

**Summer Training at
Fortis Hospital,
Jaipur**

Impact of Reward and Recognition on Motivation of Employees

**By
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**Under the guidance of
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**MBA Human Resource Management in Health & Hospital
2015-2017**



**The IIHMR University, Jaipur
2016**

TO WHOM SO EVER IT MAY CONCERN

This is to certify that **Neha Saxena** student of **MBA Human Resource Management in Health & Hospital** from the IIHMR University; Jaipur has undergone summer training at **Fortis Escort Hospital, Jaipur** from 1st April to 31st May, 2016.

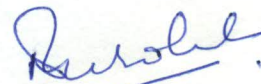
The candidate has successfully carried out the study designated to her during summer training and her approach to the study has been sincere, scientific & analytical.

The internship is in fulfilment of the course requirements.

I wish her all success in all her future endeavours.



Col. (Dr.) Ashok Kaushik
Dean (Academics & Student Affairs)
IIHMR University, Jaipur



Dr. Neetu Purohit
Associate Professor
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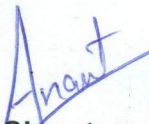
01st June, 2016

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Ms. Neha Saxena** worked as a **Trainee** with us in the **Dept. of Human Resources** from 1st April, 2016 to 31st May, 2016.

Her performance during the period in the department was good. She comes across as a willing, sincere and intelligent person who has a strong drive and zeal for learning.

We wish her the best for all her future endeavors.


Authorized Signatory



ACKNOWLEDGEMENT

The successful completion of the internship and final outcome of this project required a lot of guidance and assistance from different people and I consider myself fortunate to have so many people around to guide me.

Firstly, I would like to thank col. **(Dr.) Ashok Kaushik (Dean Academics and student Affairs, IIHMR, Jaipur)** to provide such a great learning opportunity. I respect and thank **Prateek Kumarsingh (Jaipur HR Head, Fortis Hospital)** for his invaluable support. I own my profound gratitude to **Mr. Anantkulshrestha (Training Manager)** for providing me the data on time and guiding me and always adding value to our understanding of different departments in the hospitals. The entire project would not have been possible without the important inputs from Mr. Prateek Singh (Head of HR dept.).

I am also thankful to each and every staff at Fortis Escort Hospital, Jaipur for sharing their experiences and knowledge and providing their precious time to add value to my knowledge and providing their precious time to add value to my knowledge. Without their cooperation, the internship and the project work would not have been possible.

Finally, I would like to extend my sincere regards to my mentor **Mrs. Neetuprohit (Asst. Professor, IIHMR Jaipur)** for her support.

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1.0 Overview of The Hospital :

Fortis Healthcare Limited is leading integrated healthcare delivery service provider in India. Fortis Escorts Hospital Jaipur is first hospital in country to attain NABH accreditation in minimum stipulated time (six months) after commencement of operations and was re-accredited on 27th April 2011. FEHJ with specialities in Cardiac sciences , neurosciences, renal sciences and gastrointestinal diseases. The hospital also provide superior services in mother and childcare, Orthopedics and also a complete range of multi-specialty services in all disciplines. FEHJ has dedicated facilities for comprehensive care of trauma patients and other in need of emergency care which include an emergency operation theatre and 10 - bedded medical intensive care unit (MICU). FEHJ is first amongst the proposed multi super specialty hospital to be set up in Rajasthan. FEHJ is a super - specialty hospital backed by multispecialty.

SuperSpecialties - Cardiology & Cardiac Surgery, Renal Sciences , Neuro - Sciences , Gastrointestinal Sciences

Multi Specialties -Ortheopedics& Joint Replacement , Diabetes & Endocrinology , Dermatology , Internal Medicine , Pulmonary , Medicine , Ophthalmology , Dietetics, Physiotherapy& Preventive Health Check , General Surgery , Dental Surgery , Cosmetics & Plastic Surgery , ENT , Gynecology& Obstetrics , Pediatrics Neonatology.

1.1 VISION OF THE HOSPITAL :

"Globally respected healthcare organization recognized for clinical excellence and distinctive patient care ."

1.2 Mission

To be the preferred super specialty health care provider for international standards known for patient centric care and clinical excellence through continual improvement of processes and outcomes.

1.3 Quality Policy

To create world class integrated healthcare delivery system in india, entailing the finest medical skills combined with compassionate patient care.

1.4 Accreditations

National accreditations board for hospital and healthcare providers (NABH) accreditations.

Fortis Escorts Hospitals Jaipur is NABH accredited Multi - Superspecialty Hospital in Rajasthan, with the mission to bring quality medical care at doorstep.

1.5 **Fortis Hospital , Jaipur**

- 245 - bedded Multi super specialty hospital, spread over 6 Acres with covered area approx 2.1 Lac sq. ft spread over 7 stories.
- 110 Critical Care beds
- Region's most advanced Neurosciences & Trauma Center
- Flat Panel Cath Lab
- Round the clock Cardiac ambulances with all the life - saving equipments.
- Advanced Mother and Child Care Unit with Level 3 Neo - Natal ICU.
- Fully automated blood bank with component facilities and advanced facilities for collection & process.

1.6 **Floor wise Facility Distribution:-**

➤ **7th Floor :-**

- Suiet
- Presidential Sweet
- Executive

➤ **4th and 3rd Floor :-**

- Patient Rooms

➤ **2nd Floor :-**

- CSSD
- SICU 1, 2,3,4

➤ **First Floor :-**

- Library
- Conference hall
- Training hall
- Directors office
- Labour and Delivery room :-

1. PICU

2. NICU

- Department of Gastro Science
- Dental Department
- Preventive Health Care
- High Dependency Unit
- Speciality Ward
- Neurology
- CCU , CMW , Cath Lab

➤ **Ground Floor :-**

- MICU 1 & 2
- Blood Bank
- X-Ray , CT - Scan , MRI
- Reception
- Department of Diabetes
- Cardamom
- Lab Reports
- Paediatrics
- OPD - 1,2,3,4
- TPA (Credit Cell)
- Emergency
- Ophthalmology

Basement :-

- Marketing
- Finance
- Human Resource
- Pharmacy (Main)
- Housekeeping
- Medical Records
- Staff Canteen
- Biomedical
- Engineering
- A/c Control Plant
- Research Department

- Boiler Room
- Kitchen
- laundry

1.7 Services At Fortis Hospital

- Anaesthesiology
- Dermatology
- Dietetics and Nutrition
- Emergency and Trauma Centre
- Endocrinology
- Flat panel cath lab
- Geriatrics
- Gynaecology
- Haematology
- Internal Medicine
- Laparoscopic , Gastrointestinal and Bariatric Surgery
- Mother and Child
- Neuron Sciences
- Nero , Vascular and Non Vascular Intervention
- Obstetrics
- Ophthalmology
- Orthopaedics and Joint Replacement
- Paediatrics
- Physiotherapy and Rehabilitation
- Preventive Health Check-ups
- Psychiatry and Psychology
- Pulmonary and Critical Care
- Radiology
- Renal sciences and Urology
- Rheumatology
- Cardiac sciences
- Dental Surgery

PROJECT

**“Impact of Reward and recognition on motivation
of employees”**

Introduction

Reward system is an important tool that management can use to channel employees motivation in desired ways. In other words, reward system seeks to attract people to join the organization to keep them to coming to work, and motivate them to perform to high level.

Motivation: companies use both positive reinforcement and negative reinforcement to motivate employees. Many managers believe that using positive motivation techniques encourages employees to produce more and better quality work. For example, some companies select an employee as “employees of the week”. This techniques praises the winning employee, while positively encouraging other employees to keep trying to do well. Other managers believe negative reinforcement motivates employees to stop bad behaviour. For example, a company may issue a written-warning system, or threaten employees with termination to get them to perform a certain way.

Rewards: Hospital rewards their employees with both tangible goods, as well as praise. For example a marketing department may offer a monthly bonus to the highest clients. Not all tangible rewards come in the form of money. Some companies host free lunches, or give away company gear to good workers. Many managers choose to reward their best employees by simply praising them for a job well done, or by recognizing the hard work they put in to a project.

Advantages:

By using positive reinforcement to motivate employees, a manager may build a good relationship with his employee that fosters a sense of trust. In a good manager-subordinate relationship, employees may feel respected and comfortable in their working environment. Providing rewards, both tangible

and in the form of praise, can make employees happier. Happier employees often perform better at work.

Disadvantages

Using negative enforcement as a form of motivation could cause employees to become dissatisfied with their jobs. Unhappy workers typically produce less quality work, become sluggish or fail entirely to meet deadlines. Applying too much motivation or offering too many rewards can also have negative effects. Employees can become over-confident. They may feel that they are the bosses' favourite workers, even if they start to slack off on their projects or test the limits of their working relationship with their supervisor.

Increasingly, organizations are realizing that they have to establish an equitable balance between the employee's contribution to the organization and the organization's contribution to the employees.

Studies that have been conducted on the topic indicates that the most common problem in organization today is that they miss the important components of rewards, which is the low cost, high-return ingredient to a well-balanced reward system. Fortis hospital has policies for every medical or non-medical staff.

Department	Award	Frequency	Rewards	Criteria
Clinicians	Most Promising Doctors of the month	Monthly	Certificate	Level of commitment,
			Cash Voucher	Discipline,
				Attendance and Punctuality
				Grooming/Teamwork/ Attitude;
				Patient – centric attitude / Customer Oriented,
				Training Attendance,
	Pride of Fortis	Quarterly	Certificate,	Discipline,
			Memento	Attendance and Punctuality
			Cash Voucher	CMEs/Seminar Attended & Conducted,
				Going beyond duties,
				Exceptional achievements attained while performing the duty other than the routine job;
				Contribution to improve the hospital image / rapport;
Nursing	Star Nurse	Monthly	Certificate	Discipline,
			Cash Voucher	Attendance and Punctuality;
			lunch coupon	Grooming/Teamwork/ Attitude;
				Patient – centric attitude / Customer Oriented,
				Training Attendance,
	Florence Nightingale Award	Quarterly	Certificate,	Discipline,
			Memento	Attendance and Punctuality;
			Cash Voucher	CNE/Training Programs attended or Conducted
			lunch coupon	Commitment, Patient Centricity,
				Patient feedback,
				Going beyond duty,
				Demonstrate values,
				Exceptional achievements attained while performing the duty other than the routine job;
Admin & Para-Medics	Star Employee	Monthly	Certificate	Discipline,
			Cash Voucher	Attendance and Punctuality;
			lunch coupon	Grooming/Teamwork/ Attitude;
				Patient – centric attitude
				Training Attendance,
				Commitment,

	Gem of Fortis	Quarterly	Certificate,	Discipline,
			Memento	Attendance and Punctuality;
			Cash Voucher	Value Demonstration,
			lunch coupon	Process simplification / improvement initiatives;
				Exceptional achievements attained while performing the duty other than the routine job,
				Training attended
Contractual Staff	KARAMYOGI	Monthly	Cash Voucher	Discipline,
	One from HK GDA		lunch coupon	Attendance and Punctuality;
	One from Nursing GDA			Patient Feedback
	One from Support services (Office GDA, Security)			

Purpose

The entire purpose of reward and recognition is to encourage behaviours that lead to desirable results. Therefore, align rewards and recognition with existing the goals, measures and behaviours of teams and units instead of working against these structures. Reward the teams and people that exhibit the behaviours and results desired.

Data collection: structured questionnaire was used to collect data from one fifty respondents through purposive sampling method from selected doctors, nurses and non-medical background .Five point Likert scale from 1(strongly disagree) to 5(strongly agree) was used to measure responses.

Sampling: One hundred fifty questionnaires distributed among doctors, nurses and non-medical background people of selected fortis hospital.

Objectives:

- To assess how rewards and recognition effect on the motivation of employees
- To create a competitive healthy environment.
- To assess the relationship among reward and motivation.

Review of literature

- According to EleonorFedmanbarleera studies Benefits of employee recognition programs shows that employee engagement, productivity and customer service are about 14% better in companies where recognition occurs, compared to companies without a program that acknowledges their efforts. In addition, companies with an effective recognition program have a 31%lower voluntary turnover rate than those with an ineffective program.
- According to Charles Cotton CIPD Reward Adivser c. cotton @cipd.co.u The implication of this for practice is that it's probably going to be more effective to design reward processes around the capability of line manager, involving them in the design and in the associated education and communication programme –then subsequently increase their capability via training on them , no matter how best practice the initiative.
- According to press Graney researchers and consultants applied their expertise to analyse patient satisfaction data, employee's satisfaction data and reward program data supplied by Press Graney in the clients in the demographic profiles to create this white paper successful reward and recognition programs are carefully planned and diligently

executed. Empowering employees to help provide recognition to co-workers removes much of the burden from management and ensure that all employees 'excellent performance is rewarded and recognised.

- According to Sharif Alam¹, Al S hahrani Ahmed saeed², Md. Sahabuddin³ and Selina AK studies that have been conducted Relationship between and Employee Contribution in service Industry Md. Research has proven that employees who get recognised tend to have higher self-esteem, more confidence, more willingness to take on new challenges and more eagerness to be innovative (Mason, 2001). This research aims to analyse the impact of employees' recognition on their contribution to the organisation, with special reference to the service industry. From the initial investigation it is revealed that due to the underperformance of human capital this sector is not getting appropriate moment.

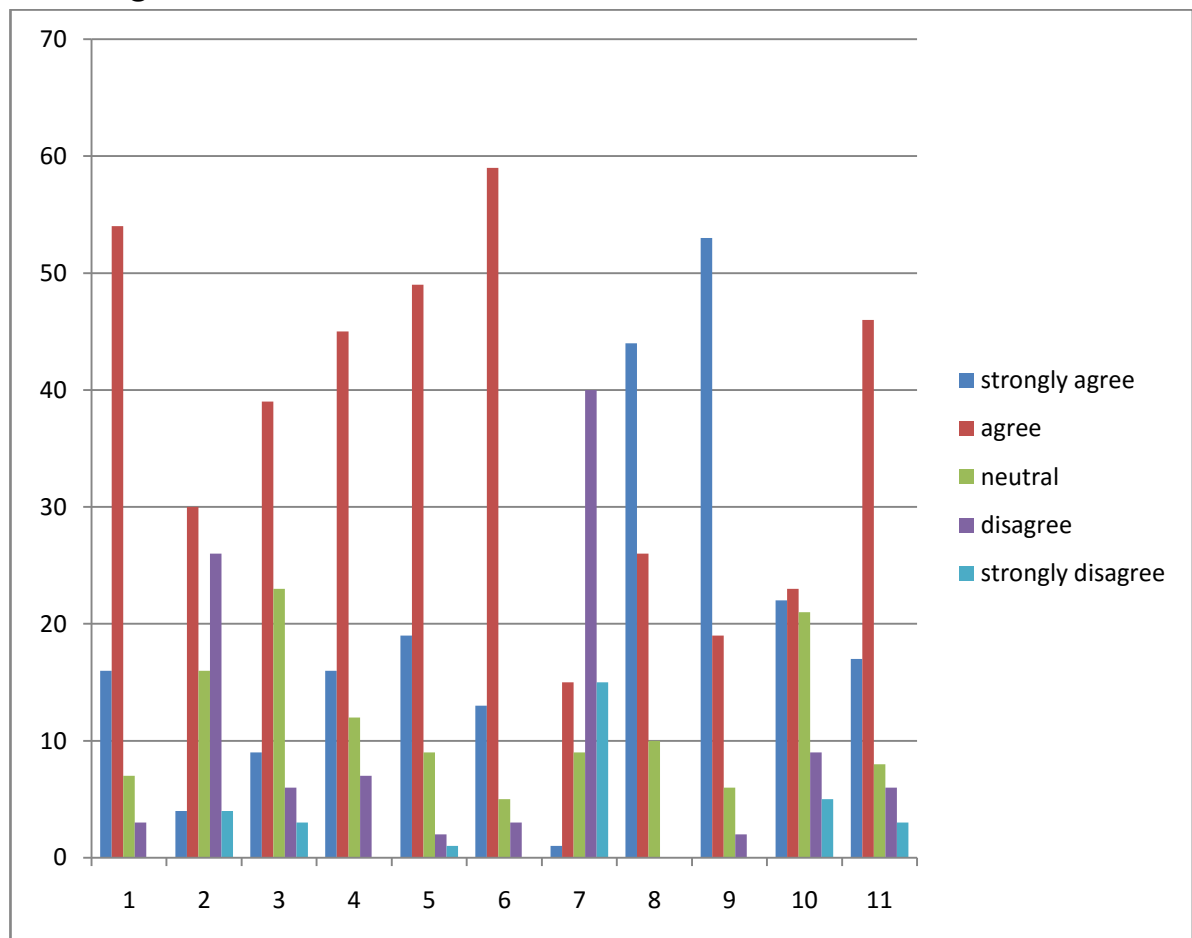
- According to Asaad Abduljawad and Asaaf F. Al-Asaaf Sultan Qaboos Univ Med J. 2011 May; 11(2): 201-206. Published online 2011 May 15 on incentives for better performance in healthcare Shows that receiving a sufficient return on that investment requires the full participation of the programme participant. Incentive programmes are based upon the concept that effort increases as people perceive themselves progressing towards their goal. Therefore programmes should offer participants a variety of products and services based on their unique interests and diverse needs. Successful programmes need to develop their reward methods carefully to keep participants eager to approach a new goal once they have achieved a reward.

- According to persefonilambrrou, Nick Kontodimopoulos and DimitrisNiakas on motivation and job satisfaction among medical and nursing staff in a Cyprus public general Hospital. The results are in agreement with the literature which focuses attention to management approaches employing monetary and non- monetary to motivate health care professionals. Health care professionals. Health care professionals tend to be motivated more by intrinsic factor.

- According “Ralsisharma” and “AniruddhaLimaye” in the Great place to work Research demonstrates that such benefits will only be achieved through an effective program that reinforces an organization’s goals and values. These programs should be thoughtful, should touch a large number of employees and should be well publicized. Best workplaces have been able to develop rewards and recognition programs that promote organisation goals and values and reach out to a large number of employees, sometimes even all employees.

- According to the “Acclir” on rewards and recognitionwith the rate of employment engagement at an all-time low, HR managers who implement rewards and recognition programs that are designed to meet the strategic goals of their organization help their employers achieve a competitive advantage in the marketplace. The senior leadership of many companies are discovering the benefits of rewards and recognition programs, which means that these motivational tools willbe used more often for the good of both the employee as well as the organization.

Findings:



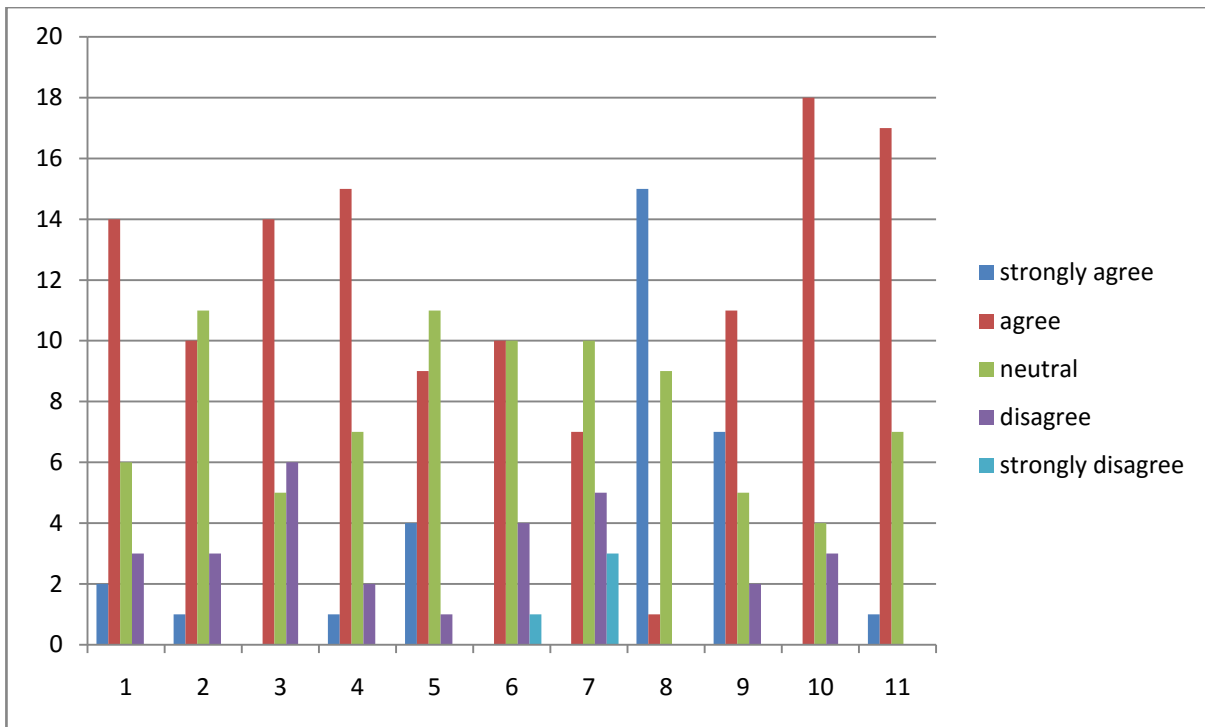
Nurse80

SUMMARY OUTPUT

<i>Regression Statistics</i>	
Multiple R	0.914807
R Square	0.836873
Adjusted R Square	0.673745
Standard Error	4.533658
Observations	3

Here it shows that

83% have a impact of reward and recognition on motivation of employees.which is a good indicator that staff nurse are much more motivated with the reward and recognition. Here most of the employees strongly agrees that top management involvement will support recognition activities. And less people agrees that supervisor should know what motivates them to be productive.



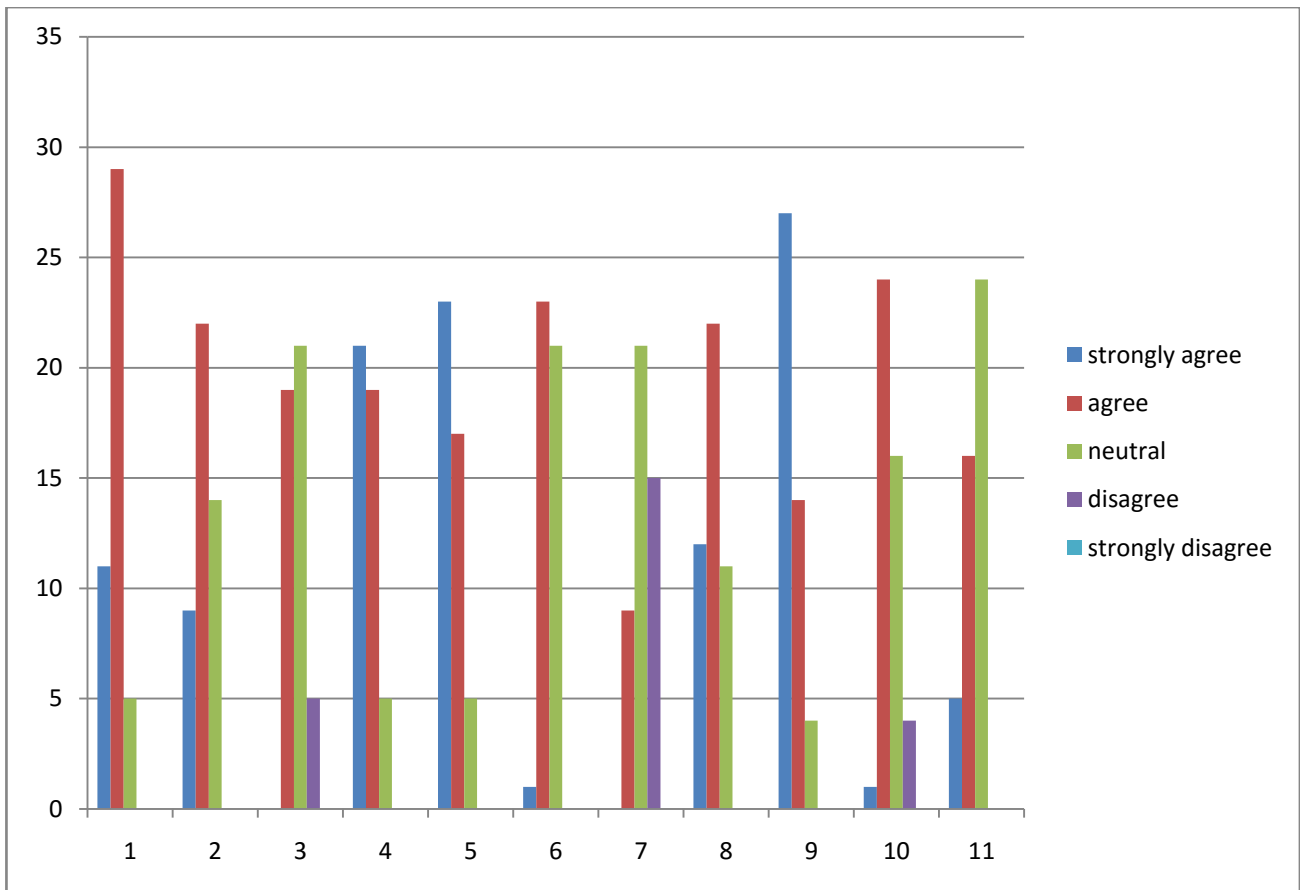
DOCTORS 25

SUMMARY OUTPUT

<i>Regression Statistics</i>	
Multiple R	0.660025
R Square	0.435633
Adjusted R Square	-0.12873
Standard Error	2.673696
Observations	3

doctors

In this diagram rewards and recognition does not impact much on the motivation of employees. In this 43% doctors think that rewards and recognition make impact on the motivation of employees. Doctors strongly agree that most of the employees who do not receive any reward and recognition feel demotivated.



NON-MEDICAL BACKGROUND 45

SUMMARY OUTPUT

<i>Regression Statistics</i>	
Multiple R	0.755929
R Square	0.571429
Adjusted R Square	0.142857
Standard Error	4.810702
Observations	3

Conclusion:

The study aims to examine the impact of reward and recognition on motivation of employees in medical or non- medical staff members. In this study 150 employees were participated from both the areas. To conduct the study regression analysis was developed to see the impact of reward on motivation. Results indicate that (1) rewards have positive significance on motivation of employees of nursing staff (2) rewards have very less impact on the behaviour of doctors. They do not think that rewards have powerful impact on their work culture. (3) non-medical background consider that rewards and recognition is mainly for the medical staff members because they are pillars of the hospital and they do not get much importance in the hospital.

Recommendations:

Human resources are the most important assets of every organisation. Acquiring and retaining these resources is one of the major challenges faced by many organization. However there is some problem that should be taken care.

- Reward and recognition is the most important factor for motivating the employees to work more effectively or efficiently.
- Organization should create opportunities for employee's growth and development in that way the employee's turnover will reduce.
- Employees need to know that their contribution is noticed, valued and part of expanding the enterprise.
- Organisation should improve the reward and recognition and give a trophy, cash voucher, certificates which performed well and this motivates them well.
- Cross- border job opportunities should be selected on the basis of their performance talents for further development.

Limitation

- There is a limited sample size.
- There are so many people who are very busy to give time to fill questionnaire