

MOTIVATIONAL LEVELS OF HEALTHCARE PROFESSIONALS IN INDIA DURING COVID-19 OUTBREAK

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Abstract

The novel COVID-19 pandemic has challenged the entire human race. While, countries are under lockdown and people in social isolation, our healthcare workers are still out there every day, fighting this war by jeopardizing their lives. They are continuously supporting and treating patients and also dealing with overwhelming workload, emotional stressors, moral dilemmas, chances of getting exposed and so on. As such, for uninterrupted and effective functioning of the healthcare facilities under the pressure of such a crisis, it is of utmost importance to maintain good physical and mental health of the professionals. The first step towards that, is identifying the factors which increases and decreases the willingness of the professionals to work. There have been studies in the past which explained the factors which affects employee commitment and employee motivation towards work in the healthcare sector. And how workers in healthcare sector operates during a crisis situation, but so far, there have been no cross-sectional studies conducted on employee commitment of healthcare professionals in India at real-time during COVID-19 pandemic.

This study aims at identifying few of the important factors behind motivation level of healthcare professionals towards work at the time of COVID-19 and the mediating role of HRM towards addressing some of the concerns of the workforce. The study is focused on a group of healthcare professionals in Assam who are working in hospitals, treating COVID-19 infected patients. The focus group consists of 123 respondents. With the help of binomial logistic regression modelling in SPSS, we were able to identify how much the independent variables impacted the dependent variable, which is motivation level of the workforce. Results show, transparency in communication of leadership greatly helps in motivating the workforce with an odds ratio(OR) of 6.773. Also, the respondents who received training regarding the crisis has an OR of 2.007, which means, they are two times more motivated to work than respondents who did not receive training. Other factors such as; good leadership who lead by examples, support from supervisors and co-workers, gestures of appreciation to name a few. On the contrary, the major reasons for low motivation levels were inhibitions related to risk for infection, mental exhaustion, lack of knowledge about protection, uncertainty about cure, and feeling of isolation

Key words: Employee Motivation; Healthcare Professionals; COVID-19, Leadership

Introduction

COVID-19 is a novel virus and is highly contagious. This is one of the major healthcare crises the world has witnessed in such a huge scale. A pneumonia of unknown cause was first detected in Wuhan, China and was reported to WHO on 31 December 2019. It soon turned into a pandemic across the globe and is an ongoing crisis, for which no cure has been identified yet. WHO declared it to be a pandemic on 11 February 2020 and named the new coronavirus as COVID-19. There has been a lockdown situation in most of the countries in order to break the chain of the virus and stop the community spread. India is no exception, and has been undergoing nation-wide lockdown since March 24. It is quite like a world war situation. The healthcare workers are acting as the frontline warriors in this battle against the pandemic.

There are many known and as well as unknown challenges being faced by the healthcare professionals. The number of cases of them getting infected in their line of duty is overwhelming, even to the extent of few deaths being reported. The professionalism of healthcare workers therefore, is greatly challenged during this crisis. It is

of great importance to make sure that the healthcare workers are supported whole heartedly by the hospitals, society as well as the government. In order to reach the state of providing help, the first step is to identify the factors which promote or hinder their commitment towards work during this unique and vulnerable environment.

Commitment is a vital factor in organizations because it was found to enhance organizational citizenship behaviour, employee performance, and more involvement in work. In the healthcare, just like in any other sector, the managers, human resource management, and leadership require to focus on matters of workforce, such as employees' commitment towards the organization, their motivation level towards work, trust in organization, and job satisfaction in order to enhance performance, address patients' needs, and achieve business targets. The healthcare professionals are always dealing with high priority tasks which requires highest level of efficiency and effectiveness at their job. And their commitment at work directly affects the quality of service provided. As such, the role of human resource management (HRM) in the health care sector is critical, that goes beyond writing strategies, policies and procedures. The HRM of hospitals must have a good understanding of the factors which acts as pull factors such as; better remunerations, better standards of living, gaining experiences, and upgrading qualifications. And more importantly the push factors which is the area for improvement like; lack of facilities, lack of promotion, ineffective management, excessive work stress, lack of training, and absence of career development, etc.

Objective

The present study relates to morale & motivation of health care professionals during the current pandemic. Hence, the purpose of the study was to understand

- Challenges and concerns of healthcare professionals.
- Factors which improve their motivation and morale.
- Role of management in providing safe and secured working environment
- Suggestions for enhancing their commitment of health care professionals.

Methods

It is a cross-sectional study with the survey questionnaire being circulated to healthcare professionals working in the hospitals of Assam treating Covid 19. Participation in the survey was voluntary and we have obtained 123 responses. The questionnaire was circulated on May 12, 2020 and responses were collected over a period of two weeks. At the time of conducting the survey, India was in phase 2 of the virus.

Limitations

This research has few limitations. The study was conducted in the healthcare sector of Assam; hence the factors associated with motivation and the impact of HRM and leadership on enhancing motivation is limited to one state only. Before generalising the results for the entire healthcare sector of India, more such research needs to be conducted on a pan India basis. We hope this paper will lead to further research on the role of HRM in the healthcare sector.

Literature Review

There have been studies about elements of employee commitment in healthcare professionals. According to Fabiene and Kachchhap (2016), employee commitment depends hugely on job satisfaction, as such, more and more efforts must be directed towards enhancing employees job satisfaction. They also added that, by developing a friendly and favourable work environment and through adequate opportunities towards learning and development can be beneficial for boosting employee commitment. The concept of organizational commitment has been studied and measured in different ways.

Allen and Meyer (1995) in their study, explained the three-component model of commitment, and is widely accepted and used in researches. The first component is affective commitment, which refers to the commitment due to emotional attachment and identification the worker associates with the organisation. The continuance component refers to the commitment employee has, based on the cost involved with leaving the organization and due to lack of work alternatives. The third component is normative commitment which is due to moral concerns and feeling of being obliged to the organization. The employees exhibiting normative commitment along with being loyal towards the organization, also display motivation to do good work for the organization.

Another study by Sabahattin, Mehmet Top, Dilaver Tengilimog̃lu and Erdem Karabulut (2017) talks about the impact of organizational trust components, job satisfaction components, and various personal characteristics on employee commitment and motivation. The level of trust in the organization of the hospital workers reflects very well in the quality of care provided to patients, loyalty of patients and income of the hospital. As such it becomes inevitable for the hospital management to closely monitor organizational commitment, figure out the factors which has effect on it and further work on necessary actions to remove the negative impact on employee commitment.

Swarna Nantha (2017) highlighted the importance of intrinsic motivation along with extrinsic motivation for healthcare workers. It has been found that when monetary benefits are coupled with intrinsically motivating non-monetary benefits, it definitely helps in reducing employee turnover in healthcare sectors, mainly in developing nations, with Malaysia as an example. The benefits of intrinsic motivation can be witnessed in developing organizational citizenship behavior, transformational leadership and career growth management. Rewards of non-monetary in nature like career growth plans and liberty are seen as major drivers of job satisfaction. Employees who are intrinsically motivated are more warm and approachable towards patients. Patients feel dissatisfied with healthcare professionals who do not display empathy towards them. Intrinsic motivation helps in promoting an effective and positive work environment by reducing depression and anxiety.

One major reason for promoting intrinsic motivation is job dissatisfaction and organization misfit. The employees who get attracted towards the culture of an organization are the ones who go a long way and exhibit loyalty, whereas, the ones who do not conform to the fundamentals of the organization tend to lose focus at work and eventually resign. The doctors addressed that their dissatisfactions were enhanced by lack of support from central authorities, better and capable leadership and sour relationships with co-workers and superiors.

Ives, Parry, Greenfield, Draper (2009) conducted a study on the state of mind of healthcare workers who worked during the influenza pandemic of 2009. This study revolves around the objective of identifying and mitigating few of the barriers faced by UK healthcare workers during the time of influenza pandemic. At the time of such a health crisis, the healthcare workers are always the frontline people fighting against the disease and treating and taking care of those infected. They provide services at the cost of their own health and well-being. The risk of exposure and getting their closed ones infected are highest for the healthcare workers. Apart from these, there are multiple other factors that can impact their decision of continuing with the services. From the management's behalf, knowing these barriers and trying to mitigate few of these in time is of prominent importance. They conducted a qualitative study through one-on-one interviews with multiple focus groups. After analyses of the interviews, they concluded that barriers can be of two types.

Barriers to ability and barriers to willingness. Barriers to ability can be issues like transportation to work at the time of lockdown in the country. Such issues can be solved with little support from management. They can arrange facilitate transport to and from work for the workers who face this issue. Ensuring that staff are protected from litigation, and ensuring that they know they are protected, may also remove a barrier to taking on extended roles.

Another concern raised was that they were not communicated well enough about what was expected out of them. This can be resolved by having a policy of education and communicating emergency plans to staff, outlining what is known, what is not known, and what is expected of them. Employers reciprocating to the

concerns of employees can help in building goodwill amongst staff and encouraging loyalty can be an effective strategy to increase the motivation to work amongst HCWs.

Han Xiao, Yan Zhang, Desheng Kong, Shiyue Li, Ningxi Yang (2019) aimed at understanding the impact of social help on quality of sleep and functioning of healthcare workers who were treating COVID-19 infected people in Wuhan. It focuses on understanding the psychological effects, such a highly contagious disease can have on the healthcare workers, who are the frontline warriors working continuously towards saving others' lives at the cost of even putting themselves at high risk of infection. The COVID-19 has created havoc to mankind, especially because it is novel in nature and no cure has been yet found. The findings projected that social support although not directly but indirectly in different ways affected sleep quality of the staff. Emotional and empathetic support from closed ones can act as a strong motivating factor for the healthcare workers and can also help in mitigating stress, anxiety and depression. A wide social network helps in increasing self-efficacy. And more efficacy leads to better understanding of work, improved self-confidence, and motivation towards work.

A strong social support helps them to remain optimistic and hopeful even in such a crisis situation and helps them fight against loneliness and stress. Further, anxiety, stress along with low self-efficacy adversely affects sleep quality. People with anxiety often get very less sleep or disturbed sleep. On the other hand, high self-efficacy is a positive state of mind which improves sleep habits. In spite of facing tremendous stress situations in the hospitals, medical staff with higher self-efficacy are the ones who can deal with their emotions in a much stable way and are able to get enough peaceful sleep at nights. Many studies have been there which discusses the relationship between organizational commitment and overall job satisfaction in case of healthcare workers. In this study of healthcare workers of Caribbean, it is found that work-life balance is essential when an organization has to manage highly skilled and technical people like healthcare professionals.

David Bennett and Roquel Hylton (2019) showed that there was a moderately positive correlation between organizational commitment and job satisfaction. It also highlighted a significant positive relationship between number of years of service and age of the person with organizational commitment. Ling-Hui Yang, Tzu-Jiun Yeh (2018) highlighted the importance of leadership in human resources. It is only through the vision of people with leadership qualities that brings required changes in the work environment which in turn, affects employees' job-related behaviours and attitudes.

Transformational leadership exhibited by healthcare workers can help in enhances job performance of the subordinates and co-workers, also their support towards career growth pans can help in establishing trust between leaders and subordinates. (Bass & Avolio, 1995) The study of Hassan Mohamed Elarabi, Fuadah Johari (2014) talks about how human resource management can affect quality of healthcare provided in hospitals. It highlights how human resource management can be effective in maintaining the work performance of the staff, achieving the organizational goals and continuously improving the quality of treatment being provided to patients. This can be achieved through time to time training and development of the workforce in order to keep up the quality of care provided to patients. As such, the senior management should always have their strategic planning in place in order to maintain the overall quality of the staff and organization.

Another study researches about the preferences of healthcare workers for job life quality and motivation at work. The quality of performance at work highly depends on the level of engagement of employees towards work. Work-life balance stands out to be any important determinant of motivation amongst the healthcare workers. It is not just monetary benefits which motivates the staff, psychological support like; being empathetic towards them, plays a vital role in keeping the workforce motivated at work (Imran Aslan, Demet Morsunbul, 2018). Bhaskar Purohit, Abhishek Maneskar and Deepak Saxena (2016) worked on developing a tool which could be used to assess motivation among health service providers in the Indian health sector. The purpose behind designing such a tool was to help researchers, management, and policy makers in healthcare sector to better design human resource management (HRM) strategies based on the right needs of the healthcare professionals which would enhance their motivation level at work. Few of the important factors added in the tool were; physical safety of the healthcare workers, availability of adequate equipment and other requirements,

freedom of voicing their opinions, job security, presence of path for career growth, performance based promotions and presence of challenging work.

A qualitative study of healthcare professionals motivation in China done by Millar and Chen researches about whether money is the only factor that drives motivation amongst the healthcare workers.

The findings suggested that, along with having and improved income, more attention needed to be paid in building trust between co-workers, patients, and public in order to enhance the workers' motivation towards work (Ross Millar, Yaru Chen, Meng Wang, Liang Fang, Jun Liu, Zhidong Xuan and Guohong L, 2017).

There have been researches on how HRM impacts performance of healthcare professionals. There are evidences to support the importance of HR systems towards achieving desirable level of job satisfaction amongst healthcare workers and reducing retention rate (Alina M. Balucha, Torsten Oliver Salgeb and Erk P. Piening, 2013). The study by Muhammad Azeem Qureshi, Abdur Rahman Aleemi, and Jahangir Hussain Rathore in 2018 explains how leadership affects job satisfaction of employees to a great extent. It is through the behaviour and far sightedness of mindful leaders, that, a good and positive work environment can be created for the healthcare workers, which in turn influences their job-related attitudes and outcomes.

Data Analysis and Interpretation

Survey content

The questionnaire had total 29 items. The dependent variable in the research is the motivation level of the healthcare professionals towards work. On the other hand, the independent variables included sociodemographic factors, job satisfaction and organization related dimensions and stress related variables associated with the COVID-19 event. The personal variables included age, gender, marital status, and years of work experience. The perceived stress associated with the pandemic were captured through questions about risk of getting infected, putting family at risk for infection, overwhelmed by change in quality of work, increased and long working hours. Factors like; difficulties faced while commuting to work, any sort of ill treatment by patients and community captured their views about physical safety while working during the pandemic. Support from the hospital management was captured through questions like; whether they were provided with necessary and adequate equipment and facilities to carry out their duties effectively, how well the management addressed their concerns, how well the management displayed leadership, whether they were transparent in their communication with hospital staffs, and if they were provided adequate training and guidance needed to perform their duties effectively. The responses of the respondents were collected with the help of a Likert scale (0 - never; 1 - rarely; 2- sometimes; 3 - always). The healthcare professionals were classified into three different categories based on the kind of their work; clinical staff (doctors and nurses), technical staff and non-clinical staff.

Data analysis and interpretation

The responses received as a result of the survey were transferred to SPSS 15 for various statistical analyses. For evaluating the socio-demographics variables data, frequency and distribution were studied. Responses related to perceived stress and the variable capturing motivation levels were dichotomized. Responses of 0 and 1 were grouped as 'low' and 2 and 3 as 'high'. To determine the factors associated with motivation towards work, bivariate logistic regression was used. Prior to the bivariate logistic regression, the prerequisites were taken care of. The dependent variable was dichotomized as 0 for low and 1 for high level of motivation. The independent variables which are continuous in nature were kept as scale variables and the categorical variables are either treated as nominal or ordinal variables.

Results

Table 1 displays the data distribution of the personal and demographic variables included in the survey of the healthcare professionals. We were able to collect total 123 valid responses; out of which 63 (51.2%) women and 60 (48.8%) men participated. There are 100 (81.3%) doctors, 22 (17.9%) nurses and 1 (0.8%) technical staff. Majority of the professionals have up to 5 years of work experience which constitutes to 79 (64.2%); and 35 (28.4%) have between 6-10 years of experience. 6 (4.8%) of them have between 11-15 years and the rest of the buckets till 30 years have 1 respondent each. Majority of the respondents; 82 (66.7%) are unmarried whereas; 41 (33.3%) are married. Most of the respondents are quite young and unmarried with 0 children 103 (83.7%); 11 (8.9%) of them have 1 kid and 9 (7.3%) have 2 kids.

Table 1. Findings regarding personal characteristics

| Variable | | Frequency | Percentage |
|---------------------|-----------------|-----------|------------|
| Gender | Female | 63 | 51.2 |
| | Male | 60 | 48.8 |
| Years of experience | 0-5 years | 79 | 64.2 |
| | 6-10 years | 35 | 28.4 |
| | 11-15 years | 6 | 4.8 |
| | 16-20 years | 1 | 0.8 |
| | 21-25 years | 1 | 0.8 |
| | 26-30 years | 1 | 0.8 |
| Job classification | Doctor | 100 | 81.3 |
| | Nurse | 22 | 17.9 |
| | Technical staff | 1 | 0.8 |
| Marital status | Married | 41 | 33.3 |
| | Unmarried | 82 | 66.7 |
| Number of children | 0 | 103 | 83.7 |
| | 1 | 11 | 8.9 |
| | 2 | 9 | 7.3 |

Out of 123 respondents, 78 (63.4%) said they were strongly motivated towards work with Likert score 2 and 3; whereas, 45 (36.6%) said they somewhere reluctant or less motivated to work with Likert score 0 and 1. The options as reasons behind their motivation towards work were; job satisfaction, dedication at work, support from hospital management, obligation towards work, and appreciation from patients. Out of the 78 respondents who said to be highly motivated, 53.8% chose 'support from management' as the reason; 27% chose 'job satisfaction' as the top most motivating factor and 19.2% of them said 'obligation towards work' as the main reason. The options provided as reasons for hesitation towards their work were; risk of infection, risk of infecting family, lack of understanding of quality of work, being sick, uncertainty about cure, and workload. 62.2% of them chose 'risk of infection' as the main reason for hesitation; 24.4% selected 'workload' as their reason, and 13.3% said it was due to 'risk of infecting family'.

Table 2. Binomial logistic regression model of the determinants of motivation

| Variable | B | Sig. | Exp(B)/Odds Ratio(OR) |
|--------------------------------------|--------|------|-----------------------|
| Years of experience | -.221 | .113 | .802 |
| Felt protected by hospital | .128 | .024 | 1.136 |
| Received training | .697 | .049 | 2.007 |
| Experienced abuse | -1.184 | .002 | .306 |
| Adequate equipment received | 2.052 | .048 | 7.783 |
| Communication from leadership | 1.913 | .039 | 6.773 |
| Support from supervisors/co-workers | .083 | .000 | 1.086 |
| Anxiety about being infected | -.623 | .018 | .536 |
| Anxiety about infecting family | -.201 | .028 | .817 |
| Lack of knowledge about protection | -.034 | .133 | .966 |
| Increased workload | .284 | .302 | 1.328 |
| Felt avoided by others | -.067 | .046 | .935 |
| Mental exhaustion | -.455 | .000 | .634 |
| Difficulties while commuting to work | -.024 | .021 | .976 |
| Constant | 4.085 | .018 | 59.440 |

Table 3: Distribution of suggestions provided by respondents for enhancing motivation

| Suggestions | #Respondents | in percentage |
|---|--------------|---------------|
| Acknowledgement or small gestures of appreciation | 26 | 21.2% |
| Empathy | 19 | 15.2% |
| Training and guidance | 22 | 18.2% |
| Lead by example | 15 | 12.1% |
| Adequate equipment | 11 | 19.1% |
| Support and address concerns | 15 | 12.1% |
| Direction is key | 4 | 3% |
| Giving time off | 4 | 3% |
| Others | 8 | 6% |

Hypothesis: there is no difference between the factors or reasons associated with the respondents with high motivation level and those associated with respondents displaying low motivation level.

Table 2. shows the output of the binomial logistic regression model for determining the factors associated with motivation of the healthcare workers towards work. It consists of the variable name along with beta estimate, the significance value and the exponential of the beta estimate which is also known as odds ratio (OR). The most stable and significant model could be build using the above 13 variables. The p-value for this model is 0.003 which is less than 0.05 indicating the model to be a stable and significant one. The null hypothesis is that; there is no difference between the factors or reasons associated with the respondents with high motivation level and those associated with respondents displaying low motivation level. Since the model output shows the p-value as 0.003, we can reject the null hypothesis and can say that, the factors associated with respondents with high motivation are different from the factors associated with low motivation. The second column in the table (B) is the beta estimate of that variable, the next column 'Sig.' tells whether that variable is significant in the model or not, and the last column 'Odds ratio' is the exponential value of the beta estimate which tells to what extent a particular independent variable affects the dependent variable which is motivation level. From the results, it can be interpreted that out of 13, 11 variables are statistically significant. Respondents who felt protected by the hospital have an OR of 1.136 which means they are 1.136 times more likely to be highly motivated than respondents who did not feel protected by hospital. Respondents who received training regarding the crisis with OR (2.007) means they are two times more motivated to work than respondents who did not receive training. Any kind of abuse or ill treatment from patients and general public affected the hospital staffs' motivation towards work inversely. The OR for the variable 'experienced abuse' of 0.306 shows that the respondents who had experienced any sort of abuse are only 0.306 times motivated compared to respondents who did not receive any abuse. The results highlight the importance of transparency of the management and leadership during the time of such a crisis. The OR for the variable 'communication from leadership' is 6.773 indicated that motivation of the respondents who received first-hand information from the hospital management and leadership is 6.773 times more than respondents who worked under leadership who did not keep transparency in communication. Support from supervisors and co-workers also play a vital role in being motivated to work during the crisis. The OR of 1.086 shows that hospital staff who were supported by their supervisors and co-workers are 1.086 times more motivated than the ones who did not receive that support. There are few of the variables which came out to be the reasons behind low motivation towards work. The two main factors are 'anxiety about being infected' and 'anxiety about infected family' with ORs of 0.536 and 0.817 respectively. 'Mental exhaustion' and 'felt avoided by others' also affect motivation inversely with ORs of 0.634 and 0.935. 'Difficulties while commuting to work' is another factor which impacted motivation inversely with OR of 0.976.

Discussion

There have been multiple studies on understanding factors which lead to employee commitment and motivation at work in healthcare sector in normal situations. But, there has not been any studies till now capturing the factors associated with motivation of healthcare workers who were and are still handling and treating COVID-19 infected patients in India. Our study is focused on a group of healthcare professionals in Assam who are working in hospitals and are involved in treatment of COVID-19 infected patients. The focus group consists of 123 respondents in total. We also asked the respondents for suggestions about how leadership can keep the workforce motivated while they are working amid such a pandemic at the stake of their own safety. Table 3. Shows the distribution of the data. 21.2% of them wrote that few words or gesture of appreciation from management and leadership goes a long way. Another 15.2% mentioned that leadership's empathy and concern for their workforce helps a lot in boosting their confidence during this difficult time. Both these two suggestions talk about how human resource management of the hospitals should work towards boosting the intrinsic motivation of the workforce as described in Yogarabindranath Swarna Nantha (2017). The benefits of intrinsic motivation can be witnessed in developing organizational citizenship behavior, transformational leadership and career growth management. There is lot of scope for HRM in this aspect. Apart from handling roles of providing extrinsic motivation through monetary benefits, HRM has a way larger role to play in the healthcare sector just like in any other sector. 18.2% of the respondents mentioned that adequate and time to time training and development programs for the workforce regarding how to better handle the crisis can be a great motivating factor. In the healthcare profession, it is of paramount importance to keep themselves trained and up to date

regarding their area of work as it involves dealing with health of patients. In normal circumstances, training and development programs are not difficult to prepare since the situations are familiar. On the contrary, the COVID-19 is a novel virus and the fact that no definite cure has yet been confirmed, makes the treatment and handling of patients very tricky. Keeping that in mind, the hospital staff must be guided and trained well about the situation and various scenarios in order for them to be confident enough to provide the treatment and other treatment related services to patients. It is only when they will be confident about what is expected out of them, they will be motivated to provide the best they can. The hospital management thereby, has an important responsibility of making sure that the required training and development programs are timely prepared and delivered to their workforce. The senior management should always have their strategic planning in place in order to maintain the overall quality of the staff and organization. 12.1% of the respondents wrote about how leaders should lead by examples. Instead of only being verbally helpful to them, if the leaders show their support by working hand in hand with them at the frontline, gives them immense motivation to work during this crisis situation.

As mentioned in study by David Bennett and Roquel Hylton (2019) how transformational leadership is important in human resources. It is only through the vision of people with leadership qualities that brings required changes in the work environment which in turn, affects employees' job-related behaviours and attitudes. 9.1% of the respondents mention about constantly providing them the adequate equipment including the PPE kits which are required to carry out their duties. This talks about Frederick Herzberg's two factor theory of hygiene and motivating factors. Providing the workforce with the required tools fall under hygiene factors. Both hygiene and motivation factors are essential in order to improve employee commitment towards their work. Another 12.1% of the respondents highlighted the importance of leadership' communication and their willingness to address the employees' concerns in boosting their morale. It is the responsibility of the management to be connected with the workforce especially during such a situation and to address and clarify any doubts and inhibitions of the hospital workers, related to the COVID-19 situation. About 3% of them, mentioned about how the increased workload and continuously working for weeks without day offs has increased their stress levels. And, if management provides them periodical day offs after continuously working for weeks, it will help in boosting their motivation levels at work. As mentioned in the research by Han Xiao, Yan Zhang, Desheng Kong, Shiyue Li, Ningxi Yang(2019), self-efficacy leads to better understanding of work, improved self-confidence, and motivation towards work. The top reasons mentioned by the respondents for high motivation were support from management and job satisfaction.

Conclusion and recommendations

As we are all aware, that a sound mind resides in a sound body. If a country has to develop with its people putting their sincere efforts, they need to be hale and healthy. So, the role of Health care professionals attending to the Covid 19 patients hardly needs any emphasis. On the one hand they need to work on their mental ill-health and the other physical health. In other words, having been affected by Covid 19 , people will be under tremendous pressure though it is curable. Here the role of health care professions in keeping them composed during the treatment is praiseworthy. And the regression model showed that HR practices have positive and significant impact on employee's commitment. As we all know, employee's commitment to give their best depends to a large extent depends on the job satisfaction. Hence, more and more efforts must be directed towards enhancing employee's job satisfaction.

Another interesting result that came out of the analysis is that their risk perception was the major factor behind their low motivation. And this can best be addressed by adopting appropriate HR practices. If the management and leadership makes sure that the workforce receives all kind of support such as providing adequate no of personal protection equipment(PPE) and other related material for keeping them safe. In addition, and most importantly psychological support must be extended through regular communication for acknowledging the good work done etc., So, with transparent communication and by attending to their safety and security, providing them the required material will go a long way in boosting their morale and helps them perform better. We can conclude by saying that by addressing the staffs' concerns, being empathetic towards them and

providing them required direction and leading by setting examples, the management of these hospitals will be able to keep up the morale of their healthcare workforce to fight against this unseen enemy which has posed a threat to the whole mankind

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