

IMPACT OF EXTRINSIC REWARD SYSTEM ON THE MOTIVATION LEVELS OF EMPLOYEES. (A STUDY OF THE EMPLOYEES IN SELECT MULTISPECIALITY HOSPITALS IN BANGALORE)

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ABSTRACT

Health care service is just one of the fast growing and revenue generating system in as well as outside India. According to the slogan "Vision India -2020", healthcare sector is one which can create a variety of work opportunities and to locate remedies for different health relevant problems. There was a significant obstacle in India for managing different infectious diseases like jungle fever, cholera, tuberculosis, typhoid, jaundice, Aids and cancer cells etc., but through proper health care solution, the challenges have been defeated with the help of multilevel health care solutions. Considering that from past ten years, it is observed that incredible development has taken place in Pharma markets, medical insurance firms as well as clinical tourism. With the development and improvement in the healthcare sector, one should not forget the contributions of Doctors, nurses and all the stake holders at multispecialty hospital, there is a strong need to satisfy the stakeholders. Rewards are exceptionally required to satisfy the stakeholders in turn to improve the profits of the hospitals. This study aims at understanding whether rewards motivate employees, o find what kinds of rewards benefits the employees and to find out whether there is a relationship between employees' performance and rewards. A sample of 488 respondents were considered. Data was analyzed using SPSS tool. Results indicate that rewards are closely linked to motivation of employees and there is a strong relationship between employee's performance and reward.

Key Words: Rewards, Motivation, Employee Performance, Multi-Speciality Hospitals

INTRODUCTION

According to National Encyklopedin (2015) (Swedish-language encyclopedia), incentive/reward system is *"either money or honor that pays out as compensation, typically as an indicator of appreciation or achievement."* Health care service is just one of the fast growing, revenue generating system and greater contribution to GDP in India. According to the slogan "Vision India -2020", healthcare sector is one which can create a variety of work opportunities and to locate remedies for different health relevant problems. In India numerous actions have been taken by federal government to give numerous supports to health care field for managing contagious and also non-communicable conditions. The health care industry includes tiny, medium and also huge scale healthcare facilities, analysis centers, pharmaceutical market, medical insurance, medical tourism and also health educational institutes. There was a significant obstacle in India for managing different infectious diseases like jungle fever, cholera, tuberculosis, typhoid, jaundice. Aids and cancer cells etc., but via the proper health care solution the challenges have been defeated with the help of multilevel health care solutions. To improve the requirement as well as high quality of health services multispecialty healthcare facilities were established, well-furnished laboratories with abundant experienced experts.

Considering that from past ten years, it is observed that incredible development in Pharma markets, medical insurance firms as well as clinical tourism.

Healthcare service is taken into different levels and also obtaining appeal from all sectors of our nation. Neighborhood health service is just one of the methods to transform the health care services to urban, semi urban as well as to rural sections through key university hospital, general hospitals of area headquarters. Private and government multi specialized medical facilities, as well as very specialized hospitals. Health care market is one of the rapid growing sectors in the world, embracing the system and innovation for the high-quality enhancement in health care service and for enhanced customer contentment.

REWARD SYSTEM

Why do companies use reward systems? The function of the reward system is to contribute to the enhanced worth of a company and also to encourage and motivate activities that are required for a business's success. For the employees, the incentive needs to be far better than other options, and for the company, the result of the staff members activity have to be far better than the reward (Nilsson & Ovla, 2013). Considering that every company is various, the reward system should be adjusted to the certain organization (Wilson, 2003).

There are a number of theories on what inspires employees. Maslow's (1954) hierarchy of requirements is an appropriate concept. When the needs of a degree are satisfied, the emphasis goes on to a greater degree. In short, it indicates that people wish to create as well as accomplish self-actualization (Paul & Alm, 1991). There are some intriguing elements that need to be made up when thinking about reward systems according to Maslow's Hierarchy of Needs theory. It is likewise intriguing that some sectors are not enabled to use variable pay, because of Indian legislation. This relates to the bank sector and also using variable spend for businesses. As a result of these laws, financial institution as well as insurance companies have actually been compelled to change the means they collaborate with reward systems. This does not mean that they do not provide indirect payments, for instance based upon the variety of bargains an employee's finishes (SFS 2004:297).

LITERATURE REVIEW

Though research on reward system and motivation have contributed abundantly, seldom research is found in the area of health sector. "In a globe market where competition is the essence, consumer emphasis and also the requirement for speed and also flexibility, to get the desired results, you still have to rely on your people to carry the out any single day" (Storey, 2001: 9). Organizations should as a result utilize "gifted people, who require to be created, motivated, awarded and supplied with the organizational cultures and job procedures that will certainly make them to be effective" (Hay group, 2000 in Storey, 2001: 9). Robbins et al. (2009: 144) specified motivation as "the process that represents an individual's strength, direction, as well as persistence of effort toward attaining a goal". Intensity is connected to the drive or power behind individual action as well as initiative. Direction describes exactly how efforts are appropriately carried into the instructions that will benefit the organization. Determination deals with how long a person can preserve efforts to attain objectives, motivation includes the emotional, social, biological, as well as cognitive influences that launch behaviour (Nevid (2013: 286)). According to La Motta (1995), "motivation is merely the factor individuals have for doing the things they do when and also just how they do them". Motivation is defined by Halepota (2005:16) as "a person's energetic involvement and dedication to attain the suggested results."

LITERATURE REVIEW ON REWARD SYSTEM

Current patterns reveal that there exists employees' cascading effect on the result of the organization. Stalled strategies are exchanged by establishing the balance in between employer and also staff member as well as harmonizing is lucrative to both employees and also employers. Balancing is determined as one of the major factors for awarding the employees. Essentially, reward system consists of acknowledgment, economic and non-financial benefits and compensation. Employees are determined for their effort exhibit high self-esteem, commitment, engagement and open up to take new obstacles. Basically, it is understood that reward system is an important tool to inspire employees for wanted outcomes and outcomes. For organizations to resolve these assumptions an understanding of staff member motivation is called for (Spector, Lawrence, Mills, & Walton, 1984).

Pratheepkanth (2011) examined reward system and its influence on employee's motivation, the research concentrated on employees helping Commercial Financial institution of Sri Lanka Plc., In Jaffna Area, and Sri Lanka and found that there is a favorable connection between the total reward system and also task satisfaction, positive partnership in between the incentives as well as Employee Motivation, relationship in between reward system and readiness of duty and challenging jobs was positive, and overall evaluation exposed that employees from non-white racial histories experienced reduced levels of incentives, and motivation.

Smith, Joubert, and Karodia (2015) studied the impact of intrinsic as well as external incentives on employee's motivation; clinical devices company in Johannesburg, South Africa. Results revealed that employees were positive towards benefit of payment, pay hikes, good working society, liberty as well as freedom, and adequate annual fallen leaves, benefits have positive effect on work atmosphere, employees believe that rewards will enhance work efforts, recognition could improve morale as well as motivation.

Ali and Ahmed (2017) analyzed the effect of promotion as well as acknowledgment on work fulfilment, the scientist concentrated on teller in karachi. Results showed that majority of employees agree that promotion as well as acknowledgment impacts job satisfaction. Employees acknowledgment is one of the most important variable complied with by employees pay, there is no significant difference between employees pay and staff member recognition pay.

Akintoye, (2000) discovered that both external (pay as well as promo) and also intrinsic (acknowledgment) awards dramatically influence work fulfilment. Among the three variables, employees' settlement played a crucial role. The reward systems were merely known as pay and compensation packages nevertheless this term has actually evolved substantial for many years and also has been termed as overall settlement or overall benefits.

Tropman (2001) has actually coined a cutting-edge term for this complete reward system and also calls it cafeteria pay which is far more employee drive than its typical equivalent. Reward systems must be viewed as a way in which the employees can be invigorated as also one of the most talented staff members may not be able attain complete prospective if they are not correctly led.

Malhotra (2007) stated that rewards do not distinguish between the different organisations. All the organisations irrespective of their functions, rewards play an important role in cultivating and maintaining the commitment among employees that ensures a high standard of performance and workforce stability. If the organisation does not broaden the pool of motivation then the organisation does not have space in the competitive environment (**Ahmad, 2012**).

LITERATURE REVIEW ON MOTIVATION

Hull (1943) came up with among the preliminary payments in clarifying motivation as well as provided the drive concept that said that as people, most of us possess demands which steer our stimulations that urge us to do something about it and try to please the applicable demands. As a result of the property that it makes use of, drive concept is consequently likewise renowned as Drive

Reduction Concept. The value of this concept is that it requires us to think about aspects that motivate an employee to act and what are the drives that s/he wants to decrease.

According to **Brophy (2004)** motivation is usually called to be an intended construct that attempts to explore the factors behind what individuals do and also it relates to the research study of instigation, toughness, perseverance and well worth of an objective routed habits and also intentions are the requirements as well as desires that boost people to achieve something. The research of motivation revolves around the concept of power which relates to the power of demands and desires to create a desire and direction which helps give suggesting to the actions in relation to the exterior as well as internal stimulations (**Deci and Ryan, 1985**).

Studies have exposed that motivation because of its very nature is inherent because it relates to the extremely basic human behavior as well as when employees clearly recognize what they are intended to do, they are deeply encouraged which leads to greater level of performance at work (**Bruce and Pepitone, 1998**).

Bruce (2006) believed that utilizing a carrot and also stick technique to motivate employees rarely functions as well as might have negative repercussions on the performance of employees while on the other hand, employees appreciate taking an motivation technique that assists in achieving individual growth and a sense of purpose.

Regarding the equity in earnings, **Adam (1965)** suggested that employees do their utmost to keep equity in between them and also their associates and equity is achieved when the proportion of staff member result and inputs amounts to other staff members' proportion. In case staff members think that they have not been compensated justly in comparison to various other staff members after that they may really feel de motivated. A similar research was performed that tried to link wag equity with employee motivation in revenue as well as non-profit industry employees. The research uncovered that there exists a strong partnership in between employee motivation as well as wage equity which belongs of the total reward system (**Leete, 1998**).

Lawler (1973) separated the theories regarding employees motivation into 4 broad approaches; paternalistic approach, scientific management, management with participation as well as combination technique. The paternalistic strategy says that if the company spoils and deals with the staff member's requirements after that the employees will be inspired to strive while medical administration on the contrary is extreme as well as believes in the systematically motivated inspired, it is best to obtain engagement form them in establishing their rewards. The fourth technique is a combination all three previous techniques and also suggests to develop reward systems that have the ability to accomplish a balance of all three.

Gunkel (2006) believed that, the motivation is a really relevant idea in the workplace in addition to it determines the perseverance, strength as well as top quality of work that the employee carries out and also it is a psychological course that an employee takes when s/he communicates with the workplace and impacts the level of eagerness of a private to do work. Among the humanistic theorists who have explored motivation, Abraham Maslow is just one of the most famous. **Maslow (1954)** provided his famous power structure of requirements theory that tried to separate human needs as development and deficiency requirements.

Alderfer created his ERG concept on lines quite similar to Maslow and also classified the needs of a specific as presence, relatedness as well as growth demands. Existence demands are important to the survival of the person, relatedness requirement is met when a person accomplishes a feeling of belongingness' and also associates with those around the individual while growth needs belong to personal and self-advancement of the person. Unlike Maslow, he thought that a person may be encouraged to fulfil greater than one category of needs concurrently and also for that reason be inspired by various different factors at the same time (**Koontz and Wehrich, 2006**).

Jarvis (1999) observed one more theory that tried to explain why specific individuals are much more determined than others in accomplishing a job is known as **McClelland-Atkinson** achievement theory. According to this theory, the innate motivation of every person is to succeed while the extrinsic motivation that antagonizes this is the motivation to prevent failure. Individuals in whom the motivation to attain is higher than motivation to stay clear of failing seem more inspired as well as passionate while achieving a task.

Vroom's span concept likewise attempts to define what variables play an essential function behind motivating an individual. According to him, motivation level of an individual would certainly vary from one circumstance to another as well as it depends on that individual's need to achieve a result, the degree to which the individual thinks that efficiency can impact the end result and also the assumption that exerting even more effort will certainly bring about the desired outcomes. For instance for some employees, a promotion would be a solid incentive nonetheless for others it may not be so since it would certainly require more dedication and also time that they are not ready to provide (**Borkowski, 2009**).

McGregor also provided his insight pertaining to employee motivation in this concept X and Y supervisors. According to him, managers can be categorized as belonging to category X or Y. Those belonging to category X think that staff members are basically lazy and also want to avoid work as well as the most effective way to encourage them is with coercion and strictness. On the other hand group Y managers think that employees will certainly do an excellent job when they appreciate it and also want to achieve something. So a category X manager would certainly employ a various motivational tool as contrasted to a category Y manager (**Newell, 2002**).

Locke as well as Latham (1990) found that the important aspect that figures out the level of motivation is direction and also the setting goal theory attempts to discover this factor. Performance monitoring and reward systems typically assess performance in connection with goal accomplishment and objectives have to be stated in a fashion that they encourage employees..

Pennebaker as well as Sanders (1976) conducted a study as well as presented a concept called the reactance theory which claimed that people typically do jobs that they are forbidden to just to show that they possess liberty of option. In case a company tries to persuade employees in conforming or attaining a particular objective, the outcome may be contrary to what is expected and also may lead to employee demotivation.

Schwartz (2006) thought that while devising reward systems for your employees, there can never ever be a one dimension fits all technique as well as the factors that encourage one staff member might not be able to encourage one more one as motivation comes from within as well as a company can only do so much to provide and also setting as well as reward system that encourages the process of motivation in an employee.

A research asked the staff members to point out the methods which the company could help make the work a lot more purposeful for them and also the outcomes exposed that the elements that staff members stated were both extrinsic as well as intrinsic as well as as a result a complete reward system requires to concentrate on as well as attend to both these issues (**Podmoroff, 2005**).

An additional research study carried out to study the factors that bring about employee motivation exposed comparable results that staff members ranked exciting job as well as excellent pay as keys to higher degrees of staff member motivation and also based on these searching for, the scientists suggested creating reward systems which cater to variables such as task enhancement, work enrichment as well as promotions (**Lindner, 1998**).

A study was conducted to check the employee's motivational factors in European employees over a time period. This longitudinal research took a look at the investigations carried out in the years 1946, 1980, 1986 and also 1992 as well as exposed that the aspects that motivate employees have actually altered over time and also the current studies show that employees have become much more

extrinsically motivated than they remained in the preliminary survey as well as they rated high earnings as one of the most essential motivating variable (Wiley, 1997).

NEED AND RATIONAL OF THE STUDY

It is essential to bear in mind that reward systems are rather subjective and what is developed as a benefit may differ from one person to another. An individual may think that a pat on the back or a recommendation is sufficient, while one more employee may only desire benefit in the form of financial compensation. It can be problematic for a firm to fulfill everyone's demands in order to get a preferable outcome. One more problem with reward systems is that those who do not obtain rewarded obtain indirectly penalized. This can lead these employees to feel less valued as well as for that reason do even worse. An additional challenge is, what happens when you do not award employees when they anticipate an incentive every single time they carry out? Will they begin to execute more inadequately? These are some of the problems explored in this study.

OBJECTIVES OF THE STUDY

1. To determine whether rewards motivate employees at multi-specialty hospitals in Bangalore
2. To study what kinds of rewards employees, consider more motivational: the intrinsic or the extrinsic rewards in multi-specialty hospitals in Bangalore.
3. To determine if there is a relationship between reward and employee motivation in multi-specialty hospitals in Bangalore.

RESEARCH DESIGN

This study is designed as a Descriptive Cross-sectional study, examining the reward systems in order to improve staff member motivation. With 300 and even more bed ability multi-specialty hospitals existence between 2013-2019 were selected using Convenience sampling technique. Data was collected using questionnaire to employees at multi-specialty hospitals in Bangalore. 500 questionnaires were distributed to employees with minimum three years of experience and 488 usable questionnaires resulting to 96% of response rate were used for the analysis of the data. Descriptive statistics method, frequency analysis, reliability analysis (Cronbach's Alpha), Validity analysis, Factor Analysis, Friedman Test, Kruskal-Wallis Test were used for the analysis of the data (SPSS 16.0).

HYPOTHESES

H01	There is no positive relationship between Employee Motivation and Extrinsic Rewards at Select Multi-Specialty Hospitals in Bangalore
Ha1	There is a positive relationship between Employee Motivation and Extrinsic Rewards at Select Multi-Specialty Hospitals in Bangalore
H02	There is no positive relationship between Employee Motivation and Intrinsic Rewards at Select Multi-Specialty Hospitals in Bangalore
Ha2	There is a positive relationship between Employee Motivation and Intrinsic Rewards at Select Multi-Specialty Hospitals in Bangalore
H03	There is no significant relationship between Employee Motivation and the Reward System at Select Multi-Specialty Hospitals in Bangalore

Ha3	There is a significant relationship between Employee Motivation and the Reward System at Select Multi-Specialty Hospitals in Bangalore
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Variables of the Study

Dependent Variable: Employee Motivation

Independent Variables: Intrinsic and Extrinsic Rewards

Limitations of the Study

1. **Vast possibilities** – Only the intrinsic and the extrinsic reward factors are considered for increase in employee motivation and there can be other factors which affect the employee motivation.
2. **Quantitative method of research** - wherein the perspectives of respondents were limited to the well-structured survey questionnaires and therefore there was no free hand for the respondents to say what they have to say. It was well guided structured questionnaire.
3. **The Reward Systems** only reflected the increase in Employee Motivation on the basis of the literature reviews and the research is based on the theoretical inputs.
4. **Shortcomings** – due to self-assessment of the motivational factors connected to the reward system is limited to only multi-specialty hospitals in Bangalore.

DATA ANALYSIS, RESULTS, AND INTERPRETATION

Demographic variables

This section of the survey questionnaire extracts information regarding the gender, race, language, age, marital status, job classification, education and length of service in order to have a better understanding of the responses and resulting conclusion for the research. The demographic profiles of all the respondents are represented below:

Demographic	Categories	Frequency	Percentage
Gender	Male	264	54.1
	Female	224	45.9
Marriage Status	Married	264	54.1
	Unmarried	224	45.9
Annual Income	3-5 lakhs	201	41.2
	2-3	287	58.8

Table 1: Demographic Details

Internal Consistency (Reliability)

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.968	0.968	25

Table 2: Reliability

From the above table it is seen that **Cronbach's alpha is 0.968**, which indicates a **high level of internal consistency** for our scale with this specific sample respondents.

Item- Total Statistics

Table 3: Item- Total Statistics

Particulars	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I know how my success is measured	88.63	423.945	.853	.966
Bonuses should not be part of the hospitals policy	88.77	421.388	.857	.966
Rewards should be based on performance in hospitals	88.84	422.622	.871	.966
Receiving formal recognition for your efforts is making a difference	88.64	424.055	.851	.966
Feeling a spirit of teamwork and cooperation among co-Employees	88.61	439.684	.494	.969
Feeling that your work is valued and appreciated	88.77	421.388	.857	.966
Independence and freedom to influence work content and methods	88.92	425.073	.716	.967
My supervisor cares about me as a person	88.77	421.558	.853	.966
At work, am encouraged for my development	88.69	414.784	.960	.965
Participation in decision-making is encouraged	88.84	422.570	.871	.966
I am well aware of what is expected from my work	88.50	421.382	.905	.966
I have the materials and equipment to do my work Right	88.68	441.076	.453	.969
At work, I'm given the opportunity to do my best	88.77	421.388	.857	.966
The objectives of my organisation makes me feel my job is important	88.68	414.731	.960	.965
My associates (fellow Employees) are committed to doing a quality work	88.63	423.945	.853	.966
Co-Employees and peers recognizing employees who are making a difference	88.78	422.479	.744	.967
Recognizing individual team members equally for their efforts	88.84	422.622	.871	.966
Demonstrating that your work is valued and respected	88.82	439.736	.392	.970
Recognising and appreciating outstanding attendance	89.08	440.365	.437	.969
Recognising years of service to the company	88.68	415.682	.939	.965
overall satisfaction with the current rewards and recognition programs offered by the hospitals	89.22	442.663	.420	.969
The criteria for the recognition programs has been clearly explained to me	89.15	441.504	.442	.969
I'm aware of the procedures for nominating an employee for an award	88.68	441.132	.451	.969
The recipients of the employee awards are adequately publicized	88.68	414.731	.960	.965
I am aware of the gift awards associated with the program	89.08	440.259	.438	.969

The column in the above table presents the value that Cronbach's alpha would be if that particular item was deleted from the scale. We can see that removal of any questions which is highlighted in the above table would result in a lower Cronbach's alpha. Therefore, the researcher would not want to remove these questions.

Descriptive Statistics

Descriptive Statistics is the first output from the factor analysis for all the factors under consideration. Sum, Mean, Standard Error, Standard Deviation and Number of respondents (N) participated in the survey are specified.

Table 4: Descriptive Statistics

	N	Mean	Std. Deviation	
	Statistic	Statistic	Std. Error	Statistic
I know how my success is measured	487	3.86	.049	1.077
Bonuses should not be part of the hospitals policy	487	3.72	.052	1.144
Rewards should be based on performance in hospitals	487	3.65	.050	1.093
Receiving formal recognition for your efforts is making a difference	487	3.85	.049	1.077
Feeling a spirit of teamwork and cooperation among co-Employees	487	3.88	.048	1.068
Feeling that your work is valued and appreciated	487	3.72	.052	1.144
Independence and freedom to influence work content and methods	487	3.57	.056	1.232
My supervisor cares about me as a person	487	3.71	.052	1.145
At work, am encouraged for my development	487	3.80	.054	1.196
Participation in decision-making is encouraged	487	3.65	.050	1.095
I am well aware of what is expected from my work	487	3.99	.049	1.087
I have the materials and equipment to do my work Right	487	3.81	.049	1.089
At work, I'm given the opportunity to do my best	487	3.72	.052	1.144
The objectives of my organisation makes me feel that my job is important	487	3.80	.054	1.197
My associates (fellow Employees) are committed to doing a quality work	487	3.86	.049	1.077
Co-Employees and peers recognizing employees who are making a difference	487	3.71	.058	1.272
Recognizing individual team members equally for their efforts	487	3.65	.050	1.093
Demonstrating that your work is valued and respected	487	3.67	.059	1.308
Recognising and appreciating outstanding attendance	487	3.40	.053	1.159
Recognising years of service to the company	487	3.80	.054	1.197
overall satisfaction with the current rewards and recognition programs offered by the hospitals	487	3.27	.049	1.082
The criteria for the recognition programs have been clearly explained to me	487	3.34	.049	1.091
I'm aware of the procedures for nominating an employee for an award	487	3.81	.049	1.089
The recipients of the employee awards are adequately publicized	487	3.80	.054	1.197

I am aware of the gift awards associated in the hospital	487	3.41	.053	1.162
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From the above table the researcher observes that the mean values are more or less similar for the variables used in this research, this indicates that the data are probably normally distributed. The standard deviation score or the spread of scores (as shown in table 4.3 above)

Shows that for some of the variables the standard deviation is a little higher suggesting the researcher that these can have more impact on the study being taken. The standard error of mean (s.e.m) is low, signifying the researcher that even if we were to repeat the study, the researcher would likely to get similar results. The count reassures us that SPSS used 487 samples in calculating these figures

Table 4.1: Correlation Matrix

		Correlation Matrix																									
		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20	Q21	Q22	Q23	Q24	Q25	
Correlation	Q1	1.00	0.55	0.62	1.00	0.79	0.55	0.78	0.54	0.88	0.62	0.89	0.82	0.55	0.88	1.00	0.67	0.62	0.51	0.09	0.38	0.20	0.14	0.82	0.88	0.09	
	Q2	0.55	1.00	0.98	0.94	0.12	1.00	0.43	0.99	0.76	0.98	0.68	0.05	1.00	0.76	0.55	0.54	0.98	0.11	0.76	0.71	0.68	0.74	0.03	0.76	0.77	
	Q3	0.62	0.98	1.00	0.62	0.12	0.98	0.48	0.97	0.78	1.00	0.66	0.10	0.98	0.78	0.62	0.50	1.00	0.05	0.71	0.73	0.73	0.74	0.74	0.09	0.78	0.71
	Q4	1.00	0.54	0.62	1.00	0.79	0.54	0.78	0.55	0.88	0.62	0.89	0.82	0.54	0.88	1.00	0.67	0.62	0.51	0.09	0.38	0.19	0.14	0.82	0.88	0.09	
	Q5	0.79	0.12	0.12	0.79	1.00	0.12	0.63	0.12	0.60	0.12	0.80	0.97	0.12	0.60	0.79	0.63	0.12	0.76	-0.33	0.60	-0.36	-0.36	0.97	0.60	-0.33	
	Q6	0.55	1.00	0.98	0.94	0.12	1.00	0.43	0.99	0.76	0.98	0.68	0.05	1.00	0.76	0.55	0.54	0.98	0.11	0.76	0.71	0.68	0.74	0.03	0.76	0.77	
	Q7	0.78	0.43	0.48	0.78	0.63	0.43	1.00	0.41	0.89	0.48	0.71	0.65	0.41	0.89	0.78	0.92	0.48	0.79	-0.13	0.80	-0.08	-0.11	0.65	0.89	-0.13	
	Q8	0.54	0.99	0.97	0.55	0.12	0.99	0.43	1.00	0.75	0.97	0.68	0.05	0.99	0.75	0.54	0.53	0.97	0.11	0.76	0.70	0.67	0.74	0.03	0.75	0.76	
	Q9	0.88	0.76	0.78	0.88	0.60	0.76	0.89	0.75	1.00	0.78	0.89	0.58	0.76	1.00	0.88	0.88	0.78	0.61	0.28	0.95	0.28	0.29	0.58	1.00	0.28	
	Q10	0.62	0.98	1.00	0.62	0.12	0.98	0.48	0.97	0.78	1.00	0.66	0.10	0.98	0.78	0.62	0.50	1.00	0.05	0.71	0.73	0.73	0.74	0.09	0.78	0.72	
	Q11	0.89	0.68	0.66	0.89	0.80	0.68	0.71	0.68	0.89	0.66	1.00	0.72	0.68	0.89	0.89	0.79	0.66	0.63	0.26	0.89	0.16	0.22	0.72	0.89	0.26	
	Q12	0.82	0.05	0.10	0.82	0.97	0.05	0.05	0.05	0.98	0.10	0.72	1.00	0.05	0.58	0.82	0.55	0.10	0.69	-0.41	0.58	-0.34	-0.39	1.00	0.88	-0.41	
	Q13	0.55	1.00	0.98	0.54	0.12	1.00	0.43	0.99	0.76	0.98	0.68	0.05	1.00	0.76	0.55	0.54	0.98	0.11	0.76	0.71	0.68	0.74	0.05	0.76	0.77	
	Q14	0.88	0.76	0.78	0.88	0.60	0.76	0.89	0.75	1.00	0.78	0.89	0.58	0.76	1.00	0.88	0.88	0.78	0.61	0.28	0.95	0.28	0.29	0.57	1.00	0.28	
	Q15	1.00	0.55	0.62	1.00	0.79	0.55	0.78	0.54	0.88	0.62	0.89	0.82	0.55	0.88	1.00	0.67	0.62	0.51	0.09	0.38	0.20	0.14	0.82	0.88	0.09	
	Q16	0.67	0.54	0.50	0.67	0.63	0.54	0.92	0.53	0.88	0.50	0.79	0.55	0.54	0.88	0.67	1.00	0.50	0.87	0.02	0.80	-0.10	-0.04	0.53	0.88	0.03	
	Q17	0.62	0.98	1.00	0.62	0.12	0.98	0.48	0.97	0.78	1.00	0.66	0.10	0.98	0.78	0.62	0.50	1.00	0.05	0.71	0.73	0.73	0.74	0.09	0.78	0.71	
	Q18	0.51	0.11	0.05	0.51	0.76	0.11	0.79	0.11	0.61	0.05	0.63	0.69	0.11	0.61	0.51	0.87	0.05	1.00	-0.39	0.53	-0.55	-0.88	0.69	0.61	-0.39	
	Q19	0.09	0.76	0.71	0.09	-0.33	0.76	-0.13	0.76	0.28	0.71	0.26	-0.41	0.76	0.28	0.09	0.02	0.71	-0.39	1.00	0.38	0.90	0.98	-0.41	0.28	1.00	
	Q20	0.88	0.71	0.73	0.88	0.60	0.71	0.80	0.70	0.95	0.73	0.89	0.38	0.71	0.95	0.88	0.80	0.73	0.53	0.38	1.00	0.39	0.39	0.57	0.95	0.38	
	Q21	0.20	0.68	0.73	0.19	-0.36	0.68	-0.08	0.67	0.28	0.73	0.16	-0.34	0.68	0.28	0.20	-0.10	0.73	-0.55	0.90	0.39	1.00	0.97	-0.35	0.28	0.90	
	Q22	0.14	0.74	0.74	0.14	-0.36	0.74	-0.11	0.74	0.29	0.74	0.22	-0.39	0.74	0.29	0.14	-0.04	0.74	-0.48	0.98	0.39	0.97	1.00	-0.39	0.29	0.97	
	Q23	0.82	0.05	0.09	0.82	0.97	0.05	0.05	0.05	0.98	0.09	0.72	1.00	0.05	0.57	0.82	0.55	0.09	0.69	-0.41	0.57	0.35	-0.39	1.00	0.57	-0.41	
	Q24	0.88	0.76	0.78	0.88	0.60	0.76	0.89	0.75	1.00	0.78	0.89	0.58	0.76	1.00	0.88	0.88	0.78	0.61	0.28	0.95	0.28	0.29	0.57	1.00	0.28	
	Q25	0.09	0.77	0.71	0.09	-0.33	0.77	-0.13	0.76	0.28	0.72	0.26	-0.41	0.77	0.28	0.09	0.03	0.71	-0.39	1.00	0.38	0.90	0.97	-0.41	0.28	1.00	

Kaiser Meyer Olkin (KMO) and Bartlett's Test (measures the strength of relationship among the variables)

Kaiser (1974) recommend 0.5 (value for KMO) as the minimum amount (scarcely accepted), beliefs between 0.7-0.8 appropriate, and ideals above 0.9 are great. The table below shows that the KMO is 0.873, which is above 0.5 and therefore can be accepted (Table 4.5).

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.873
Bartlett's Test of Sphericity	Approx. Chi-Square	1028.40
	Df.	55
	Sig.	0.000

Table KMO and Bartlett's Test

Table 5: Communalities

Communalities		
	Initial	Extraction
I know how my success is measured	1.000	.989

Bonuses should not be part of the hospitals policy	1.000	.971
Rewards should be based on performance in hospitals	1.000	.963
Receiving formal recognition for your efforts is making a difference	1.000	.986
Feeling a spirit of teamwork and cooperation among co-Employees	1.000	.922
Feeling that your work is valued and appreciated	1.000	.971
Independence and freedom to influence work content and methods	1.000	.903
My supervisor cares about me as a person	1.000	.962
At work, am encouraged for my development	1.000	.986
Participation in decision-making is encouraged	1.000	.963
I am well aware of what is expected from my work	1.000	.912
I have the materials and equipment to do my work Right	1.000	.993
At work, I'm given the opportunity to do my best	1.000	.971
The objectives of my organisation makes me feel my job is important	1.000	.986
My associates (fellow Employees) are committed to doing a quality work	1.000	.989
Co-Employees and peers recognizing employees who are making a difference	1.000	.983
Recognizing individual team members equally for their efforts	1.000	.963
Demonstrating that your work is valued and respected	1.000	.953
Recognising and appreciating outstanding attendance	1.000	.921
Recognising years of service to the company	1.000	.906
overall satisfaction with the current rewards and recognition programs offered by the hospitals	1.000	.939
The criteria for the recognition programs has been clearly explained to me	1.000	.964
I'm aware of the procedures for nominating an employee for an award	1.000	.991
The recipients of the employee awards are adequately publicized	1.000	.986
I am aware of the gift awards associated with the program	1.000	.921
Extraction Method: Principal Component Analysis.		

The next output from factor analysis is the table of communalities which shows how a lot of the variance (i.e., the communality value that ought to become more than 0.5 to be looked at for further research. Else these parameters should be taken off further steps factor examination) in the parameters has been accounted for by the extracted factors.

From the above table the researcher observes that all the variables selected for the factor analysis eligible for the completion of Principal Component Analysis so the above table 5 the following factors are further taken for analysis:

I know how my success is measured, Bonuses should not be part of the hospitals policy, Rewards should be based on performance in hospitals, Receiving formal recognition for your efforts is making a difference, Feeling a spirit of teamwork and cooperation among co-Employees, Feeling that your

work is valued and appreciated, Independence and freedom to influence work content and methods, My supervisor cares about me as a person, At work, am encouraged for my development, Participation in decision-making is encouraged, I am well aware of what is expected from my work, I have the materials and equipment to do my work Right, At work, I'm given the opportunity to do my best, The objectives of my organisation makes me feel my job is important, My associates (fellow Employees) are committed to doing a quality work, Co-Employees and peers recognizing employees who are making a difference, Recognizing individual team members equally for their efforts, Demonstrating that your work is valued and respected, Recognising and appreciating outstanding attendance, Recognising years of service to the company, overall satisfaction with the current rewards and recognition programs offered by the hospitals, The criteria for the recognition programs has been clearly explained to me, I'm aware of the procedures for nominating an employee for an award. The recipients of the employee awards are adequately publicized, I am aware of the gift awards associated with the program

Total variance explained

Table 6: Total Variance

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	15.163	60.651	60.651	15.163	60.651	60.651	11.000	44.000	44.000
2	7.549	30.198	90.849	7.549	30.198	90.849	8.676	34.702	78.702
3	1.286	5.142	95.991	1.286	5.142	95.991	4.322	17.289	95.991
4	.541	2.166	98.157						
5	.430	1.719	99.876						
6	.031	.124	100.000						
7	1.649E-14	6.596E-14	100.000						
8	1.423E-14	5.693E-14	100.000						
9	1.123E-14	4.493E-14	100.000						
10	7.767E-15	3.107E-14	100.000						
11	4.020E-15	1.608E-14	100.000						
12	2.448E-15	9.792E-15	100.000						
13	1.175E-16	4.700E-16	100.000						
14	8.943E-17	3.577E-16	100.000						
15	1.578E-18	-6.311E-18	100.000						
16	5.797E-18	-2.319E-17	100.000						

17	2.062E-16	-8.249E-16	100.000						
18	2.372E-16	-9.489E-16	100.000						
19	1.547E-15	-6.187E-15	100.000						
20	4.559E-15	-1.823E-14	100.000						
21	5.561E-15	-2.224E-14	100.000						
22	6.544E-15	-2.618E-14	100.000						
23	9.903E-15	-3.961E-14	100.000						
24	1.108E-14	-4.434E-14	100.000						
25	1.436E-14	-5.746E-14	100.000						
Extraction Method: Principal Component Analysis.									

Eigen value displays the amount of extracted factors whose total should add up to put through factor analysis. The other Column shows all the factors extractable from the research with their Eigen values. The Eigen value has been split into three sub-sections, i.e., Initial Eigen, Extracted Sums of Squared Loadings and Rotation Sums of Squared Loadings.

For the current research and interpretation the researcher is concerned about Extracted Amounts of Squared Loadings. **Here the researcher records that the first factor makes up about 60.651% of the variance, the next 30.198% and 5.142 %. All of the remaining factors aren't significant (Table 4.7).**

Component matrix

The table 4.9 below shows the loadings (extracted values of every item under 3 variables) of the 25 variables on three factors extracted. The bigger the absolute value of the loadings, the greater the factor contributes to the factors (We've extracted three variables wherein the 25 factors are split into three variables relating to most important variable as shown in component 1 and similarly in component 2 and component three. The gaps (clear places) on the table represent loadings that are significantly less than 0.5; this makes reading the table easier. We suppressed all loadings significantly less than 0.5.

Component Matrix ^a			
	Component		
	1	2	3
The objectives of my organisation makes me feel my job is important	.965		
The recipients of the employee awards are adequately publicized	.965		
At work, am encouraged for my development	.964		
Recognising years of service to the company	.939		
I am well aware of what is expected from my work	.906		
Rewards should be based on performance in hospitals	.892	.410	
Recognizing individual team members equally for their efforts	.892	.410	

Participation in decision-making is encouraged	.892	.410	
Feeling that your work is valued and appreciated	.876	.437	
Bonuses should not be part of the hospitals policy	.876	.437	
At work, I'm given the opportunity to do my best	.876	.437	
My supervisor cares about me as a person	.872	.435	
I know how my success is measured	.866	-.388	
My associates (fellow Employees) are committed to doing a quality work	.866	-.388	
Receiving formal recognition for your efforts is making a difference	.864	-.389	
Co-Employees and peers recognizing employees who are making a difference	.766	-.407	-.480
Independence and freedom to influence work content and methods	.746	-.504	-.305
The criteria for the recognition programs has been clearly explained to me	.482	.835	
Recognising and appreciating outstanding attendance	.477	.830	
I am aware of the gift awards associated with the program	.478	.829	
I'm aware of the procedures for nominating an employee for an award	.484	-.810	.318
I have the materials and equipment to do my work Right	.485	-.810	.318
overall satisfaction with the current rewards and recognition programs offered by the hospitals	.465	.796	
Feeling a spirit of teamwork and cooperation among co-Employees	.521	-.778	
Demonstrating that your work is valued and respected	.435	-.751	-.448
Extraction Method: Principal Component Analysis.			
a. 3 components extracted.			

Table 7: Component Matrix**Rotated component matrix**

The idea of rotation is to lessen the number of factors which the parameters under exploration have high loadings. The rotation will not change and interprets the analysis easier.

Table 8: Rotated Component Matrix

Rotated Component Matrix^a			
	Component		
	1	2	3
The criteria for the recognition programs have been clearly explained	.950		
I am aware of the gift awards associated with the program	.937		
Recognising and appreciating outstanding attendance	.936		
overall satisfaction with the current rewards and recognition programs offered by the hospitals	.916		-.313
Feeling that your work is valued and appreciated	.906		.323
Bonuses should not be part of the hospitals policy	.906		.323
At work, I'm given the opportunity to do my best	.906		.323
Rewards should be based on performance in hospitals	.903		
Recognizing individual team members equally for their efforts	.903		
Participation in decision-making is encouraged	.903		
My supervisor cares about me as a person	.902		.323

I have the materials and equipment to do my work Right		.946	
I'm aware of the procedures for nominating an employee for an award		.944	
My associates (fellow Employees) are committed to doing a quality work	.315	.915	
I know how my success is measured	.315	.915	
Receiving formal recognition for your efforts is making a difference	.313	.914	
Feeling a spirit of teamwork and cooperation among co-Employees		.894	
I am well aware of what is expected from my work	.402	.768	.402
Recognising years of service to the company	.525	.683	.404
The recipients of the employee awards are adequately publicized	.499	.638	.575
The objectives of my organisation makes me feel my job is important	.499	.638	.575
At work, am encouraged for my development	.498	.638	.576
Co-Employees and peers recognizing employees who are making a difference		.460	.857
Demonstrating that your work is valued and respected		.480	.802
Independence and freedom to influence work content and methods		.597	.730
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 4 iterations.			

**The researcher observes the following which are substantially loaded on factor
(As in Component 3; Table 8)**

1. The recipients of the employee awards are adequately publicized
2. The objectives of my organisation makes me feel my job is important
3. At work, am encouraged for my development
4. Co-Employees and peers recognizing employees who are making a difference
5. Demonstrating that your work is valued and respected
6. Independence and freedom to influence work content and methods

**While Factors given below are substantially loaded on factor
(As in Component 2; Table 8)**

1. The recipients of the employee awards are adequately publicized
2. The objectives of my organisation makes me feel my job is important
3. At work, am encouraged for my development
4. Co-Employees and peers recognizing employees who are making a difference
5. Demonstrating that your work is valued and respected
6. Independence and freedom to influence work content and methods

**All the remaining factors are substantially loaded on factor
(As in Component 1; Table 8)**

1. The criteria for the recognition programs has been clearly explained to me
2. I am aware of the gift awards associated with the program
3. Recognising and appreciating outstanding attendance
4. overall satisfaction with the current rewards and recognition programs offered by the hospitals
5. Feeling that your work is valued and appreciated

6. Bonuses should not be part of the hospitals policy
7. At work, I'm given the opportunity to do my best
8. Rewards should be based on performance in hospitals
9. Recognizing individual team members equally for their efforts
10. Participation in decision-making is encouraged
11. My supervisor cares about me as a person

1.1 Component Transformation Matrix

The Component Transformation Matrix displays the correlations among the components prior to and after rotation.

Table 9: Rotated Component Matrix

Component Transformation Matrix			
Component	1	2	3
1	.675	.609	.416
2	.736	-.598	-.318
3	.055	.521	-.852
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.			

1.2 Concluding Remarks on Factor Analysis

The impact of reward systems on employee motivation in select multi-specialty hospitals should concentrate more on the following:

1. The recipients of the employee awards are adequately publicized
2. The objectives of my organisation makes me feel my job is important
3. At work, am encouraged for my development
4. Co-Employees and peers recognizing employees who are making a difference
5. Demonstrating that your work is valued and respected
6. Independence and freedom to influence work content and methods

Secondly, the select multi-specialty hospitals to motivate their employee's should concentrate more on the following factors:

1. The recipients of the employee awards are adequately publicized
2. The objectives of my organisation makes me feel my job is important
3. At work, am encouraged for my development
4. Co-Employees and peers recognizing employees who are making a difference
5. Demonstrating that your work is valued and respected
6. Independence and freedom to influence work content and methods

(These results are from Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization).

1.3 Friedman Test to test the following hypothesis

H01	There is no significant relationship between Employee Motivation and the Reward System at Select Multi-Specialty Hospitals in Bangalore
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Ha1	There is a significant relationship between Employee Motivation and the Reward System at Select Multi-Specialty Hospitals in Bangalore
-----	--

Test Statistics ^a	
N	488
Chi-Square	680.374
Df	25
Asymp. Sig.	.000
a. Friedman Test	

Table 10: Test Statistics; Friedman Test

As observed from the above table, the researcher concludes that, *“there is no significant relationship between Employee Motivation and the Reward System at Select Multi-Specialty Hospitals in Bangalore and the data is not by chance” is rejected* as the representational statement indicated that the Friedman Test was conducted to find the significant or non-significant between the Employee Motivation and the Reward System at Select Multi-Specialty Hospitals in Bangalore and is represented as:

$$\text{'Friedman Q' } \chi^2(25) = 680, p = 0.000$$

Friedman Test to test the following hypothesis

H03	There is no positive relationship between Employee Motivation and Intrinsic Rewards at Select Multi-Specialty Hospitals in Bangalore
Ha3	There is a positive relationship between Employee Motivation and Intrinsic Rewards at Select Multi-Specialty Hospitals in Bangalore

Test Statistics ^a	
N	488
Chi-Square	209.493
Df	10
Asymp. Sig.	.000
a. Friedman Test	

Table 11: Test Statistics; Friedman Test

As observed from the above discussions, the researcher concludes that, *“There is no positive relationship between Employee Motivation and Intrinsic Rewards at Select Multi-Specialty Hospitals in Bangalore” is rejected* as the representational statement indicated that the Friedman Test was conducted to find the significant or non-significant between the Employee Motivation and the Intrinsic Reward System at Select Multi-Specialty Hospitals in Bangalore and is represented as:

$$\text{'Friedman Q' } \chi^2(10) = 209, p = 0.000$$

Friedman Test to test the following hypothesis

H02	There is no positive relationship between Employee Motivation and Extrinsic Rewards at Select Multi-Specialty Hospitals in Bangalore
Ha2	There is a positive relationship between Employee Motivation and Extrinsic Rewards at Select Multi-Specialty Hospitals in Bangalore

Test Statistics ^a	
N	487
Chi-Square	414.328
df	11
Asymp. Sig.	.000
a. Friedman Test	

Table 12: Test Statistics; Friedman Test

As observed from the above discussions, the researcher concludes that, **“There is no positive relationship between Employee Motivation and Extrinsic Rewards at Select Multi-Specialty Hospitals in Bangalore” is rejected** as the representational statement indicated that the Friedman Test was conducted to find the significant or non-significant between the Employee Motivation and the Intrinsic Reward System at Select Multi-Specialty Hospitals in Bangalore and is represented as:

$$\text{‘Friedman } Q’ \chi^2(11) = 414, p = 0.000$$

Summary of Research Findings

The main themes revolve around the reward system at select multi-specialty hospitals in Bangalore and Employee’s performance related to extrinsic, Intrinsic & general factors that affect employee’s motivation at select multi-specialty hospitals in Bangalore are discussed in the context of how these effect the employee performance overall. It is clear from the Data Analysis that the Reward Systems at the select multi-specialty hospitals in Bangalore are closely linked to motivation of employees. Kanfer et al. (2012, p4) describes this in his discussions that motivation in the work place is the ultimate tool for any employee’s action and performance. The researcher was particularly interested in the following important issues:

- 1) Ascertain whether rewards motivate employees at select multi-specialty hospitals in Bangalore
- 2) Ascertain what kinds of rewards benefit the employees and motivate them at select multi-specialty hospitals in Bangalore
- 3) Ascertain whether demographic Variables has any Relationship to Motivate Employees at select multi-specialty hospitals in Bangalore

1.4 Frequency Analysis

The demographic section of the questionnaire expresses information regarding the gender (264 Male and 224 Female), Marital Status (263 Married and 224 unmarried), Annual Income (287 respondents earn 2-3 Lacs and 201 respondents earn 3-5 Lacs) in order to have a better understanding of responses and arriving at the conclusion for this research.

Various impacts of Rewards on Employee Motivation

Sl No.	Percentage of Respondents	Impact of Rewards
1.	46%	Respondents Strongly Agree that Employee's Performance increases after rewards & recognition
2.	38%	Respondents were Neutral on the fact that that Employee's Performance increases after rewards & recognition
3.	42%	Respondents Agree that Employee's Performance decreases if they were not rewarded and were non-recognized
4.	46%	Respondents Agree that the recipients of the employee awards are adequately publicized
5.	52%	Respondents agree that Co-Employees and peers recognizing employees who are making a difference
6.	48%	Respondents Agree that an employee puts extra effort in order to attain rewards.
7.	38%	Respondents Agree that the employee rewards helps in individual & organizational goals & growth
8.	36%	Respondents Strongly Agree that the employee rewards increases loyalty towards the organization
9.	48%	Respondents Agree that the employees who are rewarded show consistency in their performance
10.	58%	Respondents Agree that the employee rewards should be given in front of the entire company people
11.	48%	Respondents Agree that their company the team helps the employee participation in decision-making is encouraged
12.	80%	Overall Respondents Agree the employee reward system are favorable in the organization they are working participation in decision-making is encouraged

1.5 Summary of findings from Factor Analysis

The impact of reward systems on employee motivation in select multi-specialty hospitals should concentrate more on the following:

1. The recipients of the employee awards are adequately publicized
2. The objectives of my organisation makes me feel my job is important
3. At work, am encouraged for my development
4. Co-Employees and peers recognizing employees who are making a difference
5. Demonstrating that your work is valued and respected
6. Independence and freedom to influence work content and methods

Secondly, the select multi-specialty hospitals to motivate their employees should concentrate more on the following factors:

1. The recipients of the employee awards are adequately publicized
2. The objectives of my organisation makes me feel my job is important
3. At work, am encouraged for my development
4. Co-Employees and peers recognizing employees who are making a difference
5. Demonstrating that your work is valued and respected
6. Independence and freedom to influence work content and methods

(These results are from Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization).

Suggestions & Conclusion

As of today no research has been so conclusive on how well the suggestions would work in real life and therefore can be taken as good advice. The research findings tell that the select multi-specialty hospitals in Bangalore needs to take action on the following points jotted down below:

1. Firstly, the select multi-specialty hospitals in Bangalore should take more into consideration the needs and wants of the employees working at various levels in the hospitals and also should take in to consideration their experience and expertise.
2. The reward system being used presently should be reviewed annually and should use a proven reward systems. However there has not been any research which specifies which reward system motives employees more!
3. The reward system generally comes from the top management and the employees has very less possibility to influence this process of reward systems. The researcher suggests that the Management should consider employees in the decision-making process and development of reward systems
4. The employees should be encouraged and should be given an opportunity to frequently give feedback on the reward systems
5. From the research conducted above, the researcher had a biggest challenge in finding the right balance between the individual based reward and company-based reward (Extrinsic or Intrinsic Rewards)
6. Team reward systems should be looked at the select multi-specialty hospitals in Bangalore as it will be unfair as rewards are given to= employees who do not work hard will also be given. The researcher advices the management of select multi-specialty hospitals in Bangalore to a give a larger share of profit-sharing to individual performance
7. As the tasks are repetitive, the researcher suggests that the employer should try giving multi-tasking or job rotation should be followed
8. Training the employees for new tasks & job rotation will be appreciated
9. The Researcher Suggests that if the Management Implement Individual Rewards linked to performance which will encourage and motivate the employees
10. The Researcher observes that the Employees at select multi-specialty hospitals in Bangalore has forgotten the smaller rewards by concentrating more on bigger rewards which has the same impact on Motivation
11. Written and Certificates as recognition and also public recognitions are very powerful motivators if the Management at select multi-specialty hospitals in Bangalore use it correctly

CONCLUSION

Employee motivation is one among the most essential parts in a Organizational Development as well as success. It is for this reason and is vital for an employer to understand what inspires the employees and just how to optimize their total work efficiency. Based on the outcomes of this research study and the many concepts that actually has gone over previously in this thesis, the researcher has actually involved the final thought that there are two major elements that have a profound impact on employee motivation at select multi-specialty hospitals in Bangalore.

One is Intrinsic Rewards which comes from inside the employee and also relates to his/her sensations. Instances on this are individual growth, the sensation of accomplishing something, responsibility as well as freedom to act.

The other element is Extrinsic Rewards where the external factors such as wage, incentives motivate the Employee's. Based on the questionnaire that the researcher canvassed, it appears that

revenue sharing is one of the most recommended rewards among the employees of at select multi-specialty hospitals in Bangalore. The benefit was found to the individual job initiative and also was motivating because of the fact that the employees had an opportunity to choose exactly how to invest their money.

Intrinsic motivation, which was paid as immaterial rewards and was considered virtually as essential as extrinsic motivation and should therefore be made use of as frequently to enhance employee motivation. Especially the possibility to affect the benefits and also own work tasks and also obtain responses as well as written recognition from the supervisor as well as associates were viewed as important.

For improving the reward system and employee motivation at select multi-specialty hospitals in Bangalore, the researcher suggests that the employees must be considered in the decision-making processes as well as personal growth. The researcher also recommended that paying out a percent of the profit sharing according to individual performance in order to far better match the work initiative of each individual. In order to keep the Employees completely satisfied as well as interested with their work tasks the author recommends multitasking and job-rotation as well as consistent advancement in training.

RECOMMENDATIONS FOR FUTURE RESEARCH

At the start of our research study, the researcher desired that the reward system is an evident and also fairly simple concern. How hard can it be to establish a reward system to motivate employees at select multi-specialty hospitals in Bangalore was an inquiry we asked ourselves? We soon reached a consensus that it is not as easy as it appears.

Every individual is special and all the rewards do not constantly have an effect on all individuals. In theory, we have actually not come across that firms customize rewards to individuals. As a result think of it was certainly very interesting to check out at select multi-specialty hospitals in Bangalore that does it as well as to see if they have had a much more effective end result in comparison with a competitive firm that does not have actually individual rewards.

Another view was to conduct the research study is to carry out from the Management's View Point. However, it is excellent to have in mind that it is difficult to get hold of managers as well as possibly likewise hard to obtain an honest response. They have a lot more obligations as well as obligations towards their company, which limits their openness in their reactions. If you do a research study on the manager's perspective you could then compare the manager's point of view on the reward system with the employee. Do they have the exact same assumption?

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