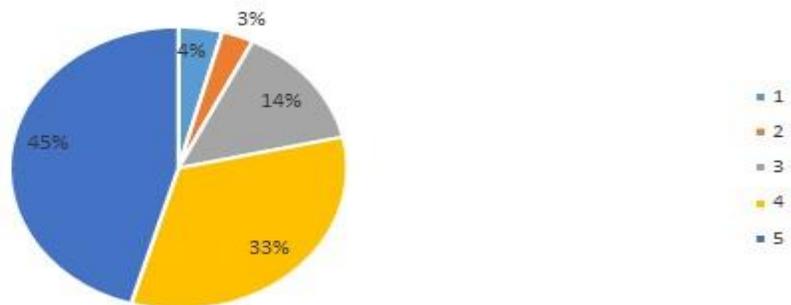
7. **Do you feel happy at work?**

In Figure No. 7, 93% of employees show their highest degree of agreement that they feel happy at work and 7% show the lowest degree of agreement with this opinion.

Do you feel happy at work?
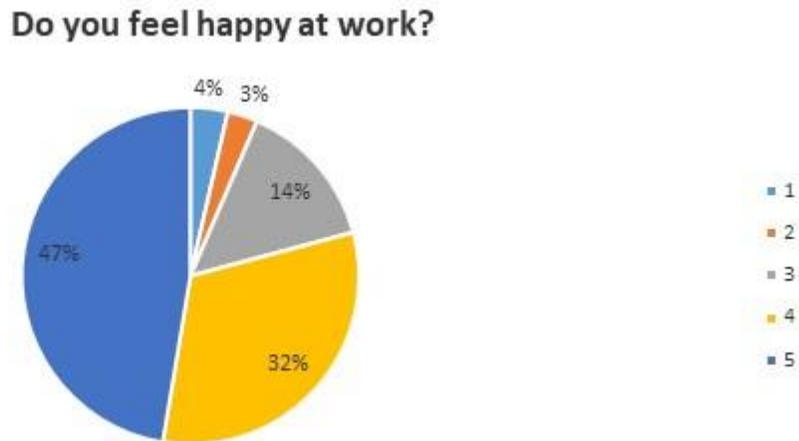
8. Do you have a clear understanding of your career or promotion path?

In Figure No. 8, 92% of employees show their highest degree of agreement that they have a clear understanding of their career or promotion path and 8% show the lowest degree of agreement with this opinion.

Do you have a clear understanding of your career or promotion path?

4% 4%
13%
46%
33%

Legend:
- 1
- 2
- 3
- 4
- 5
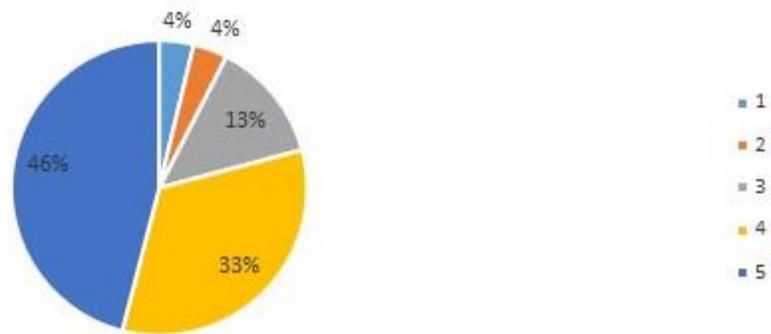
9. Do you believe you'll be able to reach your full potential here?

In Figure No. 9, 94% of employees show their highest degree of agreement that they believe they will be able to reach their full potential here and 6% employees show the lowest degree of agreement with this opinion.

Do you believe you'll be able to reach your full potential here?

3% 3%
15%
43%
36%

Legend:
- 1
- 2
- 3
- 4
- 5
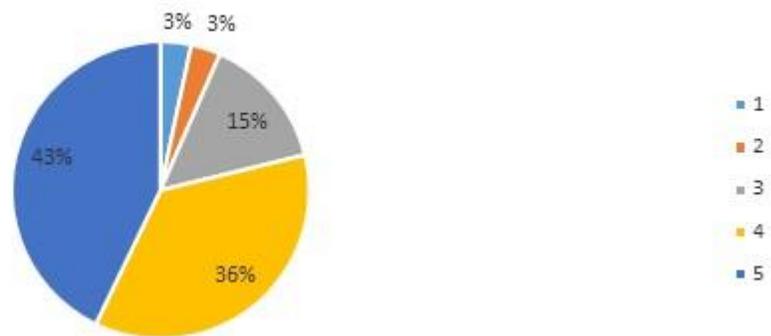
10. Do you feel like the management team here is transparent?

In Figure No. 10, 90% of employees show their highest degree of agreement that they feel like the management team is transparent here and 10% show the lowest degree of agreement with this opinion.

Do you feel like the management team here is transparent?
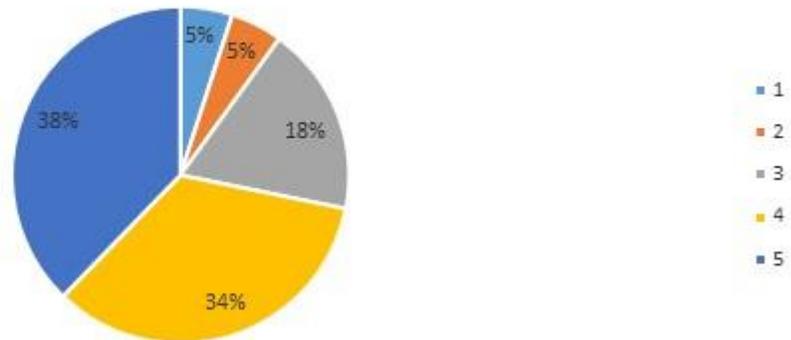
DISCUSSION

1. Employees are highly inclined to refer someone to work at the company, demonstrating a strong endorsement of the workplace.

2. Employees say they have a good work-life balance, indicating that the organisation values employee well-being and places a premium on work-life integration.

3. Employees want to reapply for their existing job, demonstrating a high level of satisfaction and contentment with their current position.

4. Employees say that work is fairly distributed in their work group, reflecting a sense of justice and equity in workload distribution.

5. Employees have a best buddy at work, demonstrating the presence of healthy social relationships and a supportive work environment.

6. Employees believe they are valued at work, reflecting the company's efforts to recognise and reward employee contributions.

7. Employees say they are satisfied at work, indicating a positive work environment and job satisfaction among the workforce.

8. Employees have a clear grasp of their career or advancement route, demonstrating strong management communication and transparency.

9. Employees believe they will be able to maximise their potential at the organisation, suggesting a strong sense of personal growth and development chances.

10. Employees consider the management team to be transparent, reflecting open communication and trust between employees and leadership.

CONCLUSION & LIMITATION

CONCLUSION

The topic "A Study on Employee Motivation at Artemis Hospitals" is conducted in Gurugram. The research followed the schedule technique and interview method for collecting the necessary information for the study.

- The majority of employees are highly inclined to refer someone to work at the organisation, reflecting a positive workplace view.
- A sizable percentage of employees say they have a good work-life balance, indicating a pleasant work environment that prioritises employee well-being.
- The vast majority of employees indicate a strong desire to reapply for their current position, suggesting job happiness and contentment.
- A sizable proportion of employees say that work is distributed equitably within their work group, indicating a view of fairness and equitable practises.
- While the majority of employees report having a best friend at work, a significant minority do not, highlighting the need for more focus to build better social interactions among employees.
- The vast majority of employees believe they are valued at work, indicating a healthy business culture that recognises and values employee contributions.

LIMITATIONS OF THE STUDY

The main limitation of the study is that;

1. The study is limited to a short period.
2. Arbitrary selection of sample.
3. As the response has been collected during working hours, due to their busy schedules, the employees were unable to give the correct information.
4. Sample size is not calculated.

<u>SUGGESTIONS</u>

- Strengthen employee social connections by implementing team-building events and programmes that ensure all employees have a sense of fellowship and the opportunity to create meaningful relationships at work.

- Continuously promote and prioritise work-life balancing activities to ensure employee well-being and to maintain a pleasant work environment that supports their personal lives and allows for healthy work-life integration.

- Enhance employee recognition and appreciation activities to foster a healthy organisational culture and underline the value of employee contributions, ensuring that every person feels valued and rewarded for their efforts.

- Implement programmes to address the concerns of employees who do not have a best friend at work, such as mentorship programmes or social events to improve interactions and strengthen ties among colleagues.

- Maintain and enhance equitable practises by regularly analysing and improving the job distribution process within work groups, ensuring fairness and transparency when assigning tasks and responsibilities to employees.

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