

Impact of Employee Recognition Programs on Job Satisfaction and Retention Rates among Healthcare Workers

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Abstract:

Motivation, work satisfaction, and employee retention are all significantly improved by the implementation of employee recognition programs, which are especially important in high-demand industry such as the healthcare industry. The purpose of this study is to investigate the efficacy of various forms of recognition, including as monetary prizes, public praise, career progression possibilities, and peer recognition, in terms of increasing employee engagement and decreasing turnover rates. A strategy to research that utilises a combination of methods is chosen, which includes conducting surveys and in-depth interviews with healthcare workers from a variety of healthcare organisations. According to the findings, employees who are given acknowledgement that is both timely and meaningful demonstrate better levels of dedication, productivity, and overall job satisfaction to their organisation. Furthermore, organisations that adopt structured recognition programs report a considerable reduction in employee turnover. This is because employees who feel appreciated and driven to contribute to the long-term goals of the firm are more likely to remain with the organisation. The study also emphasises the significance of personalisation in recognition programs, pointing out that tactics that are universally applicable would not provide the same amount of success regardless of the circumstances. After conducting this research, the researchers came to the conclusion that firms should use recognition tactics that are consistent and employee-centric in order to promote morale, improve workplace culture, and retain a stable staff.

Keywords: Employee recognition, job satisfaction, retention, workplace motivation, healthcare workforce, organizational commitment.

Introduction

Companies nowadays are putting a lot of emphasis on employee recognition programs because they want to boost engagement, happiness on the job, and retention. Industries with a high demand for qualified workers, including healthcare and technology, place a premium on these programs' efficacy. Formal and informal methods by which organisations show appreciation for workers' efforts, successes, and contributions are collectively known as employee recognition. Awards can be monetary, public, or in the form of promotions; non-monetary incentives might take the shape of things like more leeway in scheduling or chances to further one's career. Companies in today's business world encounter more and more problems associated with employee discontent and turnover. Significant financial losses, workflow delays, and a decrease in overall organisational productivity can result from high turnover rates. Structured employee recognition programs that attempt to cultivate a culture of gratitude and inspiration have been introduced by organisations to address these concerns. A large body of research shows that when workers are appreciated and recognised, they are more invested in their work and happier overall. Recognising and

rewarding employees is especially important in industry like healthcare where stress and burnout are common.

Working in healthcare comes with its own set of difficulties, such as long hours, intense mental and physical stress, and heavy responsibility for the well-being of patients. The demanding nature of the healthcare industry is a major contributor to the high rate of burnout among medical personnel. Healthcare organisations can alleviate these problems by implementing employee appreciation programs that highlight the significance of their work. There is a strong correlation between healthcare professionals' job happiness and possibilities for professional growth, whether in the form of monetary compensation, peer acknowledgement, or other forms of recognition.

The effect on an individual's intrinsic drive is one of the main mechanisms by which employee appreciation affects work happiness. A more personal investment in one's job is fostered when workers see that their efforts are valued and respected. Increased job satisfaction, productivity, and morale in the workplace are the results of this feeling of belonging and purpose. Regular acknowledgement seems to have a positive effect on employee engagement, initiative, and dedication, according to research in organisational psychology. Recognition also helps to create a pleasant work environment where people are motivated to continually provide their best. One of the most effective ways to lower turnover rates is to implement employee appreciation programs.

Several aspects determine how effective recognition programs are. These include the nature of the awards, how often they are given, and the organization's dedication to cultivating an appreciation culture. However, non-monetary forms of acknowledgement can have just as big of an influence as monetary incentives like bonuses and pay rises. Employees might feel more valued and motivated when they get personalised expressions of thanks, chances for professional development, and acknowledgement from their peers. To maximise employee happiness and retention, a recognition program should be well-rounded, including both monetary and non-monetary benefits. Employee appreciation programs also need to be in sync with the organization's principles and objectives. The goal of any recognition program should be to encourage actions and results that further the organization's stated objectives. Recognising healthcare personnel for their caring service, dedication to ethical methods, and happy patients promotes a patient-centered approach.

Organisations may face difficulties when implementing employee appreciation programs, despite the many advantages of such programs. Consistency is key when it comes to recognising initiatives. The impact of intermittent or biased recognition might be diminished because workers may view it as unfair or disingenuous.

Finding a happy medium between individual and group praise is another obstacle. It is critical to acknowledge individual accomplishments, but it is just as crucial to encourage a spirit of cooperation and collaboration. An environment where workers are happy to work together and encourage one another may be fostered with this method.

Recognition programs may be more successful and inclusive if we take the time to understand people's preferences and adjust them appropriately. Organisations should regularly assess and improve their programs to recognise employees in order to make the most of their efforts. In order to gain useful insights into what is working and what needs improvement, it is important to regularly ask employees for feedback.

Organisations may improve the efficacy of their recognition programmes by collecting and analysing data from surveys, focus groups, and employee engagement indicators. Programs that recognise and reward employees may greatly improve work satisfaction and retention rates, especially in fast-paced and demanding fields like as healthcare. Organisations may cultivate a motivated, engaged, and dedicated workforce by recognising workers' accomplishments and efforts. Programs like this will only be successful if they are consistent, welcoming, in line with organisational aims, and flexible enough to accommodate changing workplace trends.

Employee Recognition and Job Satisfaction

One of the most important factors in employee productivity and the success of an organisation is job happiness. According to Herzberg's Two-Factor Theory (1959), one of the most important factors that promotes job happiness is acknowledgement. Research shows that when workers are appreciated and recognised for their work, it boosts their involvement, morale, and dedication to the company (Danish & Usman, 2010). Employees report less stress and more happiness on the job when they participate in recognition programs including public praise, peer recognition, and performance-based rewards (Nelson, 2016).

Employee Recognition and Retention Rates

A key issue in highly competitive world is employee retention, and studies have shown that recognition programs can help with this. Gallup (2014) discovered that voluntary turnover is 31% lower in organisations with robust recognition cultures compared to those with poor or inconsistent recognition procedures. Rewards, praise and feedback, are examples of non-monetary recognition led to higher levels of employee engagement and retention (Kuvaas, B., 2006).

Recognition Programs in the Healthcare Sector

Working long hours, experiencing mental tiredness, and dealing with high turnover rates among medical professionals and nurses are particular issues that the healthcare business encounters. Recognising healthcare workers for their emotional and technical resilience is effective, according to research (Lartey et al., 2015). Job satisfaction and burnout may be improved by programs like employee-of-the-month awards, team-based incentives, and appreciation initiatives from both patients and leadership (Schaufeli & Bakker, 2014).

Methodology

The participants in the study were medical staff members from three different private hospitals in the Dehradun area of Uttarakhand. Nurses, allied health professionals, and support workers from those three departments took part. Using a probability sampling approach, the sample was selected using simple random sampling. Reliable sources inside the Human Resource Service and Admin Unit estimated that there were around 170 healthcare personnel in the hospitals. After reviewing and confirming everything one more time, we gave the go-ahead for the three departments to distribute 180 questionnaire packets. During the reliability test, it was found that there was a decent level of internal consistency. Factors such as work-life balance, compensation and benefits, and job satisfaction were among those measured by the surveys. There were three sections to the surveys. The demographic factors, the independent variables, and the dependent variable are presented in Section B and Section C, respectively. Section A of the survey has a set of nominal scale questions designed to elicit information about the respondents, such as their age,

gender, education level, marital status, department, experiences, and monthly salary, among other characteristics. On a five-point Likert scale, from Strongly Disagree (1) to Strongly Agree (5), all of the components of the measure for Sections B and C were presented.

Results and Discussion

Reliability Analysis

Table 1 displays the results of the reliability analysis and Cronbach's coefficient analysis that were used to statistically investigate the psychometric features of dependability. Comparing retention factors, they are similar. Employees are 0.826 percent satisfied with their jobs, 0.836 percent with their work-life balance, 0.861 percent with their working environment, 0.836 percent with their income and benefits, and 0.918 percent with their retention rate. The study's internal consistency was evaluated using an acceptance criterion of 0.75 (Pallant, 2010). For our purposes, a value below 0.6 is subpar. Results from reliability tests using Cronbach's Alpha values for each of the six variables demonstrate high reliability (Table 1). This figure proves the poll was authentic, as values nearer to 1 denote greater validity. More research is required to confirm the validity of all six criteria.

Table 1: Reliability statistics

No	Variable	Cronbach's Alpha(α)	Items
1	Job Satisfaction	.826	5
2	Working Environment	.861	5
3	Compensation and Benefits	.836	5
4	Work-Life Balance	.850	5
5	Employee Recognition	.836	5
6	Employee Retention	.918	5

Source: Author

Table 2: Summary of the respondent according to their profile

Category	Frequency	%	Category	Frequency	%
Gender			Education Level		
Male	16	13.0	SPM	42	34.1
Female	107	87.0	Diploma	49	39.8
Age			Post Basic/Adv Dip	12	9.8
<20 years	1	0.8	Degree	14	11.4
21 –30 years	51	41.5	Master	2	1.6
31 –40 years	48	39.0	Others	4	3.3
41 –50 years	17	13.8			
>50 years	6	4.9			

Experience			Monthly Salary (Rs)		
0–4 year	47	38.2	Less than 10,000	64	52
5–9 years	29	23.6	10,001 –15,000	32	26
10–14 years	28	22.8	15,001 –20,000	11	8.9

15–19 years	12	9.8	20,001 –25,000	4	3.3
>20 years	7	5.7	Above 25,000	12	9.8
Marital Status			Department		
Married	73	59.3	Nursing	64	52.0
Single	41	33.3	Allied Health	14	11.4
Divorce	9	7.3	Support	45	36.6

The data clearly shows that women made up 87% of the respondents, while male employees accounted for 13%. When asked about their marital status, 59.3% of respondents indicated they were married, 33.3% were single, and 7.3% were unsure. The bulk of the respondents (52%), who were recruited from the nursing department, were from the support services department (36.6%), and the allied health department (11.4%). In terms of age, 41.5% of those who took the survey were in the 21–30 age brackets. With 39% of the total, the age range of 31–40 years came in second place. Additionally, it was found that 13.8% and 4.9% of the population were 50 and up, respectively. Of individuals under the age of 20, just 0.8% was impacted. Among those who participated, 34.1% had completed the SPM, while 39.8% had earned a diploma.

Those with a bachelor's degree or above ranked second with 11.4%. 9.8% of those who took the survey had bachelor's degrees or above, and 1.6% had master's. Other credentials made up 3.3% of the sample. The majority of respondents (38.0%) had been employed for less than five years, according to the study of years of working experience. Those with 5–9 years of experience made up 23.6 percent of the total, while those with 10–14 years of experience made up 22.8 percent. While 9.8 percent of respondents have been employed for 15–19 years, just 5.7% have worked for more than 20 years. While 3.3% of respondents said they made between Rs 20,001-Rs 25,000 per month, 52% said they made less than Rs 10,000. A little over a quarter of the population fell into the Rs 10,001-Rs 15,000 income bracket, while about 8.9 percent of the population fell into the Rs 15,001-Rs 20,000 bracket. The remaining 9.8 percent were those whose monthly income was higher above Rs 25,000.

DESCRIPTIVE STATISTICS

Table 3: Descriptive statistics for retention determinants

Dimension	N	Mean	95% confidence interval for mean		SD	Min	Max
			Lower Bound	Upper bound			
Job satisfaction	123	3.89	3.78	4.01	.650	2	5
Work environment	123	3.56	3.43	3.70	.756	1	5
Compensation benefits	123	3.16	3.04	3.29	.714	1	5
Work-life balance	123	3.36	3.21	3.51	.824	1	5
Employee recognition	123	3.45	3.33	3.57	.691	2	5
Employee retention	123	3.67	3.53	3.81	.796	2	5

Based on the findings of the study, which are presented in Table 3 above, it was concluded that work satisfaction was a significant influence in the retention of healthcare professionals (mean = 3.89). Following that, we discussed the retention of employees and the mood of the workplace, with values for

their respective means (mean = 3.67 and 3.56). In the next order, the mean values for work-life balance and employee appreciation were as follows: 3.45 and 3.36 respectively. The mean score for the retention factor for healthcare staff is 3.16, which indicates that salary and benefits are regarded to be the least relevant element.

Table 4: Pearson correlation analysis between variables studied

Variable	1	2	3	4	5	6
R						
1	1	.733	.580*	.498*	.566*	.580*
2	.733*	1	.641*	.600*	.701*	.560*
3	.580*	.641*	1	.546*	.622*	.521*
4	.498*	.600*	.546*	1	.642*	.497*
5	.566*	.701*	.622*	.642*	1	.623*
6	.580*	.560*	.521*	.497*	.623*	1

Note: 1 = Job Satisfaction, 2 = Working Environment, 3 = Compensation & Benefits, 4 = Work Life Balance, 5 = Employee Recognition, 6 = Employee Retention

Table 5: My family Job happiness, working environment, compensation and benefits, work-life balance, employee recognition, and employee retention are the independent variables that contribute to this.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta(β)		
1	(Constant)	.311	.344		.905	.367
	Job satisfaction	.361	.124	.295	2.913	.004*
	Working environment	-.015	.125	-.014	-.117	.907
	Compensation benefits	.104	.106	.093	.985	.327
	Work life balance	.074	.089	.077	.832	.407
	Employee recognition	.414	.121	.359	3.416	.001*

Additionally, the value of 0.688 is represented by the R-Squared (R²) and can be seen in Table 6 of the model summary. Taking into consideration the number, it was determined that all of the independent variables could explain for 69% of the variance in this model, leaving 31% of the variation missing. Based on the findings of this study, it is possible to draw the conclusion that, out of the five independent factors, employee recognition had the most significant influence on predicting staff retention during the COVID-19 pandemic. As a result of having the highest t-value and beta score in comparison to the other independent variables that were employed in this inquiry, this was supported.

Table 6: Employee Retention Model Summary: The Role of Job Satisfaction, Work Environment, Compensation and Benefits, Work-Life Balance, and Recognition (Independent Variables) (dependent variable)

Model	R	R ²	AdjustedR ²	Std. Error of the Estimate	R ² change	F change
1	.688a	.474	.451	.590	.474	21.062
Predictors:(Constant),Job satisfaction, Working environment, Compensation & benefits, Work life balance, Employee recognition dependent variable: Employee Retention						

Discussion

One of the key objectives of this research is to determine which of the retention factors in various private hospitals in East Madhya Pradesh is the most accurate predictor of staff retention. The second step is to ascertain the level of significance and quantify the link that exists between the variables that were utilised. That there is a correlation between staff retention and the elements that contribute to retention was proven by this study, which is a significant finding. The following discussion provides further insights into the assessment of frequency that was described before, as well as how healthcare professionals perceived retention factors and retention. It was found that the mean average was 3.56, with a maximum value of 5. It would appear from this that the employees of the hospital are overjoyed to be working in an environment that is typically inviting. According to Joseph et al. (2014), it is important for the workplace to cultivate a feeling of community among its employees. The corporation is obligated to take into consideration the health of its employees by providing a setting that is free of any potential health hazards, permits a certain level of privacy, regulates noise levels, and takes into account the specific requirements of each individual worker.

The findings indicated that the favourable connections between healthcare workers and hospital management are a result of the openness that was implemented by the hospitals that they provided services to, as well as the fact that staff members are able to freely express their opinions or concerns. It was determined that the average mean score was 3.36, with a maximum score of 5. It is clear from this that those who work in healthcare are concerned about achieving a healthy equilibrium between their personal and professional experiences. Particular complements that were offered to employees' workload in private healthcare were seen to be vital in order to ensure that they had a balanced lifestyle. These complements included things like flexible work hours, family obligations, and working autonomy. According to Parkes and Langford (2008), a significant number of professional workers acknowledge the significance of maintaining a healthy work-life balance. This is due to the fact that it displays an individual's ability to maintain a balance between their personal and professional responsibilities. It was determined that the average mean value was 3.45, with a maximum value of 5.

In light of the findings, it was clear that healthcare professionals take their professionalism very seriously. In this particular case, the participant is of the opinion that nursing is one of the most stressful occupations because of the nature of the work and the relationship with patients. Because of the nature of the healthcare sector, stresses are pervasive and impossible to avoid. When it comes to the problems, skills, expertise, and professional performance that they provide, healthcare professionals want the management to recognise and appreciate their contribution at work. A study conducted by Jackson et al. (2012) found that leaders who acknowledge the efforts and high levels of performance of their workers are more likely to inspire those employees to maintain their high level of performance. Employees who are rewarded for jobs well done may be further motivated to put in even more effort if they are given acknowledgement for their efforts.

Conclusion

Companies in high-demand fields like healthcare and technology have found that employee appreciation programs are an effective way to boost morale and keep good employees around. This study emphasizes the importance of well-organised recognition programs in boosting employee motivation, engagement, and loyalty. While recognition programs are beneficial in all fields, the research suggests that industry-specific elements including work atmosphere, job needs, and employee expectations determine how effective they are. Successful recognition programs in the computer industry have included chances for skill development, flexible work practices, and peer praise. This is because personnel in this field place a high importance on innovation-driven incentives and career advancement. Recognition initiatives centered on emotional support, team-based appreciation, and work-life balance has a greater impact on job satisfaction and retention in the healthcare industry, where workers endure high levels of physical and emotional stress. In order to create recognition programs that are specific to the needs of their workforce, organisations should take a strategic approach. Instead than trying to maximise employee happiness and limit turnover with a one-size-fits-all methodology, try implementing personalised and industry-specific recognition initiatives. The flexibility of different recognition models to adapt to changing workplace trends and their long-term effects should be the focus of future studies. Organisations may cultivate a pleasant work culture, boost employee loyalty, and keep a competitive advantage in their sectors by investing in meaningful recognition measures.

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