

A Study for Organisation's Equity Theory with Respect to Motivation of its Employee: With Reference to a Hospital in Mumbai Suburban

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Abstract: Every employee feels highly appreciated when he or she is valued in an organization. The idea of fairness and equity are the key components to motivate an employee. Equity theory is highly based on the idea of motivating employees by being fair. If employees compare themselves with other groups, within and outside an organization, they will look to adjust their inputs to reach their perceived equity. Equity theory of motivation suggests that higher an individual's perception of equity, the more motivated they become. If someone is judged in an unfair environment, they will become demotivated. Fair treatments should be used to keep employees motivated. Organizations should recognize the contribution each employee brings in. They should be recognized and appreciated wherever possible. So, the study is in comparison with equity theory on motivation with the employee to the hospitals during Pandemic situation. The number of respondents taken for the studies from the hospitals is minimum 50 nurses.

Keywords: Motivation, organisation, equity, employee, environment.

1. Introduction

Motivation, equity and productivity are concepts which have been subjects of immense interest among researchers and practitioners. These concepts have been defined in a various other ways by several scholars and scientists. If we have to review the definitions, the paper will be unnecessarily long and boring. Therefore, we have adopted the approach of describing what we mean by these terms and proceeding to discuss the issues with the understanding that the descriptions will serve the purpose of definitions.

2. Objectives

- To study and analyze the motivational factors used by the hospitals during the pandemic phase to retain its employees.
- To study and understand the factor hospitals focus on to improve employee-employer relations.
- To find ways to reduce inequity among employees.
- To develop a pattern to motivate the employees.
- To work towards a solution to keep the employees focused towards their work.

3. Literature Review

Equity theory was first developed in 1963 by *John Stacey Adams*, while working as a research psychologist with the General Electric Company in New York. He developed and tested an equity theory of motivation. Equity can be defined as a ratio between the individual's job inputs and job rewards (such as pay or promotion). The equity theory of motivation is used to describe the relationship between the employee's perceptions of how fairly he/she is being treated and how hard he/she is being motivated to work.

Equity theory is classified into two forms which are distributive equity and procedural equity. Distributive equity is concerned with fairness with which people feel they are

rewarded in accordance with others; while procedural equity is concerned with perception employees have about the fairness with which the organization procedures are being operated. (*equity foremployee research paper*)

Equity theory proposes that individuals who perceive themselves as either under-rewarded or over-rewarded will experience distress and that this distress leads to efforts in order to restore equity within the relationship. Equity, thus, measures the contribution and benefits earned by each individual in his views said that job performance is the set of worker's behaviours that can be monitored, measured and assessed in terms of achievement at individual level. (*from Ashwatappa book: Edition 5*)

Viswesvaran (2009) introduced a more recent definition of job performance in terms of motivation as "scalable actions" that is, behaviour and outcomes that employees engage in or bring about that are linked with and contribute to organizational goals. The central theme of all the definitions revolves round behaviours that are relevant and contribute to the realization of the organizational goals and objectives. Motivation is concerned with all the inner striking conditions often described as drives, desires and wishes which make the individual act in a certain way.

4. Research Methodology

This study will focus on the equity theory with respect to motivation of 50 nurses and the design which are used to survey nurses for motivating them in pandemic, fair treatment and employee employer relationship. It can be the purpose and question and bring out an opinion and a particular phenomenon of interest. In terms of this study, quantitative approach was the most appropriate approach to gain descriptive information about the composition of the sample size. In terms of seeking quantitative data, a survey was conducted on a sample size of 50 nurses from a hospital, consisting of 200 nurses. The instrument used to conduct this survey was using Google Forms, which

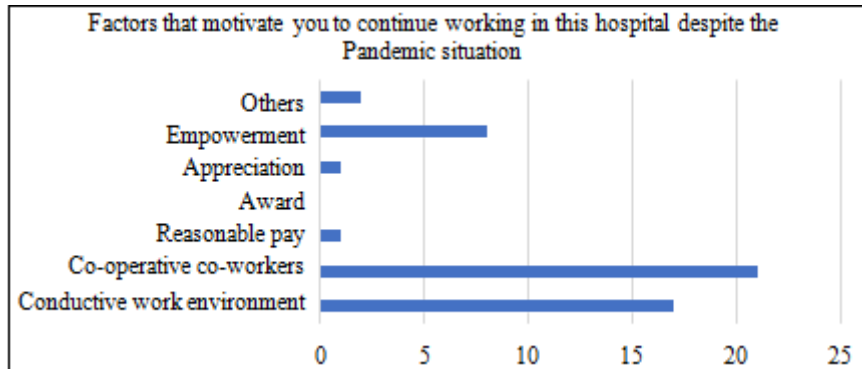
consisted of fifteen questions. The nurses participating in the survey were provided with 15 questions each person which represented the objectives of the study.

5. Data Analysis and Interpretation

In this survey, 50 nurses were surveyed and were asked to fill a few questions related to their work environment, and what helped them stay focused and motivated during the pandemic situation. Both male and female nurses, having tenure of few months, to more than ten years, were surveyed. The responses provided by the nurses give a fair idea about their ideology and mindset when working around

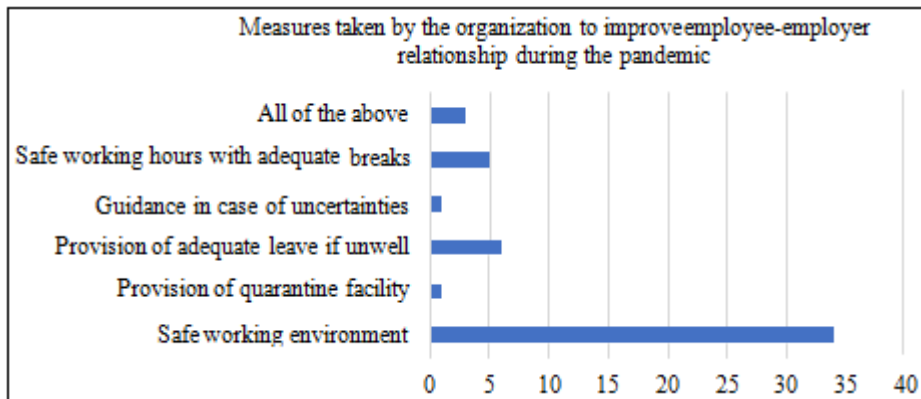
people in the same field.

- 1) The following are some sample responses taken by nurses in determining what are the factors that motivate them to continue working in this hospital despite the pandemic situation. Majority of the sampled nurses stated that co-operative coworkers and conducive work environment plays an important role to stay motivated during the pandemic situation. A few stated that being self dependent also helps to stay motivated during this difficult period.

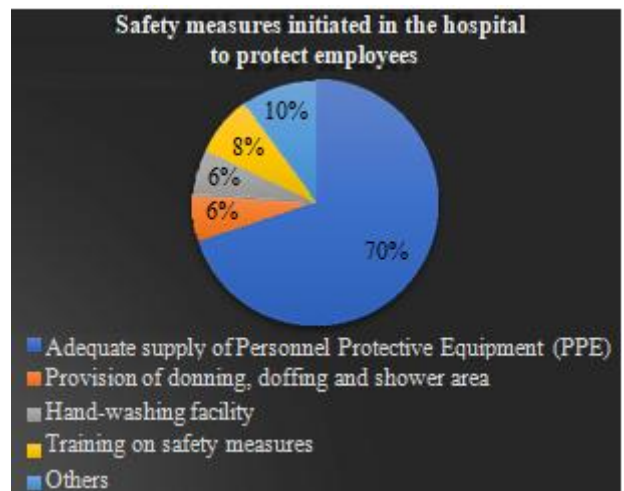


- 2) The following are some sample responses in determining what measures are taken by the organization to improve employee-employer relationship during the pandemic. Majority of the sampled nurses stated that having a safe work environment is very important improve employee-

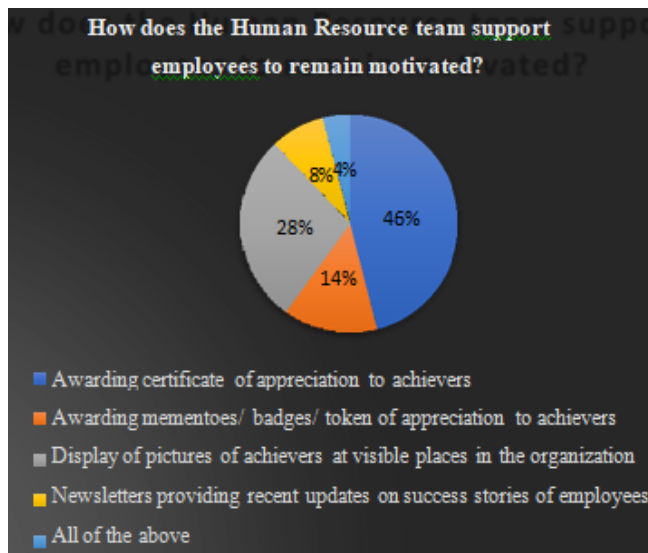
employer relationship during the pandemic situation. Provision of adequate leave if unwell and safe working hours with adequate breaks were also among the suggestions provided by the employees.



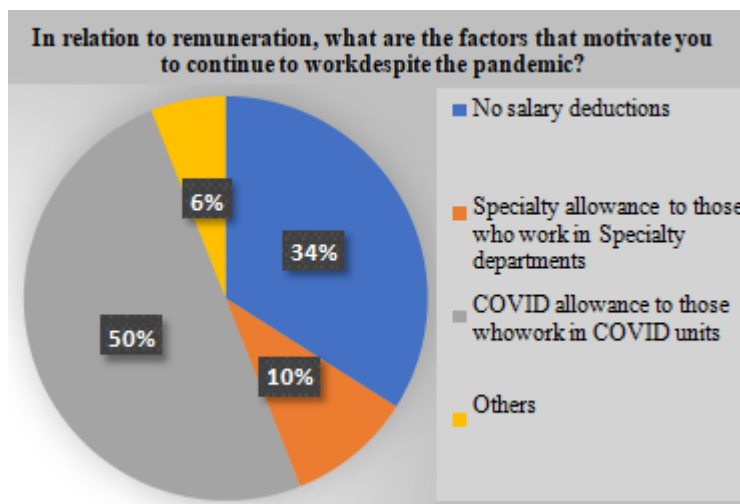
- 3) The following are some sample responses in determining what safety measures are initiated in the hospital to protect employees during the pandemic. Most of the employees stated that adequate supply of Personnel Protective Equipment (PPE) helped the employees stay protected during the pandemic. Also, provision of donning, doffing and shower area, hand-washing facility, training on safety measures, and following other safety guidelines were suggestions of some employees which were important and provided by the hospital to stay protected.



4) The following are some sample responses in determining how the Human Resource staff has helped workers to be empowered; the following are several sample responses. Most of the staff said that granting accomplishes a certificate of appreciation helped staff remain focused and gave them a feeling of appreciation. That's after a pandemic. In this tough scenario, the showing of photographs of achievers at recognizable positions in the company often allows workers to be inspired.

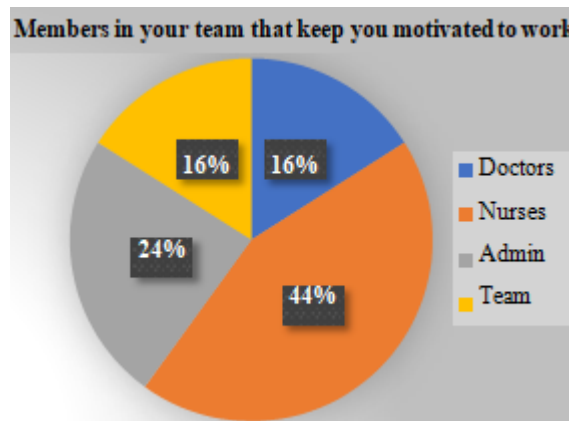


5) The following are some sample responses when members in your team asked on what kept them



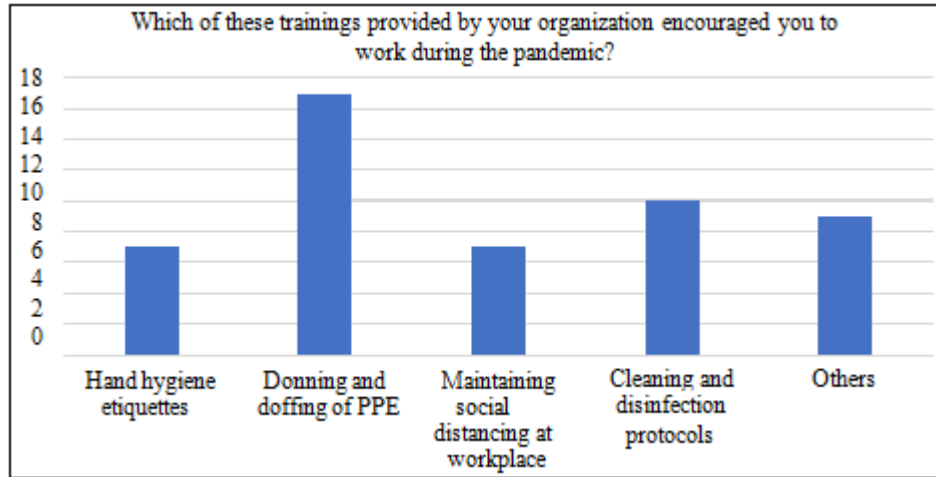
7) The following are some sample responses when nurses were asked which of these trainings provided by their organization encouraged them to work during the pandemic. Most of them stated that donning and doffing

motivated to work. Most of the employees stated that their fellow nurses helped them stay motivated at work. Also, some of them stated that even the doctors and the admin team at the hospital helped them to stay motivated.



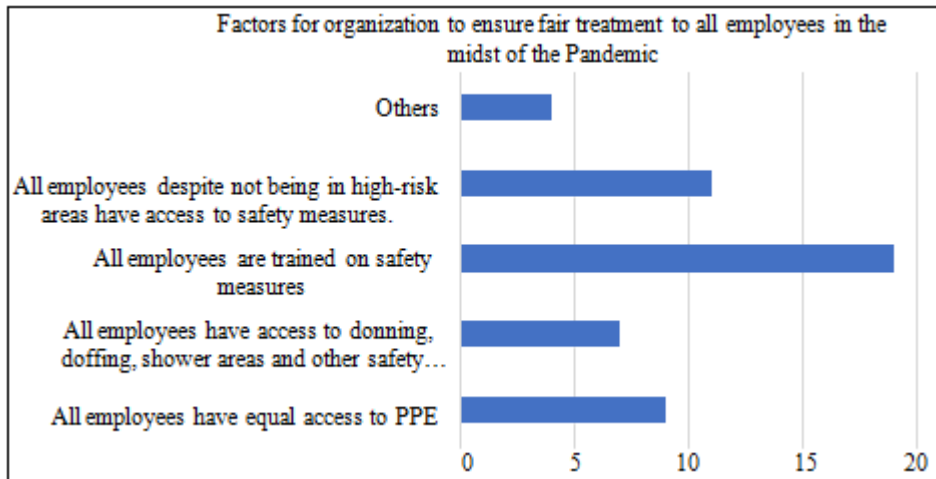
6) The following are some sample responses on what are the factors that motivate them to continue to work, in relation to remuneration. Half of the surveyed nurses stated that COVID allowance to those who work in COVID units motivated them to continue working. Also, no salary deductions during this difficult times also played an important role in staying motivated at work.

of PPE encouraged them at work during the pandemic. Also, Cleaning and disinfection protocols and hand hygiene etiquettes have encouraged employees to keep working during this period.



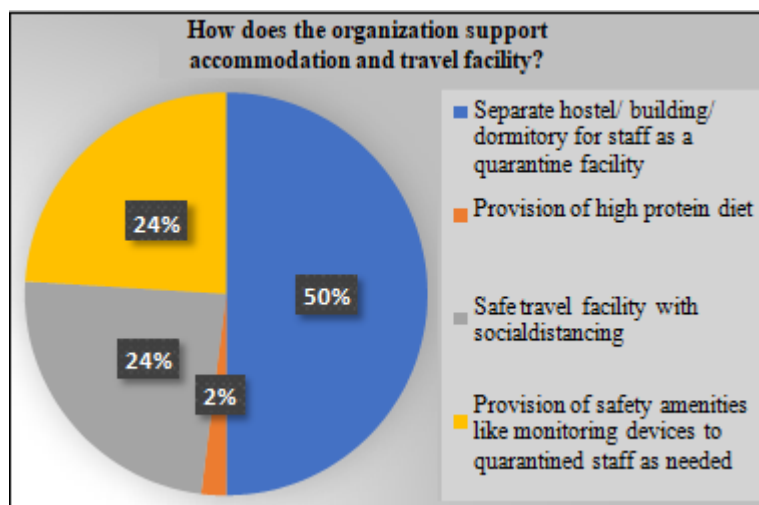
8) The following are some sample responses when employees were asked what factors for an organization ensures fair treatment to all employees in the midst of the pandemic. Most of the employees stated that all the

employees are trained on safety measures. Also, all the employees, despite not being in high-risk areas have been given access to safety measures.



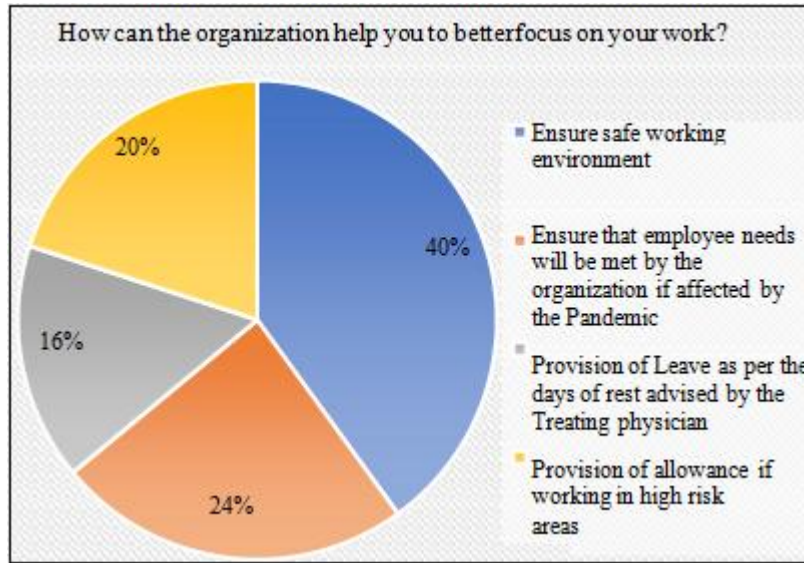
9) The following are some sample responses when employees were asked how does the organization support accommodation and travel facility. Fifty percent of the sample size stated that separate hostel, building, or dormitory was provided for staff as a quarantine facility.

Safe travel facility with social distancing and provision of safety amenities like monitoring devices to quarantined staff as needed were also priorities for the organisation.



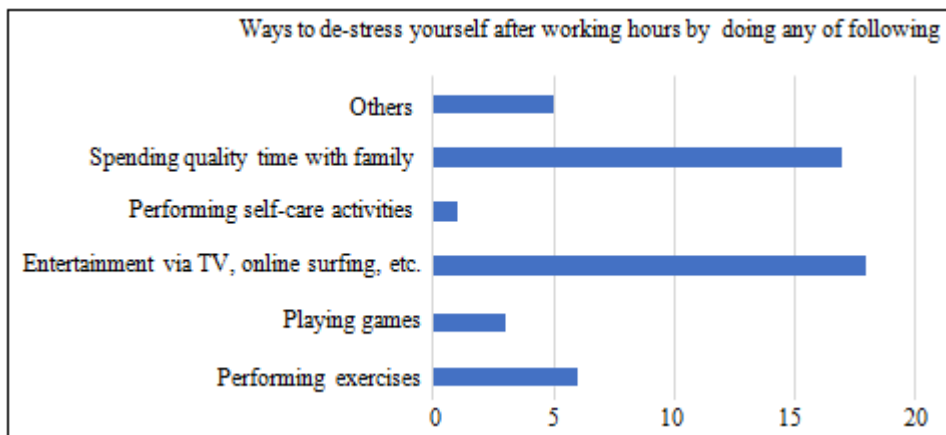
10) The following are some sample responses when asked how can the organization help them to better focus on their work. Forty percent of the employees stated that ensuring a safe working environment can help them stay focus on their work. Also, ensuring that employee

needs will be met by the organization if affected by the pandemic and provision of allowance if working in high risk areas helps employees to focus and concentrate more at their workplace.



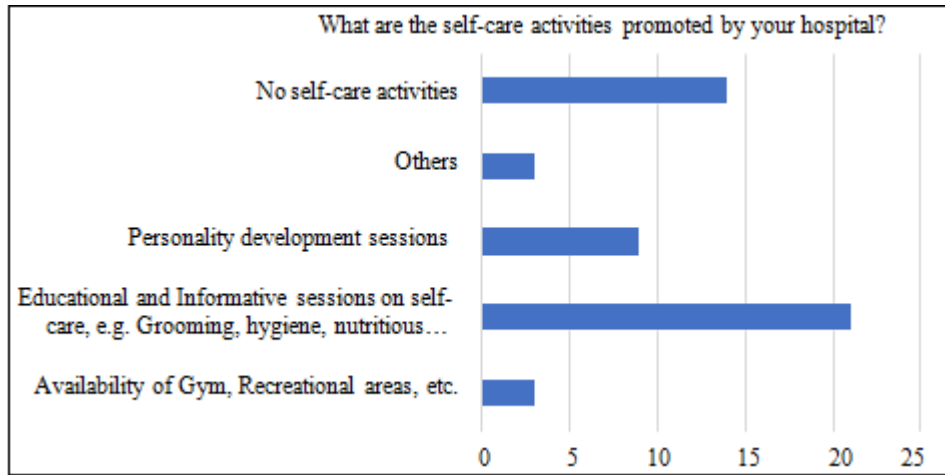
11) The following are some sample responses when employees were asked about the ways to de-stress themselves after working hours. Most of them stated that modes of entertainment through TV, online surfing, and social media have helped them de-stress themselves

after long working hours. Also, many employees stated that spending quality time with family plays an important role in de-stressing themselves after their work time.



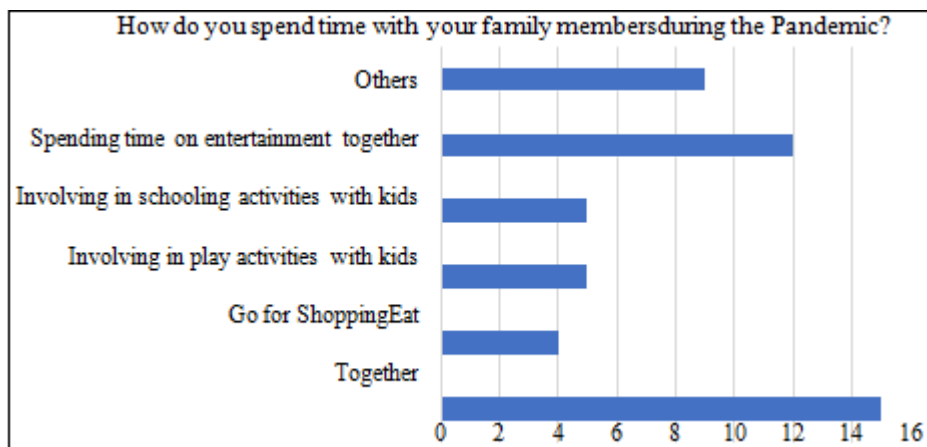
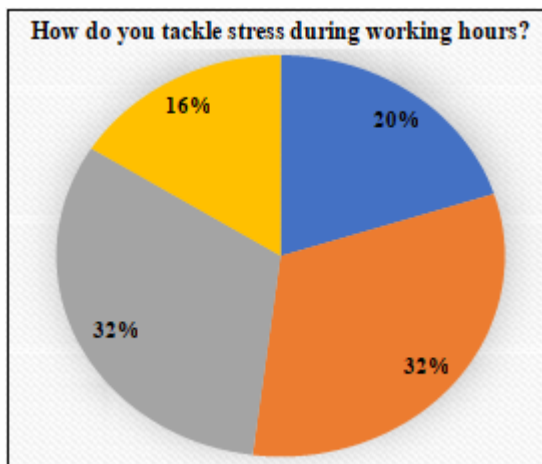
12) The following are some sample responses when employees were asked what are the self-care activities promoted by their hospital. Most of the employees stated that their organization provide educational and

informative sessions on self-care. Some of them even stated that there was no specific self-care activities were promoted by their hospital.



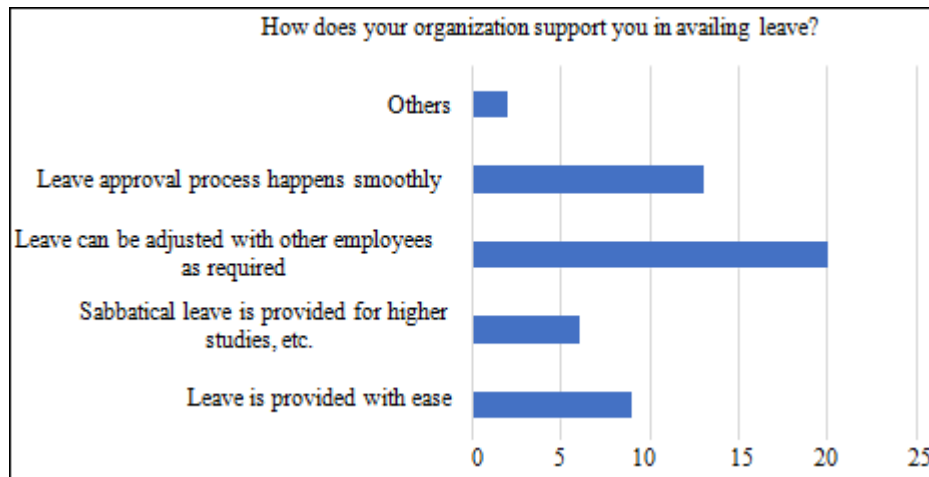
13) The following are some sample responses when employees were asked how do they tackle stress during working hours. Most of them stated that talking to buddies and colleagues, and giving feedback and seeking help from seniors and mentors help them to tackle their stress after work. Some of them even stated that taking timely breaks and few days of leaves help them tackle their stress.

14) The following are some sample responses when employees were asked how they spend time with their family members during the pandemic. Most of the employees stated that they spent time eating together with their families and spending time on entertainment with their families. Some of them even stated that calling their parents and speaking to them was a way of spending quality time with their family members.



15) The following are some sample responses when employees were asked how does your organization support you in availing leaves. Most of the employees stated that their leaves could be adjusted with other

employees as required. Also, the organization ensured a smooth leave approval process is followed their employees.



6. Conclusion

The study has focused on the equity theory of motivation with respect to motivation of employees in Mumbai suburban stating on organizational performance. However, it was noticed that the employees who have more growth and performance puts a positive impact and the result is also excellent. The study also concludes that fair and just treatment was seen in the organisation during pandemic to motivate employees in organizations. When organizations take cognizance of these factors to be done and actions to be taken to motivate employees, by giving them the best possible rewards they expect, it will lead to high job performance and also reduce employees turnover in pandemic.

7. Recommendations

Based on the study conducted it recommends the following:

- 1) Organisations should give employees the tasks that permit them to collaborate with other institutions, organisations and also, it is also important that the organisations should maintain the regulations, and if necessary, reinforce the good practice of not discriminating the staff members.
- 2) Other corporate organizations should consider and recognize the contribution of each employee to the achievement of the organizations objectives. This is in accordance with Adam's equity Theory and Motivation theory, which is based on fairness and equity in the organization.
- 3) Also organisations should work together with other authorities in order to create a pleasant and supportive work environment that motivates staffs.

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