



ISSN: 0976-3031

Available Online at <http://www.recentscientific.com>

International Journal of Recent Scientific Research
Vol. 6, Issue, 7, pp.4983-4987, July, 2015

**International Journal
of Recent Scientific
Research**

RESEARCH ARTICLE

THE DESCRIPTIVE STUDY OF MOTIVATION WITH REFERENCE TO NON-CLINICAL EMPLOYEES OF EIGHT CITIES

Mrinali Tikare

GNVS Institute of Management, Mumbai, India

ARTICLE INFO

Article History:

Received 14th, June, 2015
Received in revised form 23th,
June, 2015
Accepted 13th, July, 2015
Published online 28th,
July, 2015

ABSTRACT

In the past two decades, many healthcare organizations across the globe have realized the importance of human resources and have shown great concern towards their internal customers by investing in a big way for their growth and development. The present study focuses on Non-clinical employees that are small in number, but plays a key role in the healthcare delivery services. By using Stratified Random Sampling technique, 398 questionnaires were received from Non-clinical employees belong to eight cities of India. The results indicated that there are significant differences in intrinsic and extrinsic motivation level of the Non-clinical employees of India across the eight cities of India. Geographical areas have diverse economic-social-political-cultural factors which affect motivation level.

Key words:

Intrinsic and Extrinsic
Motivation, Non-clinical
employees, India

Copyright © Mrinali Tikare. This is an open-access article distributed under the terms of the Creative Commons Attribution License, which permits unrestricted use, distribution and reproduction in any medium, provided the original work is properly cited.

INTRODUCTION

In the past two decades, many healthcare organizations across the globe have realized the importance of human resources and have shown great concern towards their internal customers by investing in a big way for their growth and development. In the liberalized economy, Indian healthcare organizations are also learning to compete locally as well as globally, but most of the Indian healthcare organizations have been exploiting only a part of their inherent potential. The main reason behind it is that they have failed to tap the actual potential. People are the greatest asset to an organization, they give a strategic advantage to the organization they are employed. Hence, there is a dire need on part of the Indian healthcare organizations to take initiatives to find out the causative factors of imbalanced corporate growth, unachieved goals, improper business strategies and lackadaisical employee attitude, all resulting in low job satisfaction thus deriving the first and foremost condition to render efficient healthcare services which is employee motivation to Healthcare sector viz. hospital organization. [Parkodi S. & Haque A. \(2012\)](#) rightly pointed out that the bricks & mortar and modern equipment desirable, but they do not in themselves make a first class hospital.

In the healthcare business, there is another segment which works very actively. When a patient and his relatives enter a hospital, their first point of contact is the administrative staff for the purpose of getting information. The Non-clinical staff

includes from help desk employees, registration counter, front office, billing department, accounts department, HR department, legal department, kitchen services, biomedical – electrical- mechanical - civil engineers, laundry staff, CSSD staff, dieticians, and even the medical insurance desk staff. All these employees create a brand image of the hospital. For effective delivery of healthcare to patients, the role of Non-clinical employees is crucial. For that matter, these staff has to be well motivated intrinsically and extrinsically and committed towards the hospital organization. The present study concentrates on Non-clinical employees to find out their motivation to work and to hospitals.

REVIEW OF LITERATURE

The term 'motivation' was originally derived from the Latin word *movere*, which means "to move". The concept of motivation has emerged around 1930 and it was long debated and studied in an attempt to identify what drives people to undertake a particular action. After decades of studies and research, it cannot be said that there is a unified theory of motivation. However, some characteristics of motivation are generally accepted.

When an individual is motivated, he feels energized or inspired to act, whereas an unmotivated person feels no impetus to do so ([Ryan and Deci: 2000, 54](#)). Thus, it is clear that people have different amounts of motivation. In addition, human motivation

*Corresponding author: **Mrinali Tikare**
GNVS Institute of Management, Mumbai, India

can vary not only in level, but also in orientation and type of motivation. Some of the contemporary research studies are based precisely on these peculiarities of motivation however, intrinsic versus extrinsic motivation has never been more debated.

Intrinsic Motivation

Intrinsic motivation is defined as being the execution of a task or activity because of the inherent satisfaction arising from it rather than due to some separate outcome. Intrinsic motivation reflects the natural propensity of people toward learning and assimilation. Despite this, theorists (Ryan and Deci: 2000, 56) have shown that this propensity appears to be expressed *only under specifiable conditions*.

Intrinsic motivation refers to one's own enjoyment, or sense of 'duty' in undertaking a work. Intrinsic motivation is an emotional state that one derives from the job duties engaged in and reflecting the employee's attitude towards tasks of the job. More specifically, it is defined as the extent to which workers are motivated for reasons other than financial rewards, such as feelings of heightened self-esteem, personal growth, and worthwhile accomplishment (Pritchard & Peter, 1974). The level of intrinsic motivation experienced by a particular worker and the extent of intrinsic job satisfaction depends to a great extent on the fit between the employee and the job (Chuang *et al.*, 2009; Lawler, Hackman, & Kaufman, 1973). Intrinsic satisfaction refers to the inherent fulfillment that a worker obtains in the course of performing the work and experiencing the feelings of accomplishment and self-actualization (Cherniss & Kane, 1987). These fulfillments usually represent all five levels in Maslow's *Hierarchy of Needs* (1954) and may be characterized by career opportunity, job autonomy, skill variety, task identity, skill utilization, task significance, feedback, and perceived power.

According to Deci and Ryan (1985), the intrinsically motivated behavior is supposed to satisfy innate psychological needs for enjoyment, competence, and autonomy. Deci (1980) explains that 'perceptions of personal (not external) control satisfy these needs and constitute the fundamental feature distinguishing intrinsically motivated behavior from extrinsically motivated behavior.'

The Self Determination Theory (SDT) suggests that the need for competence, autonomy and relatedness are the three main psychological needs that drive human behavior (Deci 1975), and are key to intrinsic motivation. The SDT also identifies rewards, communications, and feedback as some of the important factors which influence intrinsic motivation behind a task or action (Deci and Ryan 1985).

Intrinsically motivated behavior is perceived as behavior freely engaged in, which the individual finds interesting and derives spontaneous satisfaction and enjoyment from (Deci 1971; Lepper *et al.* 1973; Gagné & Deci 2005).

Extrinsic Motivation

Extrinsic motivation is most often associated with the engagement in activities because they lead to desirable

consequences, separate from the activity such as tangible rewards. Hence, the behavior is a means to an end and not involved in for its own sake (Deci 1972; Lepper *et al.* 1973; Skinner 1974; Bandura 1977; Flora 1990; Cameron & Pierce 1994; Gagné & Deci 2005).

In contrast with intrinsic motivation, *extrinsic motivation* whenever an activity is done in order to attain some separable outcome (Ryan and Deci: 2000, 60). Experts Ryan and Deci (Ryan and Deci: 2000, 58) state that extrinsic rewards can decrease intrinsic motivation. Rewards linked to the completion of a task, threats, deadlines, and directives undermine intrinsic motivation because individuals perceive them as behavior control techniques. On the other hand, free choice and the opportunity for self-direction can increase intrinsic motivation because of the sense of autonomy linked to them. Yet, even extrinsic motivation can have a certain amount of autonomy. The degree of autonomy varies in extrinsic motivation and it can be a reflection of either external control or true self-regulation (Ryan and Deci: 2000, 59).

Extrinsically motivated behaviors are actions that cause the attainment of rewards that are externally imposed, including material possessions, salary, additional bonuses, feedback and evaluations from others, fringe benefits, and prestige (Ryan and Deci, 2000b). Extrinsic motivators include pay, work conditions, job security, benefits, and others.

RESEARCH METHODOLOGY

This part outlines the detailed methodology followed in the research.

Significance of the Study

There are three ways in which this study added to the collective research literature: (a) it provides insight of intrinsic and extrinsic motivation with regard to Non-clinical employees; (b) it may assist healthcare sectors in retaining, satisfying, and motivating Non-clinical employees; and it generated data that may be used to develop a model to prompt further research.

Hypotheses of the Study

In the view of above literature, the following hypotheses can be proposed:

Null Hypothesis – 1

There is no significant difference in Intrinsic Motivation level across the eight cities of India.

Null Hypothesis – 2

There is no significant difference in Extrinsic Motivation level across the eight cities of India.

Objectives of the Study

The paper has two main objectives, such as:

- To study the level of Extrinsic Motivation and Intrinsic Motivation of the Non-clinical Staff across the eight cities.

- To find out the difference of Extrinsic Motivation and Intrinsic Motivation level of the Non-clinical Staff across the eight cities.

Research Process

The study is undertaken by adopting the following process-

Table No. 1 Research Process

Epistemology	Theoretical Perspective	Methodology	Methods	Analysis	Design
Objectivism	Positivism	<ul style="list-style-type: none"> Survey Research 	<ul style="list-style-type: none"> Sampling Questionnaire 	Statistical analysis	Descriptive

Source- prepared

This research study has been designed to be deductive in nature and reflect an objective inquiry. The study seeks to present an acceptable notion of the differences among motivational levels of Non-clinical employees perceived by the respondents. The epistemology of the study has taken a positivist stance and the phenomenon is explained with empiricism and logical reasoning by using quantitative data.

Scope of the Study

The data were collected from four zones and eight cities of India representing 32 hospitals. All these hospitals are either trust hospitals or private hospitals and have more than 50 bed strength. The meaning of ‘Non-clinical’ (www.collinsdictionary.com) is, not related to a clinic, especially a medical clinic services.

Data collection

To conduct this study, 600 questionnaires were distributed among the Non-clinical employees. This study was conducted during May 2011-March 2013. But after the completion of the survey, only 450 Non-clinical employees gave their responses, out of which only 398 questionnaires were included in this study. As a result, the response rate was 66.33%. During this study, the following sampling techniques were used.

Table No.2 Techniques Used In Sampling

Selection Elements	Techniques Used	Basis
Selection of Zones	Stratification	Based on- <ul style="list-style-type: none"> Study of V. K. Chadha et al. (2003) National Employability Report 2013
Selection of Eight Cities	Stratification	Following references used to find out Tier I & Tier II cities in India - <ul style="list-style-type: none"> India Urbanization Econometric Model, McKinsey Report – 2010 CARTUS Report 2010
Selection of Hospitals	Disproportionate Stratification	Based on criteria of inclusion- <ul style="list-style-type: none"> Private and Trust hospitals More than 50 beds capacity However, all government hospitals were excluded.
Selection of Employees	Systematic Random	Criteria: <ul style="list-style-type: none"> Inclusion of Non-clinical staff Exclusion of Class IV employees

Source- prepared

Instrument Used in the Study

To conduct the study, the survey method is used by distributing the questionnaire to collect the first-hand information. This

questionnaire is prepared with the help of literature. The questionnaire consists of two main categories. The first category includes the geographical description along with gender, marital status, experience, education and salary of Non-clinical employees. The second category includes Intrinsic and Extrinsic Motivation items, which was measured through the Likert scale.

It contains 5-items scale (ranging from strongly agree to strongly disagree). In this, the respondents who choose ‘strongly agree’ are given ‘5’ score and those ‘strongly disagree’ are given ‘1’ score. The questionnaire of Intrinsic Motivation (17 statements) contains the variables like basic needs, safety and security needs, the need of belongingness, need of self-esteem, self-actualization need (Maslow’s Need Hierarchy), need of career development, growth, appreciation and recognition. In addition, a realization of contentment with job profile with skill variety, autonomy, responsibility and goal setting. The questionnaire of Extrinsic Motivation (21 statements) covers three main categories which are provided by the employer. The first category includes HR policies concerned to pay, fringe benefits, and gain sharing. The second category focuses on working conditions and climate of the hospital like an openness of communication, participation in decision making and quality work-life. The third category contains the organization’s capability to develop positive feelings, perceptions, interest, beliefs, values, trust and learning attitude among employees. The Cronbach’s coefficient alpha was used to measure the reliability level of the scale, which were 0.896 for Intrinsic Motivation items and 0.899 for Extrinsic Motivation items.

Interpretation of Mean Score

The following ranges for the sets of scores (Means) provide a quick interpretation of the respondents’ scores.

Table 3 Data Interpretation - Range

Variables	No. Of Questions	Rating Scale	Range	Interpretation For Measurement
Intrinsic Motivation	17	1 to 5	17 to 40	Lower Level of Motivation
			40 to 62.32	Moderate Level of Motivation
			62.33 to 85	High Level of Motivation
Extrinsic Motivation	21	1 to 5	21 to 49	Lower Level of Motivation
			49 to 77	Moderate Level of Motivation
			77 to 105	High Level of Motivation

Source- prepared

Statistical Techniques

Several statistical techniques were used in this study. Firstly, geographical profiles of employees are given in a tabular form. Secondly, descriptive techniques are computed and then

analyzed. Thirdly, One-way Analysis of Variance (ANOVA) is used to examine the differences between more than two independent samples for testing the hypothesis.

Descriptive Analysis

The mean and the standard deviation has been worked out for

Table No. 4 Frequencies – City and Zone Wise

Geographic Profile	Delhi	Chandigarh	Kolkatta	Bhubneshwar	Hyderabad	Bangalore	Ahmedabad	Mumbai	Total
Zone	North - 103		East -110		South - 93		West - 92		
N	66	37	39	71	72	21	47	45	398
Percentage	16.6	9.3	9.8	17.8	18.1	5.3	11.8	11.3	100

Source- prepared

Data Analysis

The fill-up instruments by the respondents were scanned by the researcher. Only completed instruments were coded and entered in SPSS. After data entry of all the completed instruments, frequency command has been run for each and every item to find out Missing Values. Those instruments with missing values have been deleted. After the confirmation of correct entries, frequency distributions and percentages have been used to describe the various demographic characteristics of the respondents. The techniques used for data analysis were ANOVA-One way.

Table No. 5 Mean and Standard Deviation of Variables

Sr. No.	Variables	Mean	SD	Interpretation
1	Intrinsic Motivation (Total)	62.96	10.04	High Level
2	Extrinsic Motivation (Total)	75.02	12.10	Moderate level

Source- prepared

Table No6 Descriptive Statistics – City wise

Details		Mean	Level of Motivation	Standard Deviation
Intrinsic Motivation	Kolkata	63.5128	High	9.21918
	Bhubneshwar	66.0563	High	9.91087
	Delhi	66.1970	High	7.86075
	Chandigarh	63.2432	High	8.71909
	Banglore	63.0000	High	7.58947
	Hydrabad	64.7361	High	8.84291
	Ahmadabad	58.4255	Moderate	10.05149
Mumbai	54.5556	Moderate	11.74455	
Total	62.9673	High	10.04255	
Extrinsic Motivation	Kolkata	71.0000	Moderate	10.90389
	Bhubneshwar	76.7746	Moderate	12.01094
	Delhi	76.9545	Moderate	8.71326
	Chandigarh	78.3243	High	10.55950
	Banglore	73.7619	Moderate	9.45465
	Hyderabad	78.7917	High	12.55628
	Ahmadabad	71.4255	Moderate	11.10179
Mumbai	68.4889	Moderate	15.72436	
Total	75.0201	Moderate	12.10573	

Source- prepared

Demographic Profile – Non-clinical employees

Table No.4 shows that in the survey, 18.1% Non-clinical employees are representing the Hyderabad city and only 5.3% Non-clinical employees are from Bangalore city. The educational qualification of most respondents is the graduate degree and post-graduate degree i.e., 81.7%. The majority of the respondents under study had the experience of below 10 years (76.9%). The more respondent during the study was between 20-40 years. It shows that the ratio of the younger generation during the study period was high (82.9%) as compared to others. There are maximum married employees (58.8%) compared to unmarried ones. There are 57.3% male respondents. The study showed that most of the respondents (70.9%) were taking salary between Rs.5000 to 20000.

total Intrinsic and Extrinsic Motivation as presented below- The mean of Intrinsic Motivation is 62.96 which indicates the high level of Intrinsic Motivation (S.D. 10.04). The study shows Moderate Level of Extrinsic Motivation which is supported by a mean 75.02 (S.D. 12.10). The following table represents the mean and the standard deviation of Intrinsic and Extrinsic Motivation pertaining to each city.

From the above table, it is observed that Non-clinical employees from west zone Ahmedabad and Mumbai Cities revealed the moderate level of Intrinsic Motivation compared to other selected cities. In case of Extrinsic Motivation, Hyderabad and Chandigarh cities have demonstrated the highest level of the mean.

Testing of Hypotheses: ANOVA – One Way

The technique used is “One Way Analysis Of Variance” (ANOVA). It examines the mean differences between more than two independent samples. All relevant values had been computed by using the SPSS package. The following table presents the F value and p (Sig.) values-

Table No.7 F value of ANOVA and its Significance

Dependent Variable	F Value	Sig.	Evaluation
Intrinsic Motivation	9.360	0.000	Significant Difference
Extrinsic Motivation	5.335	0.000	Significant Difference

Source- prepared

Findings

The above results confirmed that there are significant differences between the mean Intrinsic Motivation level of Non-clinical employees belong to eight cities of India. Hence, the study rejects the Null Hypothesis - There is no significant difference in Intrinsic Motivation level across the eight cities of India. As stated above, the intrinsic motivation level of Non-clinical respondents working in the cities like Mumbai, and Ahmedabad are significantly different from the other cities.

It is observed that there are significant differences between the mean Extrinsic Motivation level of the eight cities of India. The Hyderabad and Chandigarh cities are significantly different in extrinsic motivation level of Non-clinical respondents than remaining selected cities of India. Hence, Null Hypothesis - There is no significant difference in Extrinsic Motivation level across the eight cities of India, is rejected.

DISCUSSION

As discussed by Richard M. Ryan, Edward L. Deci (2000) Intrinsic motivation remains an important construct, reflecting

the natural human propensity to learn and assimilate. However, extrinsic motivation is argued to vary considerably in its relative autonomy and thus can either reflect external control or true self-regulation. There is a relation of both classes of motives to basic human needs for autonomy, competence, and relatedness.

In India, employment opportunities differ in metropolitan cities, tier II and tier III cities (Hindu, 20th Sept. 2010, Delhi). The feeling of 'working with well known and recognized organizations' also depend upon the cities. Each city has the different culture of the family business as well as the cost of living (Hindu, Hyderabad 9 Jun. 2012). All four zones have different perspectives in their education & orientation for career advancement. The role of trade unions and active participation in political affairs is also varies according to different Indian cities. These can be the reason for the variations in Intrinsic and Extrinsic Motivation level based on geographical areas or cities.

Recommendations and Implication

The HR managers are striving to maintain the highest motivation level of employees to achieve quality in service delivery. This study has given clear indication that on the basis of geographical areas motivation level of Non-clinical employees varies. This will be the great contribution to motivational studies. Geographical areas have diverse economic-social-political-cultural factors which affect motivation level. However, the findings of this research are limited to eight cities of India and only with Non-clinical employees. There is a need for more research studies to generalize the above findings.

Bibliography

- Alexander, J. A., Bloom, J. R. and Nuchols, B. A. (1994). Nursing turnover and hospital efficiency: An organization-level analysis. *Industrial Relations*, 33(4), 505.
- Bandura, A. (1977). *Social Learning Theory*. Englewood Cliffs: Prentice-Hall
- Cameron, J. & Pierce, W. D. (1994). Reinforcement, Reward, and Intrinsic Motivation: A Meta-Analysis. *Review of Educational Research*, 64, 363-423
- Cherniss, C., & Kane, J.S. (1987). Public sector professionals: Job characteristics, satisfaction, and aspirations for intrinsic fulfillment through work. *Human Relations*, 40(3), 125-136.
- Chuang, N.K., Yin, D., & Dellman-Jenkins, M. (2009). Intrinsic and extrinsic factors impacting casino hotel

- chefs' job satisfaction. *Journal of Contemporary Hospitality Management*, 21(3), 323-340.
- Deci E.L (1980). The psychology of self-determination. D.C. Heath, Lexington.
- Deci EL (1975). Intrinsic motivation. Plenum Press, New York.
- Deci EL, Ryan R (1985). Intrinsic motivation and self-determination in human behavior. Plenum Press, New York.
- Deci, E. L. (1971). Effects of Externally Mediated Rewards on Intrinsic Motivation. *Journal of Personality and Social Psychology*, 18, 105-115.
- Deci, E. L. (1972). Intrinsic Motivation, Extrinsic Reinforcement, and Inequity. *Journal of Personality and Social Psychology*, 22, 113-120.
- Flora, S. R. (1990). Undermining Intrinsic Interest from the Standpoint of a Behaviorist. *Psychological Record*, 40, 323-347.
- Gagné, M. & Deci, E. L. (2005). Self-Determination Theory and Work Motivation. *Journal of Organizational Behavior*, 26, 331-362.
- Lawler, E., Hackman, J.R., & Kaufman, S. (1973). Effects of job redesign: A field experiment. *Journal of Applied Social Psychology*, 3, 49-62.
- Lepper, M. R., Greene, D. & Nisbett, R. E. (1973). Undermining Children's Intrinsic Interest with Extrinsic Reward: A Test of the "Overjustification" Hypothesis. *Journal of Personality and Social Psychology*, 28, 129-137.
- Osterloh M, Frey B (2000). Motivation, knowledge transfer and organizational forms. *Organ Science* 11:538-550.
- Parkodi, S. & Haque A. (2012). Special emphasis on maintenance and retention of paramedical employees in private hospitals. *Human Resource Issues*, 1:2.
- Price, J. L. and Mueller, C. W. (1981). A causal model of turnover for Non-clinical employees. *Academy of Management Journal*, 24(3), 543-565.
- Pritchard, R.D., & Peters, L.H. (1974). Job duties and job interests as predictors of intrinsic and extrinsic satisfaction. *Organizational Behaviour and Human Performance*, 12, 315-330.
- Ryan R, Deci E.L. (2000). Intrinsic and extrinsic motivation: classic definition and new directions. *Contemporary Educational Psychology* 35:54-67.
- Ryan Richard and Deci Edward (2000). Intrinsic and Extrinsic Motivations: Classic Definitions and New Directions. *Contemporary Educational Psychology* 25 (2000): 54-67.
- Skinner, B.F. (1974). *About Behaviorism*. New York: Vintage.

How to cite this article:

Mrinali Tikare., The Descriptive Study Of Motivation With Reference To Non-Clinical Employees Of Eight Cities. *International Journal of Recent Scientific Research Vol. 6, Issue, 7, pp.4983-4987, July, 2015*
