

Original Research Article

Employee recognition policies and programs for medical and non medical staff in a public and a private hospital in a metropolitan city of India: a comparative study

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ABSTRACT

Background: Employee recognition has been linked to such positive outcomes as job satisfaction, organizational and career commitment, cohesion and collaboration, and perceived organizational support. A lack of meaningful recognition has been linked to negative outcomes such as absenteeism and turnover, stress and burnout, and decreased quality of patient care.

Methods: A comprehensive descriptive and comparative cross-sectional study on employee recognition policies and programs for medical and non-medical staff in a public and a private hospital in India was conducted from April 2012 to October 2012. A 200 bedded public hospital with the staff strength of 140 and a 110 bedded private hospital with total staff strength of 160 participated in the study.

Results: There were no doctors or technicians who did not enjoy their job. There were small number of nurses who didn't enjoy the job (8% and 10% in public and private hospital respectively). For housekeeping staff, there was much variability in the option for, "Somewhat Enjoy" from 14% to 45% in public and private hospital respectively. Majority of doctors (87.5% and 80%) in public and private hospital respectively, were unhappy with the workload of their job. Also, significant number of nurses (44% and 27.5%) and technicians (20% and 20%) in public and private hospital respectively, were unhappy with the workload of their job.

Conclusions: It is well established that good salary structure, good promotion opportunities and good training is important for employee satisfaction, but employee recognition also plays an important role.

Keywords: Employee recognition, Feedback, Job Satisfaction, Motivation

INTRODUCTION

Employee recognition has been linked to such positive outcomes as job satisfaction, organizational and career commitment, cohesion and collaboration, and perceived organizational support. A lack of meaningful recognition has been linked to negative outcomes such as absenteeism and turnover, stress and burnout, and decreased quality of patient care.¹ Employee job satisfaction is the fulfillment, gratification and enjoyment

that comes from work. It's not just the money or the fringe benefits, but the feelings employees receive from the work itself.² Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job ; an affective reaction to one's job and an attitude towards one's job.³ Every employee has a need to be commended and recognized, and the more often they get it, the better. Being recognized for doing a good job makes individuals feel better about themselves and the organization they work for ensuring more loyalty. Heath

field suggests that organizations should prioritize employee recognition to create a positive, productive and innovative organizational climate.⁴

METHODS

A comprehensive descriptive and comparative cross-sectional study on employee recognition policies and programs for medical and non-medical staff in a public and a private hospital in India was conducted from April 2012 to October 2012. The organizations under study were chosen randomly from amongst the organizations in a metropolitan city in India. Six organizations were sent request for participation with a brief overview of the study. Thereafter meetings with heads of human resource were scheduled and a brief presentation explaining the objective and expected outcome of the research was made. Of the six organizations that were identified and contacted for the research purpose, two agreed to participate. The four organisations that did not agree to be part of the study were excluded and two organisations that agreed were included in the study. A 200 bedded public hospital with the staff strength of 140 and a 110 bedded private hospital with total staff strength of 160 participated in the study. The employee sample from each organization was chosen through simple random sampling proportionate to the total number of employees at each level (Table 1).

Table 1: Sample.

Employee	Public hospital		Private hospital	
	Total	Sample	Total	Sample
Doctor	16	8	40	20
Nurse	100	50	80	40
Technician	10	5	20	10
Housekeeping	14	7	40	20

The data was collected using a Structured Questionnaire and Key Informant Interviews. A pilot was conducted before commencing this study. Primary data was collected from employees and the HR managers. An interview schedule was used for discussions with HR managers to comprehend the existing status of employee

recognition program in the organization while a structured questionnaire was used to capture employee data. Secondary data was obtained from policy guidelines, protocol guidelines, records of those who had received awards in last 3 years. The data collected during the period of study was analyzed with the help of MS Office Suite.

RESULTS

Employee recognition policy and practices

According to the Human Resources (HR) manager of public hospital, the organization had an employee recognition policy. The employee recognition policy of the organization was written down but not circulated. The employees were recognized based on their performance, skills, knowledge and customer satisfaction/feedback.

According to the HR manager of the private hospital, the organization had an employee recognition policy. The employee recognition policy of the organization was written down and circulated to In-charge of each department. Awards, promotion, salary and training were the areas which are covered under the employee recognition policy.

Employee satisfaction

Enjoy the job

It was found that 25% of doctors in public as well as private hospital highly enjoyed the job and another 75% of the doctors in public as well as private hospital mostly enjoyed the job. Among nurses, 16% in public hospital and 15% in private hospital highly enjoy the job (Table 2).

Recognition for good work

It was found that 75% of the doctors in public hospital and 80% of doctors in private hospital mostly agreed that they get recognition for good work. Among nurses, 8% in public hospital and 7.5% in private hospital strongly agreed that they get recognition for the good work (Table 3).

Table 2: Enjoy the job.

	Medical				Non Medical			
	Doctors		Nurses		Technicians		Housekeeping	
	Public	Private	Public	Private	Public	Private	Public	Private
Highly enjoy	2 (25%)	5 (25%)	8 (16%)	6 (15%)	3 (60%)	6 (60%)	3 (43%)	6 (30%)
Mostly Enjoy	6(75%)	16 (75%)	38 (76%)	29 (75%)	2 (40%)	4 (40%)	3 (43%)	5 (25%)
Somewhat enjoy							1 (14%)	9 (45%)
Don't enjoy			4 (8%)	4 (10%)				
	8	20	50	40	5	10	7	20

Sufficient promotion opportunities

The 62.5% of doctors in public hospital and 60% of doctors in private hospital agreed that they got sufficient

promotion opportunities. Among nurses, 54% in public hospital and 62.5% of nurses in private hospital agreed that they got sufficient promotion opportunities (Table 4).

Table 3: Recognition for good work.

	Medical				Non-medical			
	Doctors		Nurses		Technicians		Housekeeping	
	Public	Private	Public	Private	Public	Private	Public	Private
Strongly agree			4 (8%)	3 (7.5%)				
Mostly agree	6 (75%)	16 (80%)	35 (70%)	29 (72.5%)	4 (80%)	8 (80%)	6 (86%)	19 (95%)
Somewhat agree	1 (12.5%)	2 (10%)	11 (22%)	8 (20%)			1 (14%)	1 (5%)
Strongly disagree	1 (12.5%)	2 (10%)			1 (20%)	2 (20%)		
	8	20	50	40	5	10	7	20

Table 4: Promotion opportunities.

	Medical				Non-medical			
	Doctors		Nurses		Technicians		Housekeeping	
	Public	Private	Public	Private	Public	Private	Public	Private
Strongly agree								
Agree	5 (62.5%)	12 (60%)	27 (54%)	25 (62.5%)	3 (60%)	6 (60%)	6 (86%)	11 (55%)
Disagree	3 (37.5%)	8 (40%)	23 (46%)	15 (37.5%)	2 (40%)	4 (40%)	1 (14%)	9 (45%)
Strongly disagree								
	8	20	50	40	5	10	7	20

Table 5: Workload.

	Medical				Non-medical			
	Doctors		Nurses		Technicians		Housekeeping	
	Public	Private	Public	Private	Public	Private	Public	Private
Very happy							2 (29%)	3 (15%)
Mostly happy	1 (12.5%)	4 (20%)	8 (56%)	9 (72.5%)	4 (80%)	8 (80%)	5 (71%)	7 (85%)
Somewhat happy	7 (87.5%)	16 (80%)	22 (44%)	11 (27.5%)				
Unhappy					1 (20%)	2 (20%)		
	8	20	50	40	5	10	7	20

Table 6: Professional growth with job.

	Medical				Non-medical			
	Doctors		Nurses		Technicians		Housekeeping	
	Public	Private	Public	Private	Public	Private	Public	Private
Strongly agree			11 (22%)	5 (12.5%)	1 (20%)	2 (20%)		
Mostly agree	8 (100%)	20 (100%)	35 (70%)	31 (77.5%)	3 (60%)	6 (60%)	6 (86%)	19 (95%)
Somewhat agree			4 (8%)	4 (10%)			1 (14%)	1 (5%)
Disagree								
No answer					1 (20%)	2 (20%)		
	8	20	50	40	5	10	7	20

Workload of job

It was found that 12.5% of doctors in public hospital and 20% of doctors in private hospital were mostly happy

with the workload. Among nurses, 56% in public hospital and 72.5% in private hospital were mostly happy with the workload (Table 5).

Professional growth with job

Doctors both in public as well as private hospital believed that they grow professionally with their job. Among nurses, 22% in public hospital and 12.5% in private hospital strongly agreed that they grow professionally with their job (Table 6).

Personal growth with job

Among medical staff, all the doctors in public as well as private hospital believed that they grow personally with

the job. Among nurses, 24% in public hospital and 17.5% in private hospital believed that they always grow personally with the job. (Table 7).

Continuation with present job

It was found that all the doctors in public as well as private hospital want to continue with their present job. 24% of nurses in public hospital and 20% of nurses in private hospital strongly agreed that they want to continue with the present job (Table 8).

Table 7: Personal growth with job.

	Medical				Non-medical			
	Doctors		Nurses		Technicians		Housekeeping	
	Public	Private	Public	Private	Public	Private	Public	Private
Always grow			12 (24%)	7 (17.5%)	1 (20%)	2 (20%)	1 (14%)	3 (15%)
Mostly grow	8 (100%)	20 (100%)	30 (60%)	26 (65%)	3 (60%)	6 (60%)	5 (72%)	16 (80%)
Somewhat grow			8 (16%)	7 (17.5%)	1 (20%)	2 (20%)	1 (14%)	1 (5%)
Never grow								
	8	20	50	40	5	10	7	20

Table 8: Continuation with present job.

	Medical				Non-medical			
	Doctors		Nurses		Technicians		Housekeeping	
	Public	Private	Public	Private	Public	Private	Public	Private
Strongly agree			12 (24%)	10 (20%)	1(20%)	2 (20%)	2 (29%)	6 (30%)
Mostly Agree	8(100%)	20(100%)	34 (68%)	25 (70%)	4(80%)	8 (80%)	5 (71%)	14(70%)
Somewhat agree			4 (8%)	5 (10%)				
Disagree								
	8	20	50	40	5	10	7	20

Table 9: Feedback on performance.

	Medical				Non-medical			
	Doctors		Nurses		Technicians		Housekeeping	
	Public	Private	Public	Private	Public	Private	Public	Private
Sufficient feedback			4 (8%)	3 (7.5%)				
Feedback mostly	2(25%)	6 (30%)	30 (60%)	26 (65%)	5(100%)	10 (100%)	4 (57%)	16(80%)
Somewhat feedback	6(75%)	14 (70%)	16 (32%)	11 (27.5%)			3 (43%)	4 (20%)
No feedback								
	8	20	50	40	5	10	7	20

Feedback on performance

The 25% of doctors in public hospital and 30% of doctors in private hospital believed that they get feedback on their performance. Among nurses, 8% in public hospital and 7.5% in private hospital believed that they sufficiently get feedback on their performance (Table 9).

*Employee involvement**General working conditions of job*

The 50% of the doctor in public hospital and 45% of the doctors in private hospital found general working condition of their workplace mostly satisfactory. Among nurses, 52% in public hospital and 50% in private

hospital found general working condition of their workplace mostly satisfactory (Table 10).

Table 10: General working conditions of job.

	Medical				Non-medical			
	Doctors		Nurses		Technicians		Housekeeping	
	Public	Private	Public	Private	Public	Private	Public	Private
Highly satisfactory								
Mostly satisfactory	4(50%)	9 (45%)	26(52%)	20 (50%)	5(100%)	10 (100%)	5 (72%)	17 (85%)
Somewhat Satisfactory	4(50%)	11 (65%)	12(24%)	12 (30%)			1 (14%)	1 (5%)
Dissatisfactory			12(24%)	8 (20%)			1 (14%)	2 (10%)
	8	20	50	40	5	10	7	20

Table 11: Rotation between different departments.

	Medical				Non-medical			
	Doctors		Nurses		Technicians		Housekeeping	
	Public	Private	Public	Private	Public	Private	Public	Private
Absolutely fair								
Mostly fair	1 (12.5%)	2 (10%)	42 (84%)	36 (90%)	5 (100%)	10(100%)	7(100%)	20 (100%)
Somewhat unfair	7 (87.5%)	18 (90%)						
Highly unfair			8 (16%)	4 (10%)				
	8	20	50	40	5	10	7	20

Rotation between different departments

The 12.5% of doctors in public hospital and 10% of doctors in private hospital found rotation between different departments was mostly fair. Among nurses, 84% in public hospital and 90% in private hospital believed that rotation between different departments in their organisation was mostly fair (Table 11).

Convey problems to supervisor

It was found that 50% of doctors in public hospital and 55% of doctors in private hospital were mostly able to convey their problem to their supervisor. In public hospital, 92% of nurses and in private hospital 92.5% of nurses were mostly able to convey their problems to their supervisor (Table 12).

Supervisor approachable

The 87.5% of doctors in public hospital and 95% of doctors in private hospital believed that their supervisor was mostly approachable. 92% of nurses in public hospital and 92.5% of nurses in private hospital believed that their supervisor was mostly approachable (Table 13).

Supervisor able to solve problems

It was found that 25% of doctors in public hospital and 30% of doctors in private hospital believed that their supervisors were mostly able to solve problems brought up to them. Among nurses, 76% in public hospital and 82.5% in private hospital believed that their supervisors were mostly able to solve problems brought up to them (Table 14).

Table 12: Convey problems to supervisor.

	Medical				Non-medical			
	Doctors		Nurses		Technicians		Housekeeping	
	Public	Private	Public	Private	Public	Private	Public	Private
Sufficient able								
Mostly able	4 (50%)	11 (55%)	56 (92%)	37 (92.5%)	5 (100%)	10 (100%)	7 (100%)	20 (100%)
Somewhat able	4 (50%)	9 (45%)	4 (8%)	3 (7.5%)				
Unable								
	8	20	50	40	5	10	7	20

Table 13: Supervisor approachable.

	Medical				Non-medical			
	Doctors		Nurses		Technicians		Housekeeping	
	Public	Private	Public	Private	Public	Private	Public	Private
Highly approachable								
Mostly	7 (87.5%)	19(95%)	46(92%)	37(92.5%)	5 (100%)	10(100%)	7 (100%)	20(100%)
Somewhat	1 (12.5%)	1 (5%)	4 (8%)	3 (7.5%)				
Not approachable								
	8	20	50	40	5	10	7	20

Table 14: Supervisor able to solve problems

	Medical				Non-medical			
	Doctors		Nurses		Technicians		Housekeeping	
	Public	Private	Public	Private	Public	Private	Public	Private
Always able								
Mostly able	2 (25%)	6 (30%)	8 (76%)	33 (82.5%)	5 (100%)	0 (100%)	5 (71%)	18 (90%)
Somewhat able	6 (75%)	14 (70%)					2 (29%)	2 (10%)
Unable			2 (24%)	7 (17.5%)				
	8	20	50	40	5	10	7	20

Performance appraisal system

A 37.5% of the doctors in public hospital and 25% of doctors in private hospital believed that performance appraisal system of their organisation was mostly fair. In public hospital, 8% of nurses and in private hospital 10% of nurses believe that performance appraisal system in their organisation was absolutely fair (Table 15).

Co-worker cooperation during work

A 87.5% of doctor of public hospital and 95% of doctor of private hospital believe that co-workers mostly cooperate with them during work. Among nurses, 14% in public hospital and 10% in private hospital believe that coworkers were highly cooperative with them during work (Table 16).

Table 15: Performance appraisal system.

	Medical				Non-medical			
	Doctors		Nurses		Technicians		Housekeeping	
	Public	Private	Public	Private	Public	Private	Public	Private
Absolutely fair			4 (8%)	4 (10%)			1 (14%)	3 (15%)
Mostly fair	3(37.5%)	7 (25%)	27 (54%)	24 (60%)	4 (80%)	8 (80%)	6 (86%)	17(85%)
Somewhat fair	5(62.5%)	13 (75%)	16 (32%)	11 (27.5%)	1 (20%)	2 (20%)		
Unfair			3 (6%)	1 (2.5%)				
	8	20	50	40	5	10	7	20

Table 16: Co-worker cooperation during work.

	Medical				non-medical			
	Doctors		Nurses		Technicians		Housekeeping	
	Public	Private	Public	Private	Public	Private	Public	Private
Highly cooperative			7 (14%)	4 (10%)	3 (60%)	6 (20%)	1 (14%)	2 (10%)
Mostly cooperative	6(75%)	14 (70%)	46 (92%)	25 (62.5%)	1 (20%)	2 (20%)	6 (86%)	18(90%)
Somewhat cooperative	2(25%)	6 (30%)	4 (8%)	7 (17.5%)				
Doesn't cooperative			4 (8%)	4 (10%)				
No answer					1 (20%)	2 (20%)		
	8	20	50	40	5	10	7	20

Table 17: Pay for job.

	Medical		non-medical					
	Doctors		Nurses		Technicians		Housekeeping	
	Public	Private	Public	Private	Public	Public	Private	Public
Highly fair					2 (40%)	4 (40%)		
Mostly fair	4 (50%)	11 (55%)	39 (78%)	31 (77.5%)	3 (60%)	6 (60%)	4 (57%)	8 (40%)
Somewhat fair	4 (50%)	9 (45%)	11 (22%)	9 (22.5%)			2 (29%)	3 (15%)
Doesn't updates							1 (14%)	9 (45%)
	8	20	50	40	5	10	7	20

Table 18: Salary increases compare with market.

	Medical		non-medical					
	Doctors		Nurses		Technicians		Housekeeping	
	Public	Private	Public	Private	Public	Public	Private	Public
At par					1 (20%)	2 (20%)		
Mostly at par	1 (12.5%)	4 (20%)	34 (68%)	28 (70%)	3 (60%)	6 (60%)	3 (43%)	7 (35%)
Somewhat at par	7 (87.5%)	16 (80%)	16 (32%)	12 (30%)	1 (20%)	2 (20%)	2 (29%)	3 (15%)
Not at par							1 (14%)	10 (50%)
No answer							1 (14%)	
	8	20	50	40	5	10	7	20

Table 19: Training program.

	Medical		non-medical					
	Doctors		Nurses		Technicians		Housekeeping	
	Public	Private	Public	Private	Public	Public	Private	Public
Highly satisfied			12(24%)	10 (25%)	1 (20%)	2 (20%)		
Mostly satisfied	2 (25%)	6 (30%)	31(62%)	26 (65%)	4 (80%)	8 (80%)	5 (72%)	18 (90%)
Somewhat satisfied	6 (75%)	14 (70%)	3 (6%)	1 (2.5%)			1 (14%)	1 (5%)
Dissatisfied								
No answer			4 (8%)	3 (7.5%)			1 (14%)	1 (5%)
	8	20	50	40	5	10	7	20

Pay for job

A 50% of doctors in public hospital and 55% of doctors in private hospital believed that they were being paid most fair salary for their job. Among nurses, 78% of nurses in public hospital and 77.5% of nurses in private hospital believed that they were being paid most fair salary for their job (Table 17).

Salary increases with market

A 12.5% of doctors in public hospital and 20% of doctors in private hospital believed that salary increase was mostly at par with the market. 68% of nurses in public hospital and 70% of nurses in private hospital believed that salary increase was mostly at par with the market (Table 18).

Training program

A 25% of doctors in public hospital and 30% of doctors in private hospital were mostly satisfied with the training programs conducted in their organisation. 24% of nurses in public hospital and 25% of nurses in private hospital

were highly satisfied with the training program conducted in their organization (Table 19).

DISCUSSION

Variables for employee satisfaction

There were no doctors or technicians who did not enjoy their job (Table 1). There were small number of nurses who didn't enjoy the job (8% and 10% in public and private hospital respectively). For housekeeping staff, there was much variability in the option for, "Somewhat Enjoy" from 14% to 45% in public and private hospital respectively. Work is a motivator as per Herzberg two factor theory and if employees don't enjoy their job then it should be a serious concern for hospital managers.⁵

Majority of doctors, nurses, technicians and housekeeping staff in both public as well as private hospital believed that they got recognition for good work (Table 2). There were significant number of doctors (25% and 20%), nurses (22% and 20%), technicians (20% and

20%) and housekeeping staff (14% and 5%) in public and private hospital respectively, who believed that they don't get recognition for good work. Recognition is also a form of motivation as per Herzberg two factor theory. There are more than one variable which are not motivating employees.⁶

Although majority of doctors (62.5% and 60%), nurses (54% and 62.5%), technicians (60% and 60%) and housekeeping staff (86% and 55%) in public and private hospital respectively agreed that they had sufficient promotion opportunities in their organisation but there was a significant number of employees who disagreed (Table 3), 37.5% and 40% doctors, 46% and 37.5% nurses, 40% and 40% technicians and 14% and 45% housekeeping staff in public and private hospital respectively, agreed to the fact that they didn't get sufficient promotion opportunities. Franking et al, found that respondents gave negative responses for promotion opportunities.⁷ The same study also pointed out that promotion opportunity is one of the factors for employee satisfaction.⁶ Thus, negative response to promotion opportunity reduces employee satisfaction and should be a cause of concern for hospital managers.

Majority of doctors (87.5% and 80%) in public and private hospital respectively, were unhappy with the workload of their job. Also, significant number of nurses (44% and 27.5%) and technicians (20% and 20%) in public and private hospital respectively, were unhappy with the workload of their job. Franking et al, concluded that there was positive response for comfortable workload while this study shows negative response for workload.⁷

Variables for employee engagement

In a study entitled, "Assessing job satisfaction level of employees in a tertiary care hospital - a tool for talent retention" Ms Syeda Amtul Yafe found out that most (68%) of the respondents agreed that common areas were kept clean.² Franking et al also showed positive response for general working conditions.⁷ This study shows significant number of doctors (50% and 65%), nurses (48% and 50%) and housekeeping staff (28% and 15%) in public and private hospital respectively, believed that general working conditions of their job were somewhat satisfactory or dissatisfactory. Thus, it should be studied why general working condition in these hospitals were not as good as in other studies. Various factors influencing general working condition can be studied to improve it and thus improve employee engagement.

It was found that 87.5% and 90% of doctors and 16% and 10% of nurses of public and private hospital respectively, believed that rotation between different departments was somewhat unfair or highly unfair. While study done by Franking et al showed positive response for question on rotation to other departments.⁷

The study done by Franking et al, showed positive response for appraisal system. This study found out that 62.5% and 75% of doctors, 38% and 30% of nurses and 20% and 20% of technicians of public and private hospital respectively, found performance appraisal system somewhat fair or unfair. This shows that top managers should review performance appraisal system and look it from employee point of view and improve it to reduce the discontent among employee.

In this study, it was found that 50% and 45% of doctors, 22% and 22.5% of nurses and 14% and 45% of housekeeping staff in public and private hospital respectively, find salary somewhat fair or unfair for the job they perform. Study by Franking et al, also showed negative response for pay compared to the effort. Salary is a form of recognition and top managers should try to negotiate with higher authority to improve the structure and thus motivate the employees.

Statistically 75% of doctors in public hospital and 70% of doctors in private hospital, 6% of nurses in public hospital and 2.5% of nurses in private hospital and 14% of housekeeping staff in public hospital and 5% of housekeeping staff in private hospital were somewhat satisfied with the training program in their respective organisations. This shows that not only employee with higher education want to attend training programs but even housekeeping staff also. Study by Franking et al, also showed negative response for training program.

Congruence between employer practices and employee perspective

It was found that HR managers of both public and private hospital consider salary, promotion opportunity, awards and training program as important form of recognition. But majority of employees in public as well as private hospital are somewhat satisfied or dissatisfied with salary, promotion opportunities, awards and training program in their organisation. Thus, there is congruence between what employer wants to provide and what employee wishes to get but there is no congruence between how much employer feels is enough, and employee finds that insufficient. Thus, it is always important for the managers to undertake cross sectional study of above variables in their organisation to understand what employee wants and try to make improvements regularly to improve employee motivation.

American Association of Critical Care Nurses note that recognition is important because it serves as a form of feedback.⁸

In the 2003 National Recognition Survey, sponsored by World at Work and the National Association for Employee Recognition (NAER), 87% of the 413 responding companies reported that they had some form of an employee recognition program and 40% of the respondents indicated that they were expanding their

programs. Companies hope to achieve a number of results through their recognition programs but creating a positive work environment was the top reason cited in this survey (80%). Other goals included creating a culture of recognition (76%).⁹ Michael M. Smith stated that recognizing and appreciating the employees is a matter of life and death for the patients.¹⁰ This makes it amply clear that employee recognition policies and programs are not only important for the employees but also for the patients.

CONCLUSION

Motivation of employees has been a concern for managers for long. Although recognition is one of the ways in the myriad of motivation approaches, it remains ineffective on account of various confounding factors. It is difficult to meet need for satisfaction with higher education and higher job profile. They are mostly satisfied with their growth opportunities but not satisfied with salary, training and recognition.

Among housekeeping staff, though they were not satisfied with salary or promotion still they wanted to continue with their job. This might be because they like to work in organizational environment. This area needs further probing.

It is well established that good salary structure, good promotion opportunities and good training is important for employee satisfaction, but employee recognition also plays an important role as was found out in this study.

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