WORKPLACE RECOGNITION AND EMPLOYEE MOTIVATION: A COMPARATIVE STUDY HOSPITALS IN TELANGANA

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INTRODUCTION

Employees are vital assets in any organization. In the healthcare sector, particularly in hospitals, organizational success is highly dependent on the performance and dedication of healthcare professionals and support staff. Given the critical nature of healthcare services, hospitals must continuously refine their employee management strategies to ensure efficiency, compassion, and patient satisfaction. These strategies often include offering benefits such as special leave policies, competitive compensation packages, professional development opportunities, team-building initiatives, and performance-based incentives.

Hospitals in Hyderabad, whether government or private, operate in an environment that demands high levels of employee motivation, commitment, and efficiency. Robust employee engagement practices within hospitals are essential to ensure both quality patient care and organizational effectiveness. Engaged employees tend to show greater motivation, improved morale, and stronger organizational commitment, all of which contribute to improved healthcare outcomes.

A key element of employee engagement is employee recognition, which involves acknowledging and appreciating the efforts and achievements of employees. Recognition not only reinforces positive behaviours but also strengthens motivation, cooperation, and loyalty. In hospital settings, where staff often work under high pressure and emotional stress, timely and meaningful recognition can boost morale, reduce burnout, and enhance job satisfaction. This in turn leads to better team dynamics, patient care, and institutional reputation. Numerous studies and practical evidence support the view that a well-structured reward and recognition system plays a crucial role in changing employee behaviour. It positively impacts motivation, job satisfaction, retention, and knowledge-sharing, ultimately leading to enhanced productivity and organizational growth. In the hospital context, where human interactions are central to outcomes, recognizing employee contributions becomes even more essential.

This study seeks to explore and compare the impact of workplace recognition on employee motivation in hospitals across Hyderabad, focusing on how recognition practices shape attitudes, performance, and the overall work environment in the healthcare sector.

REVIEW OF LITERATURE

Health Care Professionals' Motivation, Their Behaviors, and the Quality of Hospital Care: A Mixed-Methods Systematic Review (2022) – D. P. J. Osungbade et al. This systematic review investigates the relationship between healthcare professionals' motivation, their behavior, and the quality of hospital care. Using a mixed-methods approach and adhering to PRISMA guidelines, the study synthesized both qualitative and quantitative data from 2000 to 2020. The findings confirm that motivation, driven by recognition and supportive leadership, plays a critical role in improving both job performance and patient care quality in hospital settings.

The Three Approaches to Employee Motivation (n.d.) – PeopleThriver Team:The article explores three theoretical approaches to employee motivation—content, process, and reinforcement theories—to help organizations understand the psychological basis of workplace behavior. Employing a conceptual analysis of motivational theories such as Maslow, Herzberg, and Vroom, it emphasizes the importance of applying a blend of these approaches. The article concludes that strategically integrating these theories into HR practices can significantly improve employee engagement and productivity.

Organisational Psychology and Motivation (n.d.) – Steering Point Executive Search and Leadership Development Team. This article examines how organizational psychology can be leveraged to enhance employee motivation. Through a narrative review of psychological theories and corporate examples, it discusses how motivation is shaped by leadership, recognition, culture, and a sense of purpose. The article concludes that applying psychological principles in the workplace leads to higher employee satisfaction and more effective engagement strategies.

The Impact of Recognition, Fairness, and Leadership on Employee Outcomes: A Large-Scale Multi-Group Analysis (2024) – M. J. Nielsen et al. This empirical study analyzes how recognition, fairness, and leadership influence employee motivation, satisfaction, and turnover. Using survey data from over 10,000 employees across various industries, and employing structural equation modeling (SEM), it identifies recognition as a key predictor of positive employee outcomes. The study concludes that recognition, especially when paired with fairness and strong leadership, significantly boosts motivation and reduces turnover.

The Effect of Recognition and Appreciation on Employee Motivation and Performance (n.d.). This study explores the relationship between recognition, appreciation, and their impact on employee motivation and performance in service organizations. Using survey-based empirical research and statistical analysis methods such as correlation and regression, the paper finds a strong positive relationship between recognition practices and improved employee morale and output. It concludes that consistent and personalized recognition is essential to fostering a motivated and high-performing workforce.

1. Recognition as a Catalyst for Engagement, Productivity, and Confidence

Recognition is a powerful driver of employee engagement, directly linked to increased productivity and enhanced confidence. When employees feel appreciated, they become more committed, resilient, and collaborative. Recognition reinforces valued behaviors, encourages innovation, and builds a stronger sense of belonging. It also plays a vital role in boosting confidence, helping employees internalize their worth and contribution to the organization. In high-pressure environments like hospitals, timely and transparent recognition fosters trust, strengthens teamwork, and supports a culture of accountability and shared purpose.

2. Recognition as a Driver of Job Satisfaction and Retention

Workplace recognition serves as an intrinsic motivator that enhances job satisfaction and significantly improves employee retention. Well-structured recognition programs reduce turnover, lower burnout, and create a more resilient workforce—critical in healthcare settings. Organizations with strong recognition practices report reduced absenteeism and better overall morale, while the absence of recognition correlates with stress, disengagement, and decreased quality of care. By valuing employee contributions, hospitals not only retain talent but also maintain high standards of patient service and organizational performance.

3. The factor analysis was conducted to identify the underlying factors that define Workplace Recognition in selected Hospitals in Telangana

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.749
Bartlett's Test of Sphericity	Approx. Chi-Square	281.220
	df	10
	Sig.	.000

The Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy is 0.749, indicating a good level of suitability for conducting factor analysis. Bartlett's Test of Sphericity is significant (χ^2 = 281.220, p < 0.001), confirming that the correlation matrix is appropriate for factor analysis. These results support the application of Principal Component Analysis (PCA) to identify the key factors influencing workplace recognition in hospitals across Telangana.

Communalities		
	Initial	Extraction
[Hard work/ Contributions at work are recognized and appreciated.]	1.000	.564
Hospitals give constructive feedback from supervisors/Administration.]	1.000	.533
Hospitals has a fair and transparent reward system]	1.000	.558
Employees feel that efforts are acknowledged through promotions or bonuses.]	1.000	.621
Employees feel pressure due to unrealistic expectations or deadlines]	1.000	.415
Extraction Method: Principal Component Analysis.		

The communalities indicate how well each variable is explained by the extracted factors in the context of hospitals in Telangana. The highest communality is observed for employees feeling that their efforts are acknowledged through promotions or bonuses (0.621), followed by workplace recognition through appreciation of contributions (0.564) and the presence of a fair and transparent reward system (0.558). The lowest communality is found for employees experiencing pressure due to unrealistic expectations or deadlines (0.415). These findings suggest that in hospitals, workplace recognition is strongly linked to promotional opportunities, appreciation of individual contributions, and equitable reward mechanisms, whereas the impact of work-related pressure appears to be relatively less influential in shaping perceptions of recognition.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.691	53.815	53.815	2.691	53.815	53.815
2	.872	17.439	71.254			
3	.664	13.286	84.540			
4	.427	8.540	93.080			
5	.346	6.920	100.000			
Extraction Method: Principal Component Analysis.						

A single component was extracted, explaining 53.82% of the total variance, which provides a reasonable representation of the dataset. Although the second component accounts for 17.44% of the variance, it does not meet the eigenvalue threshold for retention. This indicates that a single dominant factor primarily influences workplace recognition in hospitals across Telangana, capturing the core dimensions of how recognition is perceived and experienced by hospital employees.

Component Matrix[a]

	Component
	1
Hard work/ Contributions at work are recognized and appreciated	.751
Hospitals give constructive feedback from supervisors/Administration	.730
Hospitals has a fair and transparent reward system	.747
Employees feel that efforts are acknowledged through promotions or bonuses.	.788
Employees feel pressure due to unrealistic expectations or deadlines	.644
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

All five variables load onto a single extracted component. The highest loading is for employees feeling that efforts are acknowledged through promotions or bonuses (0.788), followed by workplace recognition through appreciation of contributions (0.751), a fair and transparent reward system (0.747), and constructive feedback from supervisors or administration (0.730). The lowest loading is for employees feeling pressure due to unrealistic expectations or deadlines (0.644). This indicates that workplace recognition in hospitals across Telangana is primarily influenced by appreciation, fair reward systems, and promotional opportunities, while the role of work-related pressure is relatively less significant in defining recognition experiences.

4. Mann-Whitney Test To Workplace Recognition

Ranks

	Hospitals / College Types	N	Mean Rank	Sum of Ranks
Hard work/ Contributions at work are recognized and appreciated	Public	126	94.20	11869.00
	Private	69	104.94	7241.00
	Total	195		
Hospitals give constructive feedback from supervisors/Administration	Public	126	93.78	11816.00
	Private	69	105.71	7294.00
	Total	195		
Hospitals has a fair and transparent reward system	Public	126	94.35	11888.00
	Private	69	104.67	7222.00
	Total	195		
Employees feel that efforts are acknowledged through promotions or bonuses	Public	126	100.80	12700.50
	Private	69	92.89	6409.50
	Total	195		
Employees feel pressure due to unrealistic expectations or deadlines	Public	126	98.98	12472.00
	Private	69	96.20	6638.00
	Total	195		

Private hospital employees reported higher mean ranks for recognition of hard work, constructive feedback, and a fair reward system when compared to their counterparts in public hospitals. In contrast, public hospital employees reported higher mean ranks for acknowledgment through promotions and bonuses, as well as for experiencing pressure due to unrealistic expectations or deadlines. These findings suggest that while private hospitals may excel in day-to-day recognition and feedback mechanisms, public hospitals tend to emphasize formal recognition through promotions, albeit possibly accompanied by greater work-related pressure.

WORKPLACE RECOGNITION

Test Statistics[a]					
	Hard work/ Contributions at work are recognized and appreciated	Hospitals give constructive feedback from supervisors /Administration	Hospitals has a fair and transparent reward system	Employees feel that efforts are acknowledged through promotions or bonuses	Employees feel pressure due to unrealistic expectations or deadlines
Mann-Whitney U	3868.000	3815.000	3887.000	3994.500	4223.000
Wilcoxon W	11869.000	11816.000	11888.000	6409.500	6638.000
Z	-1.430	-1.514	-1.349	-1.006	-.352
Asymp. Sig. (2-tailed)	.153	.130	.177	.314	.725
a. Grouping Variable: Hospitals / College Types					

No significant differences were found between public and private hospital employees regarding recognition of hard work ($p = 0.153$), constructive feedback ($p = 0.130$), fair reward systems ($p = 0.177$), acknowledgment through promotions and bonuses ($p = 0.314$), or feeling pressure due to unrealistic expectations ($p = 0.725$).

These results indicate that perceptions of workplace recognition and associated experiences are statistically similar across public and private hospitals, despite some observed differences in mean ranks.

CONCLUSION

The study aimed to examine the underlying factors that define workplace recognition and to explore potential differences in recognition experiences between employees of public and private hospitals in Telangana. The results from the factor analysis confirmed that the dataset was suitable for such an analysis, as indicated by a KMO value of 0.749 and a significant

Bartlett's Test (χ^2 = 281.220, p < 0.001). A single dominant component was extracted, accounting for 53.82% of the total variance, which reflects a strong underlying factor influencing workplace recognition in the hospital context. Key indicators contributing to this factor included recognition through promotions or bonuses (loading = 0.788), appreciation of hard work (0.751), fair and transparent reward systems (0.747), and constructive feedback from supervisors (0.730). The relatively lower loading for work pressure (0.644) suggests that although it is related, it is not a core dimension of workplace recognition.

Further analysis using the Mann-Whitney U Test revealed that although private hospital employees reported higher mean ranks for day-to-day recognition, constructive feedback, and fair reward systems, and public hospital employees showed higher ranks for acknowledgment through promotions and experiencing pressure, none of these differences were statistically significant. The p-values across all dimensions exceeded the 0.05 threshold (e.g., p = 0.153 for hard work recognition, p = 0.130 for feedback), indicating that there are no significant differences in perceptions of workplace recognition between employees in public and private hospitals. These findings suggest that, despite institutional variations, employees across both sectors perceive recognition practices in a generally consistent manner.

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