

**YANGON UNIVERSITY OF ECONOMICS**  
**DEPARTMENT OF MANAGEMENT STUDIES**  
**MBA PROGRAMME**

**THE EFFECT OF PSYCHOLOGICAL MEANINGFULNESS  
AND INTRINSIC MOTIVATION ON EMPLOYEE RETENTION  
AT OKKALAR SPECIALIST CENTRE HOSPITAL**

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**EMBA II - 62**

**EMBA 19<sup>th</sup> BATCH (ONLINE)**

**APRIL, 2024**

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**ACADEMIC YEAR (2022-2024)**

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“This thesis is submitted to the Board of Examiners in partial fulfillment of the requirements for the Degree of Master of Business Administration (MBA)”.

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# ACCEPTANCE

This is to certify that this thesis entitled. **“The Effect of Psychological Meaningfulness and Intrinsic Motivation on Employee Retention at Okkalar Specialist Center”** has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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## **ABSTRACT**

This study intends to analyze the effect of the factors influencing psychological meaningfulness, and to analyze the influence of psychological meaningfulness on intrinsic motivation, and to analyze the influence of intrinsic motivation on employee retention at OSC Hospital. The sample size by using Raosoft sample size calculator is 206 among 500 staff of OSC Hospital. To collect primary data, the questionnaires survey method is used by distributing structured questionnaires to randomly selected 206 staff of OSC hospital. From descriptive analysis, most of the staff from OSC Hospital agreed that they have feeling of psychological meaningfulness with their jobs. They also have intrinsic motivation for working at OSC Hospital, and they decided to stay at OSC Hospital for the foreseeable future. Linear regression analysis indicates that the factors influencing psychological meaningfulness include recognition and awards, training and development, and communication have positive effect on psychological meaningfulness is positive significant effect on employees' intrinsic motivation which is leading to employee retention. Thus, OSC Hospital should keep providing existing recognition, awards, training, development programs and effective communication systems.

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## **LIST OF ABBREVIATIONS**

AMPS	Aung Myin Pyae Sone Co.,Ltd.
ISO	International Standard Organization
MOH	Ministry of Health
OSC	Okkalar Specialist Center

# CHAPTER 1

## INTRODUCTION

Myanmar's healthcare sector is facing significant challenges, with one of the most pressing being a shortage of skilled healthcare professionals. This shortage encompasses various roles, including doctors, nurses, pharmacists, and other allied health professionals. The insufficient number of healthcare workers has strained the country's healthcare system, leading to overcrowded hospitals, longer wait times for patients, and compromised quality of care.

The shortage of healthcare professionals in Myanmar can be attributed to several factors. One primary reason is the limited number of medical schools and training programs available in the country. Additionally, inadequate infrastructure, low wages, and lack of professional development opportunities contribute to healthcare workers seeking better opportunities abroad or in other sectors.

The human resource shortage issue in Myanmar's healthcare sector exacerbates the already existing challenges, such as inadequate access to healthcare services, particularly in rural areas. This situation underscores the need for comprehensive strategies to address the shortage, including increasing investments in medical education and training programs, improving working conditions and incentives for healthcare professionals, and implementing policies to retain talent within the country.

Furthermore, addressing the human resource shortage requires collaboration between the government, healthcare institutions, educational institutions, and international organizations to develop sustainable solutions that ensure equitable access to quality healthcare services for all citizens of Myanmar.

Currently, number of Myanmar Healthcare Professional is difficult to hire and some of the private hospitals are very difficult to grow up for their business for about human resource issue. Thus, the employee retention is the area the private hospitals urgently need to focus on. The employee retention (long stay of employees at an organization) may come out from employees' intrinsic motivation, especially the retention of staff working at medical service field. This intrinsic motivation may be varying with employees' feeling or belief of psychological meaningfulness of their jobs.

In the workplace, recognition and awards, training and development, and communication are crucial factors that enhance psychological meaningfulness. Such recognition validates the personal significance and value of an individual's contributions. Concurrently, training and development initiatives, alongside effective communication, facilitate job crafting, enabling employees to shape their roles into more meaningful experiences. Psychological meaningfulness at work refers to the perception that one's work has personal significance and is valuable (Martela et al, 2021). They also stated that it is associated with job crafting, which allows employees to modify their jobs in meaningful ways.

Intrinsic motivation is defined as the act of engaging in an activity for the satisfaction of personal interest, rather than for any separate outcome. When intrinsically motivated, a person is moved to act for the fun or challenge entailed rather than because of external products, pressures, or rewards (Ryan & Deci, 2000).

Employee retention is the organizational goal of keeping productive and talented workers and reducing turnover by fostering a positive work atmosphere to promote engagement. This includes showing appreciation to employees, providing competitive pay and benefits, and encouraging a healthy work life balance (Khalid & Nawals, 2018).

Okkalar Specialist Centre (OSC) Hospital serves as a perfect setting for this study due to its reputation as a leading healthcare institution committed to providing excellent patient care and, the medical staff forms the mainstay of the hospital's operations, their job satisfaction and intention to stay are pivotal indicators of organizational success. Investigating the impact of employee empowerment on these key aspects not only contributes to the academic literature but also provides OSC Hospital with actionable insights to further optimize its workforce management strategies.

## **1.1 Rationale of the Study**

Myanmar's healthcare sector is confronted with significant challenges, among which is a shortage of skilled healthcare professionals. This shortage impacts the delivery of healthcare services, leading to overcrowded facilities, longer wait times, and compromised quality of care. To address this critical issue, it is imperative to conduct a comprehensive study to understand the underlying factors contributing to the human

resource shortage in Myanmar's healthcare sector and propose effective strategies to mitigate these challenges.

Human resources are the backbone of any healthcare system. By investigating the factors contributing to the shortage of healthcare professionals, this study aims to improve healthcare accessibility, particularly in underserved areas of Myanmar. Adequate staffing levels are essential for maintaining the quality of healthcare services. Identifying barriers to recruiting and retaining healthcare professionals are enhance the quality of care provided to patients across the country. A robust healthcare system contributes to economic development by promoting population health and productivity. Addressing the shortage of human resources in Myanmar's healthcare sector can lead to enhanced health outcomes and economic growth. The findings of this study will provide policymakers with valuable insights into developing evidence-based strategies and policies to address the human resource shortage effectively.

Due to healthcare workforce challenges, the industry faces unique challenges including many stresses, demanding work environment. These factors lead to burnout and turnover among medical staff. Because of employee retention is important, by fostering a supportive and autonomous work environment can mitigate these problems at a certain extent. Medical staff, comprising doctors, nurses, and other healthcare professionals, is the backbone of any hospital. Their skills, commitment, and satisfaction directly impact the quality of patient care. As such, understanding the factors that influence their job satisfaction and intention to stay is vital for OSC hospital to maintain a high standard of healthcare delivery.

In Myanmar, healthcare system evolves with changing political and administrative system (MOHS, 2017). Healthcare is also the most important starting points of the development and it is one of the largest and fastest growing industries in the country. Nowadays, healthcare sector is suffering from some crisis due to civil disobedient movement of the healthcare workers. Therefore, private healthcare is more acceptable and reliable among the people and most of the service providers are competing in giving better service. Therefore, the private healthcare sector takes place as a growing business in Myanmar healthcare sector.

For the above reason and also to optimize the workforce management and to attract the skilled healthcare professionals, OSC Hospital needs to adopt effective workforce

management strategies. Understanding how empowerment impacts job satisfaction and intention to stay allows the hospital to modify its policies and practices to create a supportive work environment that encourages long-term commitment from its medical staff. While there is growing body of literature on employee empowerment, OSC Hospital also need to provide more exploration for the medical staffs including nuanced insights to empowerment, satisfaction and retention strategies within the healthcare sector.

The effect of psychological meaningfulness and intrinsic motivation on employee retention to Stay among the medical staff at OSC Hospital is not only relevant for the well-being of the employees but is also integral to the hospital's overall success in delivering quality healthcare services. The findings of this study have the potential to inform evidence-based strategies for employee empowerment, contributing to a positive and sustainable work environment in the healthcare sector.

Considerate the relationship between employee retention, intrinsic motivation and psychological meaningfulness is essential for hospital administrators, human resource professionals, and healthcare politicians. It provides visions into strategies that can be retain to enhance the overall work experience of medical staff, improve their job satisfaction, and eventually subsidize to the retention of skilled healthcare professionals. This study aims to delve into these interconnected features, shedding light on the nuanced dynamics that shape the professional lives of medical staff in the unique context of OSC Hospital. Through a comprehensive analysis, this study seeks to contribute valuable insights that can inform evidence-based practices for employee retention in healthcare settings, promoting a more resilient and satisfied medical workforce.

## **1.2 The Objectives of the Study**

There are three main objectives in this study as follow:

- (1) To analyze the factors influencing psychological meaningfulness of staff at OSC hospital.
- (2) To analyze the effect of psychological meaningfulness on intrinsic motivation at OSC hospital.
- (3) To analyze the effect of intrinsic motivation on employee retention at OSC hospital.

### **1.3 Scope and Method of the Study**

The study focuses only on psychological meaningfulness, intrinsic motivation and retention to stay of staff at the OSC Hospital. There are 500 staff in OSC Hospital. The sample size is 206 by using the Raosoft sample size calculator. The simple random sampling method is applied to select 206 out of 500 employees. To collect data from selected staff, questionnaire survey method with structured questionnaire is applied. Data analysis methods are descriptive method and linear regression method. Secondary data are collected from previous paper and related text book and the official OSC Hospital website.

### **1.4 Organization of the Study**

This study is divided into five chapters. Chapter one involves introduction including rationale of the study, objectives of the study, scope and method of the study and organization of the study. Chapter two covers the theoretical background including the concepts of psychological meaningfulness, intrinsic motivation and retentions, previous studies and conceptual framework of the study. Chapter three describes profile and psychological meaningfulness practices of OSC Hospital. Chapter four contains analysis on the effect of psychological meaningfulness and intrinsic motivation on employee retention at OSC Hospital. Chapter five is conclusion which includes findings, suggestions, and needs for further study.

## **CHAPTER 2**

### **THEORETICAL BACKGROUND**

This chapter includes the highlights of theoretical background of the study which is concept of psychological meaningfulness, intrinsic motivation and employee retention. This chapter also includes findings of a previous researcher concerning the each of variables. And then, conceptual framework of the study is developed at the end of the chapter.

#### **2.1 Motivation**

Motivation for organization is the process of stimulating and inspiring the employees of an organization to perform their tasks and achieve their goals (Peter L Wright, 1991). Motivation for organization involves creating a positive and supportive work environment, providing rewards and recognition, and aligning the individual and organizational objectives. Motivation for organization is important because it can be increasing the productivity and quality of work of the employees, enhance the satisfaction and engagement of the employees, reduce the turnover and absenteeism of the employees, roster a culture of innovation and learning in the organization, improve the reputation and competitiveness of the organization (Willis-Shattuck et al., 2008).

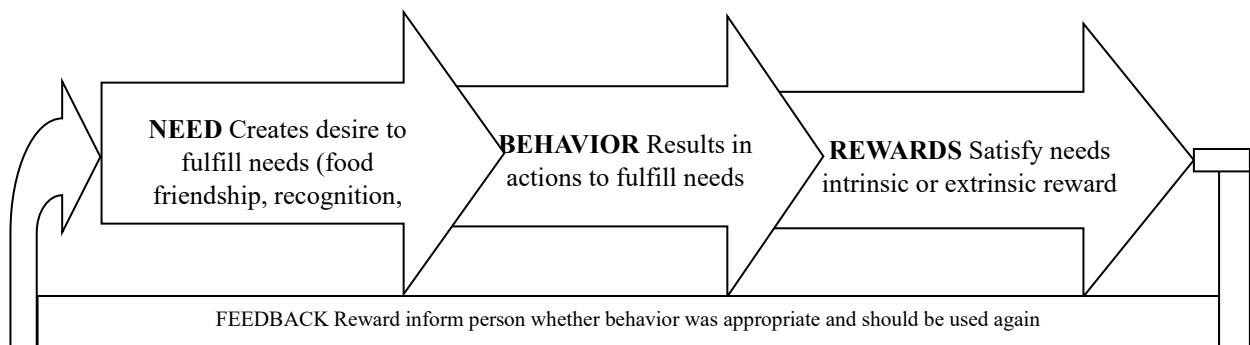
##### **2.1.1 Concept of Motivation**

Motivation refers to the forces either within or external to a person that arouse enthusiasm and persistence to pursue a certain course of action (Robert, 1991). Employee motivation affects productivity, and part of a manager's job is to channel motivation toward the accomplishment of organizational goals. The study of motivation helps managers understand what prompts people to initiate action what influences their choice of action and why they persist in that action over time.

A simple model of human motivation is illustrated in Figure (2.1). People have needs such as for recognition, achievement, of monetary gain that translate into an internal tension that motivates specific behaviors with which to fulfill the need. To the extent that the behavior is successful the person is rewarded the sense that the need is satisfied. The

reward also informs the person that the behavior was appropriate and can be use again in the future.

**Figure (2.1) A Simple Model of Motivation**



Source: L.Daft (2012)

Rewards are two types intrinsic and extrinsic. Intrinsic rewards are the satisfaction a person receives in the process of performing a particular action. The completion a complex task many bestow a pleasant feeling of accomplishment, of solving a problem that benefits others may fulfill a personal mission. Frances Blais sells educational materials for the intrinsic reward of helping children read well.

Extrinsic rewards are given by another person, typically a manager, and include promotions, pay increases, and bonuses. They originate externally, as a result of pleasing others. The most talented and innovative employees are rarely motivated exclusively by rewards such as money and benefits, of even praise and recognition. People are energized by the psychic rewards they get from working on intellectually stimulating and challenging technical problem as well as by the potentially beneficial global impact of their work.

### **2.1.2 Intrinsic Rewards**

Intrinsic rewards are the satisfactions a person receives in the process of performing a particular action. There are the feelings of satisfaction, accomplishment, and pride that employees experience when they perform well in their job. These rewards come from within the employee and are not dependent on external factors such as pay, praise, or recognition. Intrinsic rewards are based on the employee's intrinsic motivation, which is the desire to do something for its own sake, rather than for an external reward. Some examples of intrinsic rewards in the workplace are completing tasks that are meaningful and aligned with the employee's values and goals, having autonomy and choice over how

to do the work, gaining a sense of competence and mastery of new skills or knowledge, making noticeable progress and achieving challenging goals.

### 2.1.3 Extrinsic Rewards

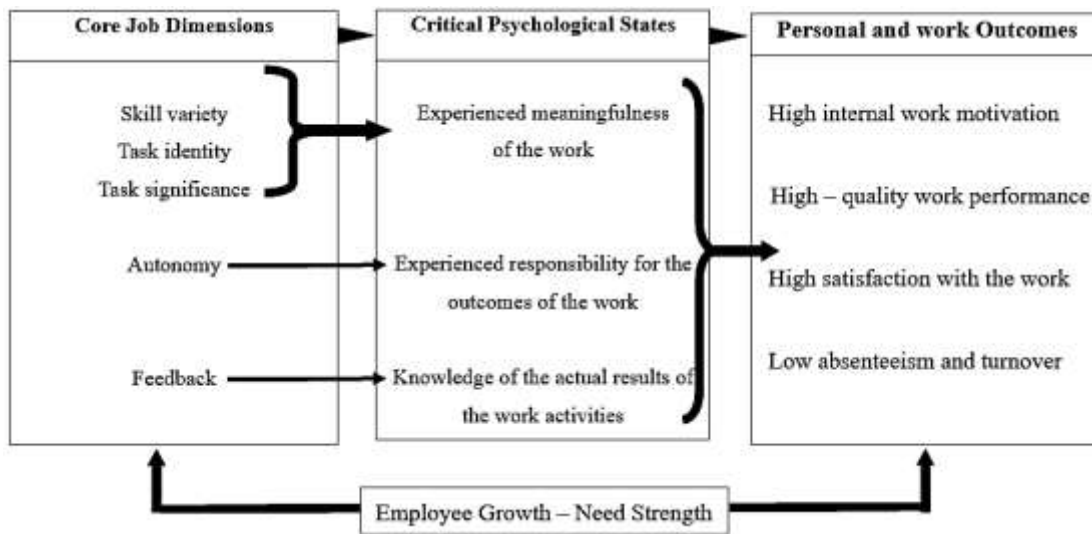
Extrinsic rewards are given by another person, such as a manager, and include pay increases, promotions, and praise. There are external incentives that are provided to employees by the organization as a form of encouragement or compensation for completing a task or achieving certain goals. Extrinsic rewards are often, but not always, financial in nature. They are based on the employee's extrinsic motivation, which is the desire to do something for an external reward, rather than for its own sake. Some examples of extrinsic rewards in the workplace are as follows:

- **Monetary rewards:** These are some of the most common types of rewards and may include things like salary increases, bonuses, and profit sharing.
- **Benefits and perks:** Benefits like extra vacation days, more flexibility around working from home, or even things like health insurance, gym memberships, or free meals can also be considered extrinsic rewards.
- **Promotions and career advancement:** Employees may be motivated by the opportunity to move up the organizational hierarchy, gain more responsibility, authority, or recognition.
- **Awards and recognition:** These are rewards that acknowledge the employee's achievements or contributions, such as employee-of-the-month programs, certificates, trophies, or public praise.

## 2.2 Job Characteristics Model

One significant approach to job design is the job characteristic model developed by Richard Hackman and Greg Oldham. Hackman and Oldham's research concerned work redesign, which is defined as alerting jobs to increase both the quality of employee's work experience and their productivity. Hackman and Oldham's research into the design of hundreds of jobs yielded the job characteristics model, which is illustrated in Figure (2.2).

**Figure (2.2) The Job Characteristics Model**



Source: Hackman and Oldham, (1976)

The model consists of three major parts as core job dimension, critical psychological states and employee growth need strength.

### 2.2.1 Core Job Dimensions

Hackman and Oldham (1976) identified five dimensions that determine a job's motivational Potential as follows:

1. **Skill variety:** The number of diverse activities that compose a job and the number of skills used to perform it. A routine, repetitious assembly-line job is low in variety, whereas an applied research position that entails working on new problems every day is high in variety.
2. **Task identity:** The degree to which an employee performs a total job with a recognizable beginning and ending. A chef who prepares an entire meal has more task identity than a worker on a cafeteria line who ladles mashed potatoes.
3. **Task significance:** The degree to which the job is perceived as important and having impact on the company or consumers. People who distribute penicillin and other medical supplies during times of emergencies would feel they have significant jobs.

4. **Autonomy:** The degree to which the worker has freedom, discretion, and self-determination in planning and carrying out tasks. A house painter can determine how to paint the house; a Paint sprayer on an assembly line has little autonomy.

5. **Feedback:** The extent to which doing the job provides information back to the employee about his or her performance. Jobs vary in their ability to let worker see the outcomes of their efforts. A football coach knows whether the team won or lost, but a basic research scientist may have to wait years to learn whether a research project was successful.

The job characteristics model says that the more these five core characteristics can be designed into the job, the more the employee are motivated and the higher will be performance, quality, and satisfaction.

### **2.2.2 Critical Psychological States and Outcomes**

The model posits that core job dimensions are more rewarding when individuals experience three psychological states. Skill variety, task identity and task significance tend to influence the employee's psychological state of meaningfulness of work. The autonomy influences the worker's feeling of responsibility for work outcome. The job characteristic of feedback provides the worker with knowledge of actual results.

The impact of the five job characteristics on the psychological states of experienced meaningfulness, responsibility, and knowledge of actual results leads to the personal and work outcomes of high work motivation, high work performance, high satisfaction, and low absenteeism and turnover (Chew et al., 2020).

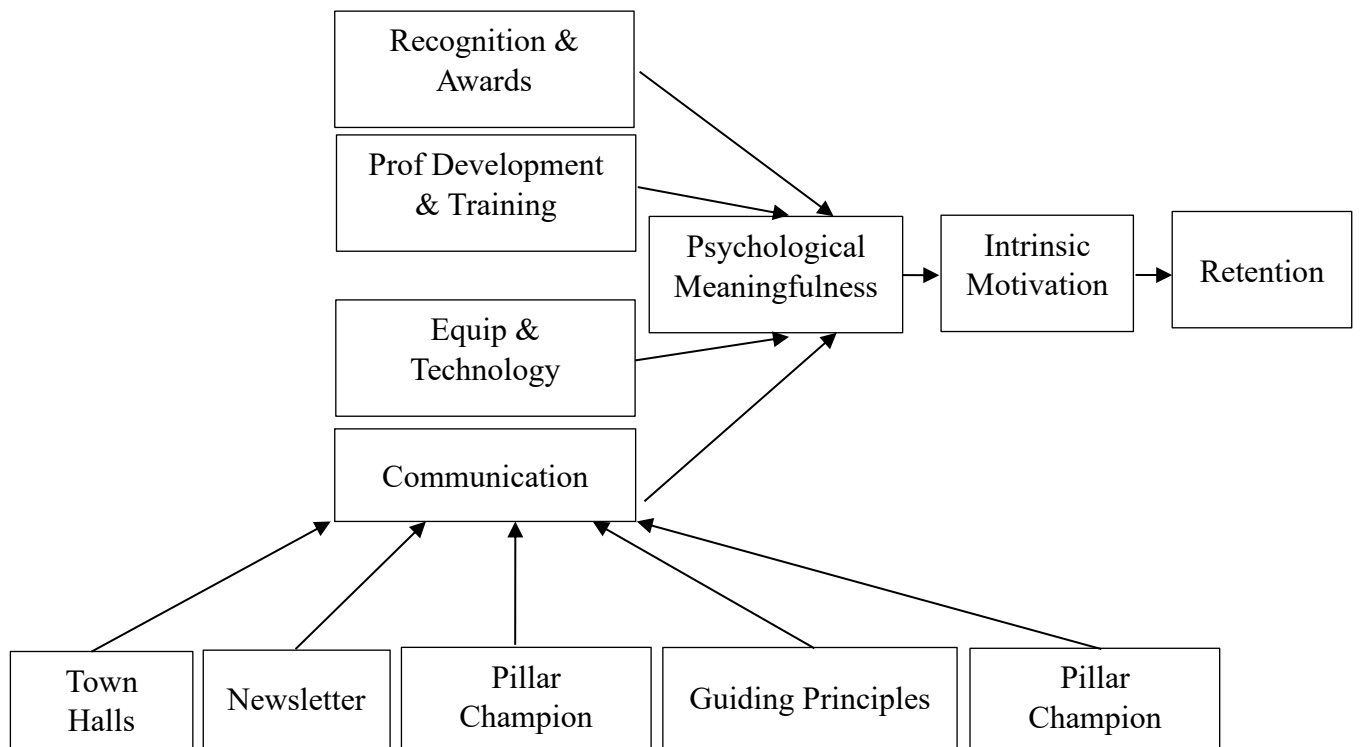
### **2.2.3 Employee Growth-Need Strength**

The final component of the job characteristics model is called employee growth-need strength, which means that people have needs for growth and development. If a person wants to satisfy low level needs, such as safety and belongingness, the job characteristics model has less effect. When a person has a high need for growth and development, including the desire for personal challenge, achievement, and challenging work, the model is especially effective. People with a high need to grow and expand their abilities respond favorably to the application of the model and to improvements in core job dimensions (Lin et al., 2016).

### 2.3 Empirical Study

There are numerous studies which are related to employee retention, intrinsic motivation and psychological meaningfulness. This study based on a closely related previous research paper from foreign university to develop the conceptual framework. The previous research paper is issued from university of south Florida at 2021, showing the conceptual scheme of Calvin Williams. This research was conducted in Florida, focusing on education sector. The survey was done by collecting data from the University of South Florida (USF). The previous researcher studied Engagement and Meaningfulness as Determinants of Employee Retention. The conceptual framework the previous research is shown in Figure (2.1)

**Figure (2.3) Conceptual Framework of Calvin Williams**



Source: Calvin Williams (2021)

This study had numerous significant implications for employees, managers, academic researchers, and human resource development professionals. In spite of the important result which arose from this current study, the literature showed that intention to stay research is rarely conducted within America organizations and due to the need to extend the focus of intention to stay research the present study was thereby proposed to

present a stronger emphasis of intention to stay and to examine some factors which affect intention to stay in the banking industry.

The findings from the study suggest that there are specific factors within the banking industry that significantly influence an employee's intention to stay with their organization. These may include job satisfaction, career growth opportunities, work-life balance, and organizational culture.

Based on these findings, it is suggested that banks should focus on creating a supportive work environment that fosters employee satisfaction and professional development. Additionally, implementing policies that promote work-life balance and recognizing the value of a positive organizational culture can further enhance employees' intention to remain with the company. By addressing these key areas, banks can potentially increase employee retention and maintain a stable workforce.

### **2.3.1 Factors Influencing Psychological Meaningfulness**

According to the previous model developed by Calvin Williams (2021), there are four factors influencing psychological meaningfulness of employees as recognition and award, training and development, equipment and technology, communication.

#### **(a) Recognition and Awards**

Effective management of human resources is vital in organizations, where employees play a central role in delivering quality of service. Recognition, training and development, communication, and mutual respect are key elements that contribute to employee engagement, satisfaction, and overall well-being. This thesis explores how can harness these factors to create a supportive and empowering work environment for its industrial professionals (Clarke & Mahadi, 2015).

#### **(b) Training and Development**

Service firms normally design comprehensive training programs tailored to the specific needs and career aspirations of professionals. Training and development play a crucial role in supporting employee psychological meaningfulness within an organization (Schmidt, 2007).

**(c) Equipment and Technology**

Service organizations offer training programs to help employees understand how to use the equipment and technology effectively. This not only enhances their skills but also boosts their confidence and sense of competence, which contributes to their psychological meaningfulness (Firouzi et al., 2018).

**(d) Communication**

Organizations need to establish clear and transparent communication channels to disseminate important information, updates, and organizational goals, and encourage open dialogue and feedback mechanisms to foster a culture of continuous improvement and innovation. They can utilize various communication tools and platforms, such as intranet portals, staff meetings, and newsletters, to ensure effective communication across departments and hierarchical levels.

Communication promotes mutual respect and dignity in the workplace through training programs and awareness campaigns on diversity, equity, and inclusion; and encourage empathetic communication and active listening among employees, managers, and other stakeholders. They also should address conflicts and interpersonal issues promptly and constructively, emphasizing the importance of empathy, understanding, and collaboration (Lagendijk & Stegwee).

### **2.3.2 Psychological Meaningfulness**

Psychological meaningfulness in the workplace has emerged as a crucial factor influencing employee motivation, job satisfaction, and overall well-being. In the context of the service sector, where employees often face high levels of stress and emotional demands, cultivating psychological meaningfulness is paramount for ensuring the resilience and effectiveness of healthcare professionals (Ilgen, 1990).

### **2.3.3 Intrinsic Motivation**

Intrinsic motivation is the internal drive that propels individuals to engage in an activity for the inherent satisfaction and enjoyment it brings the person, rather than relying on the external reward or pressure. Intrinsic motivation is influenced by three main factors: autonomy, competence, and relatedness. Autonomy refers to the sense of control and choice

over one's actions. Competence refers to the sense of mastery and skill development. Relatedness refers to the sense of connection, belonging, and meaningful relationships with others (Ilgen, 1990).

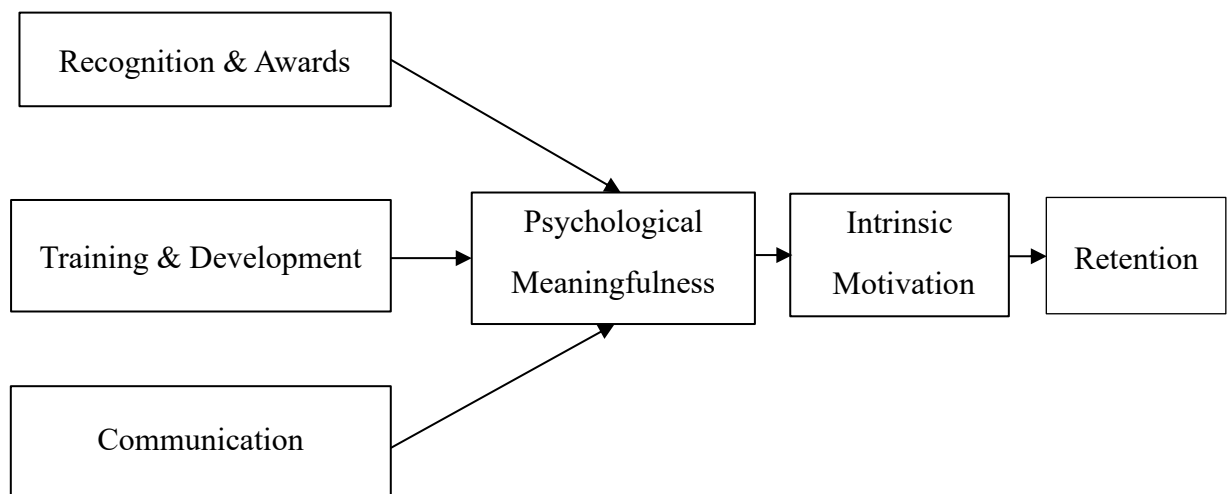
### 2.3.4 Retention

Employee retention in the service industry holds unique significance due to its direct impact on customer care, organizational performance, and overall organizational outcomes. In this sector, employee retention strategies must address specific challenges such as high stress levels, demanding work schedules, regulatory requirements, and the critical nature of customer care. Retaining skilled and experienced employees ensure continuity of care, reduce errors, and enhance customer satisfaction and outcomes (Willis-Shattuck et al., 2008).

## 2.4 Conceptual Framework of the Study

Based on the literature review discussed in the above sections, the conceptual framework for this research study is the combination of theoretical reviews and previous research papers. The present study focused on the effect of psychological meaningfulness on intrinsic motivation and the effect of intrinsic motivation on employee retention at OSC Hospital.

**Figure (2.4) Conceptual Framework of the Study**



Source: Own Compilation (2024)

Although the previous researcher observed four factors influencing psychological meaningfulness, only the technology and equipment is excluded from the influencing factors in this study. Because the technology and equipment factor can be seen as the constant factor among the private hospitals. Which have same size, which target same mindset and conduct same practices. In other words, OSC and its close competitor hospitals process similar technology and equipment.

The psychological feeling can be influenced by three factors: Recognition and awards, Training and Development and then communication. Employees in medical field like medical and non-medical staff working at OSC Hospital also have feeling of meaningfulness with their jobs, because of rewards equivalent to their effort, relevant training and development to improve their skills, and good working environment which is full of effective communication practices.

Staff at a hospital experience a sense of meaningfulness when they believe they are working toward something of importance and have a chance to accomplish something that provides real value to the world. Thus, this sense can generate their intrinsic motivation. If have intrinsic motivation, they will decide to stay at their hospital for long terms. Good managers help them understand the purpose of their work, which contributes to feeling of pride and dignity.

Employee retention in the healthcare industry holds unique significance due to its direct impact on patient care, organizational performance, and overall healthcare outcomes. In the healthcare sector, employee retention strategies must address specific challenges such as high-stress levels, demanding work schedules, regulatory requirements, and the critical nature of patient care. Here are key concepts of employee retention tailored to the healthcare industry. Employee retention in healthcare is closely linked to the quality of patient care. Retaining skilled and experienced healthcare professionals ensures continuity of care, reduces medical errors, and enhances patient satisfaction and outcomes.

## **CHAPTER 3**

### **THE PROFILE AND EMPLOYEE RETENTION PLAN OF OSC HOSPITAL**

This chapter involves three parts. In the first part, the background of OSC hospital is stated, which consists of its vision, mission and organizational policy. In the second part, autonomy for psychological meaningfulness for employee retention of the OSC hospital are mentioned.

#### **3.1 Profile and Organization Structure of OSC Hospital**

Okkala Specialist Center (OSC) Hospital, founded in the 2009, has started as General Practitioner Clinic with few doctors. It is a private hospital providing multidisciplinary medical care services with international healthcare standards and a subsidiary of AMPS (Aung Myin Pyae Sone Services Co.,Ltd.). Guided by shareholders and board of directors, core values such as employee empowerment, and job satisfaction, the hospital places a strong emphasis on becoming the most trusted healthcare provider in Myanmar. OSC was established in 2009 as 16-bedded hospital and then upgraded to 100 bedded hospitals in January 2011. The hospital is 6-storied building with enough car parking spaces. In 2023 the hospital is expanding up to 189 bedded-hospital with (3) large buildings including 11-storied building. There are 24-hours healthcare services with efficient doctors and nurses under supervision of respective specialists, for emergency, inpatients and outpatients.

The location is 137(D), Thudhammar Road, Near Melamu Pagoda, North Okkalapa Township. It is just a few-minute drive from Yangon International Airport and also near from Aung Mangala Highway Terminal. International Organization for Standardization (ISO 9001-2015) Certification has been awarded at 2015 and it is also a member of United Nation Global Compact Organization.

As hospital vision is “To become one of the most trusted healthcare providers in Myanmar”, the management team is always trying to complete the vision. As the vision of the hospital is to become one of the most trusted healthcare providers in Myanmar, management teams are always trying to improve both the infrastructure of the hospital and

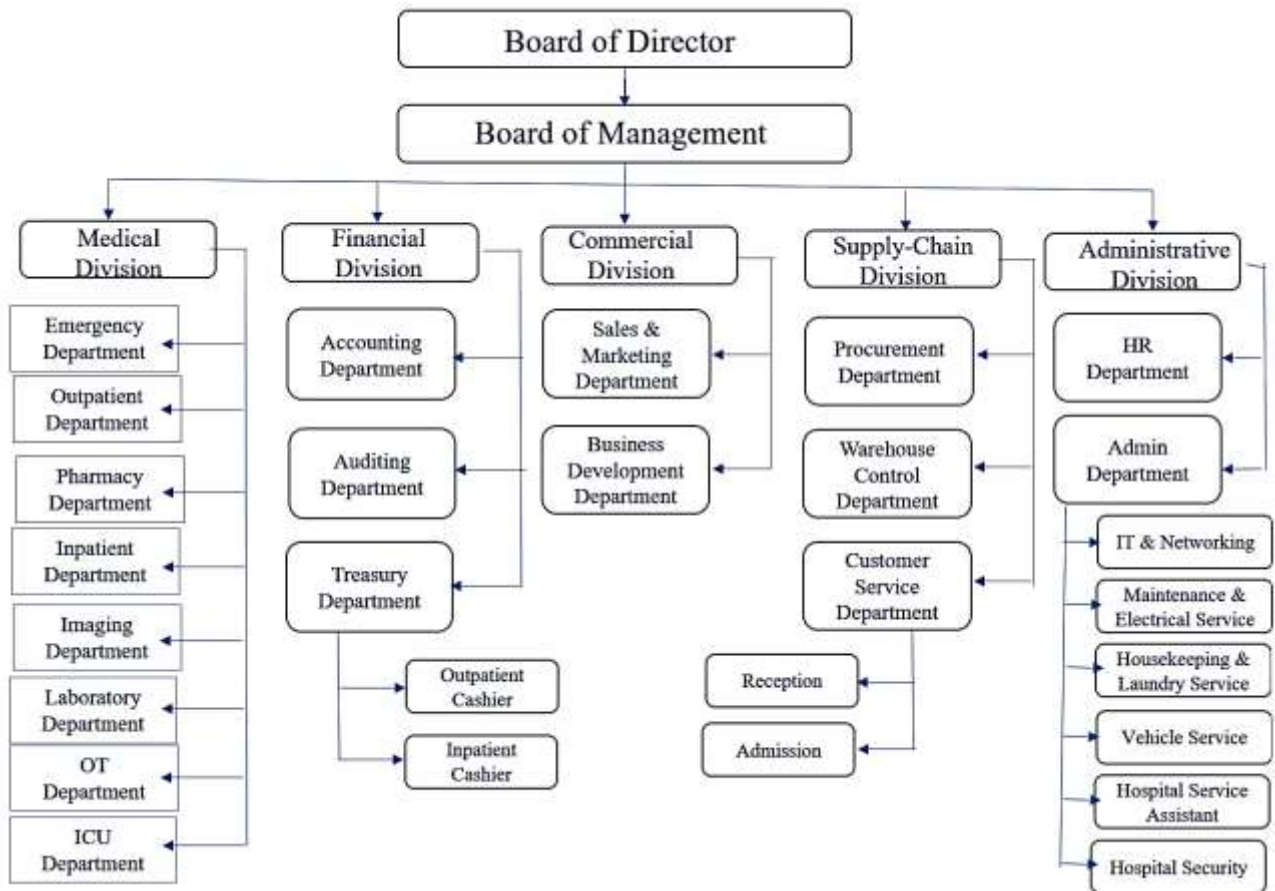
ability of human resources through continuous medical and nursing educational trainings, personal development sessions, customer service excellence training for the staffs and assessment of each individual. Thus, management team always emphasize on employee empowerment by making job satisfaction and make more intention to stay of the employees. There are two types of employee empowerment such as structural empowerment and psychological empowerment. Structural empowerment is composed of information, resources, opportunity and support. As the hospital is more advanced and well communicated, structural empowerment is advanced and up to date.

The hospital's mission is "To honorably serve the needs of society by providing competitive superior quality healthcare services with reasonable price to our patients." And "To deliver more value to our stakeholders (shareholders), employees, customers (patients), suppliers and partners." The hospital mission reflects a dual commitment not only to contribute to progress of the hospital but also to positively impact the lives of customers and employees.

To fulfill the vision and mission, the hospital quality policy is respecting professional ethic, customer satisfaction, patient safety, continuous professional development, quality care and services, and teamwork.

The future plan is to upgrade the hospital from 189 bedded to 250 bedded hospitals with more advanced medical equipment and technologies which will promote more specific and convenient services to customers. The Hospital also target to create the Center of Excellence in Orthopedic field and Obstetrics and Gynecology. The organizational chart of OSC hospital is shown in Figure (3.1).

**Figure: 3.1 Organizational Chart of OSC Hospital**



Source: OSC Hospital (2024)

The ultimate authority is in the hands of the board of director (BOD) members. However, BOD members delegated the authority and responsibility to board of management (BOM) to oversee the whole hospital. Under BOM's management, there are five divisions: medical division, financial division, commercial division, supply-chain division and administrative division. Medical division can be seen as flat type: the eight department heads can directly report to medical division head. Financial division head needs to manage three departments such as accounting department, auditing department and treasure department. Commercial division head has the authority over only two departments such as sales and marketing department and business development. Supply-chain division head has the authority over three departments such as procurement department, warehouse control department and customer service department. Administrative division head has the authority over only two departments such as administration department and human resources development.

## **3.2 Practices of OSC Hospital for Psychological Meaningfulness**

Autonomy plays a significant role in fostering psychological meaningfulness and improving employee retention in OSC hospital. In the dynamic condition of the healthcare industry, the essential role played by medical staff is crucial to the delivery of quality patient care and the overall success of OSC hospital. One major aspect that has harvested increasing attention in recent years is employee retention. As the healthcare sector evolves to meet the challenges of a rapidly changing environment, understanding and nurturing employee retention have become essential mechanisms for organizational success OSC hospital.

The plans for employee psychological meaningfulness in OSC hospital are to create a positive work environment, to provide opportunities for growth and development, to offer work-life balance initiatives, to promote meaningful work and employee assistance programs (EAPs). The hospital is currently providing recognition and awards, training and development and communication to develop the psychological meaningfulness of its employees.

### **3.2.1 Recognition and Awards Provided by OSC Hospital**

OSC Hospital is showing its commitment to recognizing and rewarding the valuable contributions of its employees. Recognizing and appreciating healthcare professionals for their dedication and contributions is vital for employee morale and retention. OSC is implementing recognition programs, employee appreciation events, and performance-based incentives to acknowledge the efforts of their staff.

#### **(a) Annual Excellence Awards**

The Annual Excellence Awards as the pinnacle of recognition at OSC hospital are provided honoring employees who demonstrate exceptional performance, dedication, and contribution to the organization's mission and values. For examples; "Outstanding Patient Care," "Innovation and Research Excellence," and "Leadership Excellence" awards. The hospital provides trophy and financial incentives for those awards. The "Outstanding Patient Care" awards are provided monthly to outstanding technicians working at medical labs and at imaging unit. The "Innovation and Research Excellence" award is provided yearly or occasionally to medical doctors.

**(b) Monthly Recognition**

OSC Hospital's practice of monthly recognition initiatives, wherein outstanding employees are acknowledged for their noteworthy achievements, teamwork, and exemplary service. OSC hospital highlights the flexibility and agility of this approach in celebrating both individual and team accomplishments on a regular basis.

**(c) Longevity Awards**

Longevity Awards program is designed to honor employees for their long-term commitment and service to OSC Hospital. In this award the employee's milestone increments (e.g., 5 years, 10 years, etc.) and corresponding recognition activities or benefits for hospital associated with each milestone are described.

OSC Hospital also conducted employee survey for Recognition and Awards Program on employee satisfaction, motivation, and retention. The testimonials or feedback from employees who have been recipients of awards is illustrating how recognition has influenced their job satisfaction and commitment to the organization.

**3.2.2 Training and Development of OSC Hospital**

OSC Hospital's commitment can be observed that how top management is fostering continuous learning and professional growth among its staff members. The overarching framework and objectives of OSC Hospital's Training and Development Programs highlight its alignment with organizational goals, industry standards, and employee career progression. The key components of the program, include needs assessment, curriculum design, delivery methods, and evaluation mechanisms.

**(a) Clinical Skills Enhancement**

OSC Hospital focuses on enhancing clinical competencies among healthcare professionals, including doctors, nurses, and allied health staff. The range of training modules offered, such as advanced life support techniques, specialized medical procedures, and disease-specific management protocols. These trainings are provided quarterly. The targets of human resource department include the budget and times of these trainings.

**(b) Professional Development Workshops**

OSC Hospital provides workshops and seminars aimed at enhancing non-clinical skills and competencies, such as leadership, communication, and conflict resolution. The hospital focuses on developments of soft-skills of its staff. The hospital provides current issues of workshop topics and also invites guest speakers for facilitate learning and knowledge sharing.

**(c) Continuing Education Programs**

OSC Hospital supports ongoing education and certification renewal for licensed healthcare professionals, ensuring compliance with regulatory requirements and best practices. The of financial assistance, study leave, and other resources are also provided to facilitate staff members' pursuit of advanced degrees or specialized certifications.

**3.2.3 Commination in OSC Hospital**

The OSC considered the importance of effective communication in healthcare settings, emphasizing on promoting patient safety, teamwork, and organizational efficiency. OSC Hospital has commitment to fostering transparent, timely, and patient-centered communication among its staff members. The overarching framework and objectives of OSC Hospital's Communication Practices, highlight its alignment with organizational values, regulatory standards, and industry best practices. The key components of the framework, include channels of communication, protocols for information sharing, and mechanisms for feedback and accountability.

**(a) Intranet and Email Systems**

The OSC hospital uses of digital platforms, such as intranet portals and email systems, as primary channels various for disseminating internal announcements, policy updates, and departmental communications. It also uses other features such as bulletin boards, newsletters, and discussion forums that facilitate information sharing and collaboration among staff members.

**(b) Staff Briefing and Huddles**

OSC Hospital is conducting regular staff briefing, departmental huddles, and interdisciplinary rounds to promote face-to-face communication, team building, and

problem-solving. The agenda-setting process, frequency, and participation expectations for these meetings, foster a culture of open dialogue and shared decision-making.

**(c) Communication Tools and Technologies**

The hospital uses communication tools and technologies, such as instant messaging platforms, teleconferencing software, and mobile applications, to facilitate real-time communication and coordination among staff members. It also provides examples of how these tools are used to streamline workflows, coordinate patient care, and respond to emergencies effectively. OSC hospital's open communication channels, regular feedback sessions, and initiatives to promote teamwork and camaraderie foster a sense of belonging and job satisfaction among staff.

**3.3 Other Practices for Psychological Meaningfulness**

OSC hospital is implement strategies to manage workloads effectively and prevent burnout among staff: providing adequate staffing levels, optimizing workflow processes, and offering support resources such as counseling services and stress management programs to alleviate the burden on healthcare workers. The hospital offers competitive salaries, comprehensive benefit packages, and incentives for retaining healthcare talent. In addition to financial rewards, healthcare organizations may provide perks such as tuition reimbursement, healthcare coverage for employees and their families, and retirement plans. The top management has concerns on Balancing demanding work schedules with personal life is although it is a challenge for healthcare professionals.

The hospital provides flexible scheduling options, paid time off, and childcare assistance to help employees achieve a better work-life balance and reduce turnover rates. It also focusses on creating a supportive and collaborative work environment which is essential for employee retention in healthcare. Effective leadership and management practices are critical for employee retention in healthcare. Strong leadership fosters trust, thus top managements empower employees, and provides direction and support during challenging times. Investing in leadership development programs for managers and supervisors can enhance their ability to lead and retain their teams effectively.

## **CHAPTER 4**

### **ANALYSIS ON THE EFFECT OF PSYCHOLOGICAL MEANINGFULNESS AND INTRINSIC MOTIVATION ON EMPLOYEE RETENTION OF OSC HOSPITAL**

This chapter presents descriptive analysis of psychological meaningfulness and intrinsic motivation of OSC hospital. It is also included the regression analysis between influence factors and employee retention of OSC hospital.

#### **4.1 Demographic Profile of Respondents**

In this study, 206 respondents who took part in a survey collection were interviewed with a structured questionnaire. The profile of the respondents includes gender, age, occupational status, income level of OSC hospital. The demographic profile of 206 respondents is shown in Table (4.1).

**Table (4.1) Respondents Profile of the Study**

No	Demographics		No. of respondents	Percentage (%)
	Total respondents		208	100
1	Gender	Male	43	19.7
		Female	163	74.8
2	Age	Younger than 30 years	73	33.4
		31-40 years	102	46.7
		41-50 years	24	11
		51-60 years	7	3.2
3	Marital status	Single	67	30.7
		Married	139	63.8
4	Employment status	Doctor	17	7.8
		Nurses	31	14.2
		Nurse Aid	38	17.4
		Other Supporting Employee	120	55.0
5	Education	Bachelor Degree	82	37.6
		Diploma	28	12.8
		Master Degree	6	2.8
		Other (External Professional Certificate)	90	41.3
6	Service Year	Less than 1 Year	38	17.4
		Between 1-5 Years	95	43.6
		Between 6-10 Years	62	28.4
		Between 11-15 years	11	5.0
7	Monthly salary (MMK)	Less than 300,000	25	11.5
		300,001-500,000	71	32.6
		500,001-1,000,000	100	45.9
		1,000,001-1,500,000	10	4.6

Source: Survey Data (2024)

According to Table (4.1), the majority of respondents are female 74.8%. Most of the respondents are married (63.8%). According to survey data, most of the respondents are other supporting employee (accountant, technician, office staff, housekeeper, general worker) which is 55%, nurse aid (Health Care Assistant) is 17.4%, nurse is 14.2% and doctor is 7.8%. The working experience of most of the respondents is between 1 year to 5 years which is 43.6% of the respondents, the respondents of under 1 year service are 17.8%, the respondents of 6 years to 10 years' service are 28.4%, the respondents of 11 years to 15 years' service are 5%. The majority of respondents receiving income from 500001 MMK to 1000000 MMK is 45.9%.

In Myanmar, most of the private hospitals have to appoint female nurses due to the shortage of male nurses. Moreover, the staff for the posts of imaging, lab technician, housekeeper and office staff are also female staff. Male workers normally apply for general worker (e.g. Hospital Service Assistant and Security post.)

The prevalence of married staff in Myanmar's private hospitals could be attributed to several socio-economic factors. Generally, in many cultures, marriage is seen as a stabilizing factor that can provide a sense of security and support, which is especially important in demanding fields like healthcare. Married individuals may seek stable employment, such as in hospitals, to support their families. Additionally, healthcare jobs often offer benefits that are attractive to those with families, such as health insurance, regular hours, and job security.

The fact that 43.6% of the respondents at OSC Hospital have a working experience ranging from 1 to 5 years could be influenced by several factors commonly observed in the healthcare industry. Employees in the early stages of their careers might be seeking opportunities for growth and professional development, which can lead to transitions within or outside the organization after gaining initial experience. The healthcare sector often experiences high turnover rates due to the demanding nature of the job, shifts in demand for healthcare services, and the availability of opportunities elsewhere. Internal changes within the hospital, such as restructuring or policy shifts, can impact employee retention.

OSC has been providing competitive rate of salary for employee. Therefore, its employee retention rate is high (1/3 of staff have 6 years' experience at OSC).

## 4.2 Reliability Analysis

Before conducting data analysis, a reliability analysis is performed to assess the internal consistency of the variables in the questionnaire.

The Cronbach's Alpha coefficient is used in Reliability analysis measures the consistency of scores obtained from the same scale across different administrations. It determines how much of the variation in scores is due to systematic factors.

Reliability analysis can be referred to the analysis which determines whether the scale produce the consistent results and helps assess the quality of the scale. In this study, Cronbach's Alpha is being used to measure the internal consistency of the variables. Cronbach's Alpha is confidence for assessing the internal consistency when a scale consists of more than one item. The reliability analysis is used to measure the reliability of the scale in which several numbers of items are summed up to obtain the total score. By using Cronbach's alpha, the internal consistency can be described with the following alpha value. Alpha values of 0.9 and above indicate as excellent, 0.8 and 0.9 indicates as good, between 0.7 and 0.8 indicates as acceptable, between 0.6 and 0.7 indicates as questionable, between 0.5 and 0.6 indicates as poor and less than 0.5 is unacceptable. The following Table (4.2) shows the reliability of the study's variables.

**Table (4.2) Reliability Analysis**

<b>Sr.No.</b>	<b>Category</b>	<b>Cronbach's alpha</b>	<b>Alpha Coefficient Range</b>	<b>No. of Items</b>	<b>Interpretation</b>
1	Recognition and Award	0.784	0.7 to < 0.8	5	Acceptable
2	Training and Development	0.811	0.8 to < 0.9	6	Good
3	Communication	0.743	0.7 to < 0.8	5	Acceptable
4	Psychological Meaningfulness	0.698	0.7 to < 0.8	5	Acceptable
5	Intrinsic Motivation	0.800	0.7 to < 0.8	5	Acceptable
6	Retention	0.871	0.8 to < 0.9	5	Good

Source: Survey data (2024)

As shown in Table (4.2), the Cronbach's Alpha coefficients for the training and development, and retention ranged between 0.8 to 0.9, indicating "good" reliability and strong acceptance. Similarly, the Cronbach's Alpha coefficients for recognition and award, communication, psychological meaningfulness and intrinsic motivation factors fell between 0.7 to 0.8, demonstrating "acceptable" reliability and acceptance. These results indicate that the selected questions consistently elicited valid responses, providing reliable measurements of respondents' opinions on all factors within the construct.

### **4.3 Research Methodology**

In this study, the structure questionnaire is developed to collect the primary data. The questionnaire consists of (4) parts: profile of respondent, psychological meaningfulness, intrinsic motivation and employee retention. The question items are in Likert - type 5-point scale format. For employee retention, the five question items are identified for recognition and award, the six question items are for training and development, the five question items are for communication, the five question items are for psychological meaningfulness, the five question items are for intrinsic motivation and the five question items are for retention. To access the employee retention, the thirty-one items are used.

The questionnaires are distributed to selected 206 employees with survey question form. All employees replied to the questionnaires. For data analysis, for descriptive analysis, Best (1977) identification is based. According to Best (1977), scored Likert scale of this sort on the mean scales of 1.00 – 1.80 to mean Strongly Disagree, 1.81 – 2.60 to mean diagram, 2.61 – 3.40 to mean Neutral, 3.41 – 4.20 to mean Agree, and 4.21 – 5.00 Strongly Agree. For data analysis, the descriptive and regression analyses are applied. For regression analysis, data reliability is tested in advance.

### **4.4 Employee Perception on Organizational Support and Human Resource Management (HRM) Practices of OSC Hospital**

HRM practices, such as recognition and award, training ad development, communication, psychological meaningfulness, intrinsic motivation and retention are important for the success of HRM. These HRM practices significantly effect the hospital's growth and performance, crucially fostering employee trust, satisfaction and loyalty, thereby ensuring business success.

By emphasizing employee development practices, organizations can cultivate a more skilled and committed workforce. Prioritizing the needs and preferences of employees ensures that all aspects of the business are aligned towards fostering a supportive and enriching work environment. This enables open communication channels and timely responses to employee inquiries and feedback. Moreover, providing employees with access to training and career advancement opportunities allows businesses to enhance their team's capabilities and adaptability. Additionally, these practices empower employees to make informed decisions and contribute effectively to organizational goals. Therefore, the effective implementation of employee development plans not only boosts job satisfaction and retention but also drives improved organizational performance and sustained growth in a competitive marketplace.

In this section, descriptive statistics is presented in the form of means to demonstrate the level of agreement or disagreement of employees with the currently practicing human resource management in OSC hospital.

#### 4.4.1 Employee Perception on Recognition and Award

Table (4.3) presents the perceptions of employee towards recognition and award of OSC hospital. There are five questions of recognition and award and analyzed by mean and deviation.

**Table (4.3) Recognition and Award**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean Score</b>	<b>Std. Dev.</b>
1	Being recognized at work	4.25	0.55
2	The hospital organizes small non cash awards (dinners, trips to aboard)	4.18	0.57
3	Hospital arrange promotion according to performance	4.29	0.65
4	Recognition is given for sustained outstanding performance over a long period of time	4.12	0.44
5	Awards are fair to all employees	4.04	0.7
	<b>Overall mean</b>	<b>4.18</b>	

Source: Survey data (2024)

Table (4.3) reflects the employee perception of OSC Hospital's recognition and award practices. With an overall mean score of 4.18, respondents affirm that OSC Hospital's practices aim to provide attractive rewards (cash rewards, promotion, and awards) and foster a culture of appreciation. The indicator of that employees recognize and value OSC Hospital's efforts in acknowledging their work. Notably, the mean score of 4.29 and 4.25 are included on the strongly agree level and underscore that a majority of respondents highly value the organization. Among the five items, the highest mean value of 4.29 is attributed to the hospital's policy of arranging promotions according to performance, indicating that employees strongly agreed that OSC Hospital effectively rewards employees based on their achievements. Since all the mean scores are higher than 4.00, most of the employees agreed, even strongly agree that the awards are generally equitable, and also that all employees feel equally recognized.

At OSC Hospital, maintaining high standards and recognizing employee excellence is a key focus for fostering a committed workforce. The hospital implements recognition programs such as the Best Employee Award, which honors outstanding staff members for their dedication and service. Additionally, the hospital celebrates the achievements of its team through Yearly Achievement Recognition, acknowledging the hard work and successes over the past year. Employees are also motivated through Performance Incentives, which reward individuals for their contributions to the hospital's goals and patient care. OSC Hospital prides itself on having a dedicated team of healthcare professionals who are regularly acknowledged for their expertise and commitment to service. Each department is empowered to recognize the efforts of its staff, ensuring that contributions at all levels are appreciated. Regular meetings with department heads are convened to discuss and plan for the recognition of employee achievements, address any workplace concerns, and explore opportunities for further development and growth.

#### **4.4.2 Employee Perception on Training and Development**

Training and development practices at OSC Hospital are evaluated through surveys. The findings from the analysis on employees' perceptions towards these practices are presented in Table (4.4).

**Table (4.4) Training and Development**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean Score</b>	<b>Std. Dev.</b>
1	Receiving sufficient training in this hospital to enable to do my job effectively	4.27	0.52
2	Providing regular training	4.21	0.61
3	Applying many things in their jobs from the training they receive	3.87	0.74
4	The training of hospital support to personal growth	4.01	0.84
5	Providing opportunities for me to advance my career (professional growth)	3.75	0.72
6	Having career development activities to help employees (identifying abilities, improving abilities, priority out strength and weakness)	3.84	0.79
	<b>Overall mean</b>	<b>3.99</b>	

Source: Survey data (2023)

In Table (4.4), with an overall mean score of 3.99, most of the staff agreed that OSC Hospital's training and development practices are effective. The two question items have mean scores of 4.27 and 4.21 are strongly agreed, that they are receiving sufficient and regular training.

OSC Hospital is committed to maintaining high standards in patient care and confidentiality. Regularly, the hospital organizes opportunities for staff to engage in customer service training sessions every quarter, ensuring that employees are up-to-date with the latest best practices in patient relations. Additionally, on-the-job training is provided, allowing employees to refine their skills in real-time scenarios. Furthermore, OSC Hospital invests in its workforce by facilitating external job development training annually, which contributes to the continuous improvement of service quality. The hospital recognizes and rewards employees who demonstrate exceptional communication and patient service, thereby enhancing overall patient satisfaction.

### 4.4.3 Employee Perception on Communication

In the analysis of internal communication effectiveness, the hospital staff responded to seven statements using a five-point Likert scale, and the outcomes are shown in Table (4.5).

**Table (4.5) Communication**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean Score</b>	<b>Std. Dev.</b>
1	Staff feel a connection to respective departments	4.18	0.75
2	Managers communicate a clear sense of direction of the hospital	4.12	0.77
3	Staff can get the information from Management on what's going on in the hospital	3.35	1.16
4	Staff are satisfied with the information they receive from Management regarding job outcomes	3.65	0.72
5	Hospital does a good job communication about changes or decision the affect staff	3.95	0.69
	<b>Overall mean</b>	<b>3.85</b>	

Source: Survey data (2024)

Table (4.5) provides an analysis of the mean values and standard deviations concerning OSC Hospital's internal communication practices. With an overall mean score of 3.85, it indicates that all six aspects of these practices are rated positively. This means most of the staff agreed that OSC Hospital's various internal communication methods show different levels of effectiveness and alignment with employee expectations. OSC Hospital's approach to internal communication is generally well-received.

At OSC Hospital, a comprehensive system is in place to ensure effective communication with employees. The hospital maintains an up-to-date database with employee contact details, enabling direct and personal communication. Monthly birthday celebrations are organized to convey warm regards to employees, reflecting the hospital's commitment to fostering a supportive community. Additionally, OSC Hospital keeps its staff informed about hospital updates and developments, ensuring transparency and a well-informed workforce. Communication channels such as Messenger and Viber groups are

utilized for efficient information sharing, streamlining internal processes and enhancing accessibility. Moreover, the hospital values employee input and actively encourages feedback through dedicated suggestion forms, providing a platform for staff to share their insights and recommendations.

#### 4.4.4 Employee Perception on Psychological Meaningfulness

Table (4.6) presents the findings regarding the depth of these HRM practices, featuring seven questions assessing employees' perceptions. The data is analyzed using mean and deviation metrics to provide insights into the impact of these practices on employees' psychological meaningfulness at work.

**Table (4.6) Psychological Meaningfulness**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean Score</b>	<b>Std. Dev.</b>
1	Staff the work believe that they do on this job is very important	4.08	0.64
2	Recognizing that job activities are personally meaningful to them	4.02	0.75
3	Staff are sure that the work they do on this job is worthwhile	3.73	0.64
4	The job activities are significant to staff. (without role conflicts)	4.17	0.8
5	Convincing that the work I do on this job is professionally meaningful to them	3.49	0.8
	<b>Overall mean</b>	<b>3.90</b>	

Source: Survey data (2024)

Table 4.6 indicates that the overall mean for the depth of psychological meaningfulness in job activities at OSC Hospital is 3.90. Since all mean values of question items are between 3.41 and 4.20, it can be interpreted that most of the staff at OSC are positively feeling with their jobs' meaningfulness. They agreed that they meaningful jobs. This means that employees find their works are meaningful, as well as an opportunity to enhance the sense of value they derive from their roles.

The Human Resources Department of OSC Hospital has established comprehensive support programs for employees and their families, emphasizing the importance of education and well-being. To ensure the welfare of the staff's families, the hospital provides educational assistance for employees' children, reflecting its commitment to the personal and professional growth of its workforce. Regular assessments are conducted to ensure these programs meet the evolving needs of the employees, with dedicated HR personnel overseeing the initiatives under the guidance of the HR manager. These efforts underscore the hospital's dedication to creating a meaningful workplace that extends its care beyond the professional sphere, enhancing the psychological meaningfulness of the employees' roles within the organization.

#### 4.4.5 Employee Perception on Intrinsic Motivation

Table (4.7) presents the perception of employees towards access to HRM practices at OSC Hospital and the standard deviation for each question is also shown.

**Table (4.7) Intrinsic Motivation**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean Score</b>	<b>Std. Dev.</b>
1	Feeling appreciated for the work they do	2.99	1.07
2	Believing that their departments care about their questions	3.75	0.85
3	Motivating with the payment and benefits	3.86	0.72
4	Satisfying with working conditions in working area	3.94	0.78
5	Motivating with work autonomy and empowerment	4.07	0.67
	<b>Overall mean</b>	<b>3.72</b>	

Source: Survey data (2024)

The overall mean score of 3.72 reflects a generally positive perception among OSC Hospital employees towards the intrinsic motivation practices provided by the hospital. Due to the mean values (between 3.41 and 4.20), it can be seen that most of the staff agreed that they have intrinsic motivation. The lowest mean score of 2.99 for the employee feeling appreciated for their job, that is neutral mean value.

OSC Hospital practices transparency and support for its employees by promoting work-life balance, ensuring a positive work environment, and offering clear pathways for promotion. The hospital shares key performance indicators and organizational achievements with its staff, reinforcing a culture of openness and trust. Clear policies are in place to support employees' career aspirations and financial well-being. Additionally, OSC Hospital regularly organizes professional development sessions led by experienced personnel, providing opportunities for employees to enhance their skills and knowledge, which are integral to their career advancement within the hospital.

#### 4.4.6 Employee Perception on Retention

Table (4.8) presents the perception of employees towards access to HRM practices at OSC Hospital and the standard deviation for each question is also shown.

**Table (4.8) Retention**

<b>Sr. No.</b>	<b>Retention</b>	<b>Mean Score</b>	<b>Std. Dev.</b>
1	Planning to make own career at this hospital	3.52	0.85
2	Staff are sure that new jobs will not be better than the current job	3.06	0.82
3	Feeling motivated to go to work at this hospital	3.84	0.76
4	Feel that is the best hospital for them to work for	3.67	0.79
5	Having a great deal of personal meaning for them	3.73	0.96
	<b>Overall mean</b>	<b>3.56</b>	

Source: Survey data (2024)

The overall mean score of 3.56 reflects a generally affirmative perception among OSC Hospital employees regarding the intrinsic motivation practices provided by the hospital. According to the mean values, staff agreed that the OSC can retain its staff.

OSC Hospital practices transparency and invests in its employees by sharing key organizational achievements and financial health indicators. The hospital has established clear policies for employee growth and development, ensuring that staff members are aware of the opportunities available to them. Additionally, OSC Hospital regularly reviews and

increases salaries to reflect the dedication and hard work of its employees. Furthermore, the hospital periodically organizes professional development sessions, inviting staff to participate and enhance their skills, which contributes to their career progression and retention at the hospital.

#### 4.5 Analysis on Effect of Recognition and Award, Training and Development, and Communication on Psychological Meaningfulness

The linear regression method is used to analyze the effect of independent variables (recognition and award, training and development, communication) on dependent variable (psychological meaningfulness). The results are shown in Table (4.9).

**Table (4.9) Effect of Recognition and Award, Training and Development, and Communication on Psychological Meaningfulness**

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	0.902	0.239		3.77	0.000
Recognition and Award	0.211***	0.063	0.203	3.326	0.001
Training and Development	0.177***	0.067	0.189	2.657	0.009
Communication	0.362***	0.055	0.431	6.572	0.000
R	.695 <sup>a</sup>				
R Square	0.482				
Adjusted R Square	0.475				
Durbin-Watson	1.757				
F Value	62.745***				

Source: Survey data (2024)

\*\*\* Significant at 1% level, \*\*Significant at 5% level, \* Significant at 10% level

As shown in Table (4.9), the value of R is 0.695, signifying a strong correlation between the independent variables and psychological meaningfulness among employees at OSC hospital. The adjusted R Square value of 0.475 implies that the model accounts for

47.5% of the variance in how recognition and awards, training and development, and communication impact the psychological meaningfulness experienced by employees. Furthermore, the F-value is highly significant at the 1% level, underscoring a substantial link between these independent variables and the dependent variable, psychological meaningfulness.

This model elucidates the influence of employee recognition programs, professional development opportunities, and effective communication on the psychological meaningfulness felt by OSC hospital staff. The linear regression analysis reveals that recognition and awards, training and development, and communication all have a positive and statistically significant effect on psychological meaningfulness at the 1% level. Therefore, enhancing the recognition system, offering comprehensive training and development programs, and improving communication channels are critical for increasing the psychological meaningfulness for employees at OSC hospital.

OSC hospital persists in its efforts to acknowledge and reward employees' contributions, thereby affirming their value within the organization. It's crucial to invest in employees' professional growth through ongoing education and skill-building initiatives. Moreover, fostering open and transparent communication not only empower employees but also cultivate a sense of belonging and purpose. Implementing these measures likely boost job satisfaction, employee engagement, and retention rates.

In terms of recognition and awards, it is advantageous for OSC hospital to develop a structured rewards program that acknowledges individual and team achievements. Expanding training and development efforts to include a wider range of educational resources and career advancement tools further enhance employees' competencies and job fulfillment. Strengthening communication by integrating platforms like internal messaging, forums, and feedback systems are facilitate more efficient and meaningful exchanges between staff and management. By concentrating on these areas, OSC hospital can improve its organizational culture, making it more conducive to employee retention and satisfaction. Effective management of work schedules and responsibilities is also vital to ensure that employees feel their work is meaningful. Additionally, OSC hospital's commitment to providing support and resources for employees' well-being is reinforce their sense of significance and appreciation within the hospital. Consistently delivering on these commitments helped OSC hospital maintain a dedicated and fulfilled workforce.

#### 4.6 Analysis on Effect of Psychological Meaningfulness on Intrinsic Motivation

The linear regression method used to analyze the effect of independent variables (psychological meaningfulness) on dependent variable (intrinsic motivation). The results are shown in Table (4.10).

**Table (4.10) Analysis on the Effect of Psychological Meaningfulness on Intrinsic Motivation**

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	0.43	0.287		1.498	0.136
Psychological Meaningfulness	0.839***	0.073	0.626	11.46	.000
R	.626 <sup>a</sup>				
R Square	0.392				
Adjusted R Square	0.389				
Durbin-Watson	1.954				
F Value	131.329***				

Source: Survey data (2024)

\*\*\* Significant at 1% level, \*\*Significant at 5% level, \* Significant at 10% level

The statistical analysis for OSC hospital indicates a robust correlation between the independent variable, psychological meaningfulness, and the dependent variable, intrinsic motivation, among employees. The value of R is 0.626, and the Adjusted R Square value of 0.392 suggests that approximately 39.2% of the variance in employees' intrinsic motivation can be explained by the level of psychological meaningfulness they experience. Additionally, the F-value is highly significant at the 1% level, confirming the importance of psychological meaningfulness in influencing intrinsic motivation.

This model highlights the critical role that psychological meaningfulness plays in fostering intrinsic motivation within the workforce of OSC hospital. The findings suggest that when employees find their work psychologically meaningful, they are more likely to

be intrinsically motivated, which is essential for long-term employee retention and satisfaction.

To enhance intrinsic motivation among its staff, OSC hospital focused on strategies that amplify the psychological meaningfulness of their work. This includes creating a work environment where employees feel that their contributions are essential and valued. Recognizing employees' efforts, providing opportunities for professional growth, and ensuring clear and open communication are key factors that contribute to an employee's sense of psychological meaningfulness.

For OSC hospital, it is beneficial to implement a comprehensive employee recognition program that celebrates both individual and collective accomplishments, reinforcing the significance of each employee's role. Providing a range of training and development opportunities allowed employees to advance their skills and career paths, further increasing the meaningfulness of their work. Moreover, establishing effective communication channels promoted transparency and a shared sense of purpose across the organization.

By prioritizing these initiatives, OSC hospital can cultivate a workplace culture that supports intrinsic motivation through enhanced psychological meaningfulness. This approach not only improved job satisfaction and engagement but also contribute to higher retention rates. Ensuring that employees have a balanced workload and that their responsibilities align with their skills and interests is also crucial for maintaining intrinsic motivation. Furthermore, OSC hospital's dedication to supporting employees' overall well-being will deepen their connection to their work and the hospital. By consistently upholding these values, OSC hospital can secure a committed and contented workforce.

#### **4.7 Analysis on Effect of Intrinsic Motivation on Retention**

The linear regression method used to analyze the impact of independent variables (intrinsic motivation) on dependent variable (retention).The simple linear regression analysis is used. The results are shown in Table (4.10).

**Table (4.11) Analysis on the Effect of Intrinsic Motivation on Retention**

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	1.531	0.243		6.293	.000
Intrinsic Motivation	0.567***	0.065	0.522	8.733	.000
R	.589 <sup>a</sup>				
R Square	0.347				
Adjusted R Square	0.342				
Durbin-Watson	2.122				
F Value	85.368***				

Source: Survey data (2024)

\*\*\* Significant at 1% level, \*\*Significant at 5% level, \* Significant at 10% level

The analysis for OSC hospital demonstrates a significant correlation between the independent variable, intrinsic motivation, and the dependent variable, employee retention. The value of R is 0.522, indicating a moderate to strong relationship. The Adjusted R Square value of 0.272 means that the model explains 27.2% of the variability in employee retention based on intrinsic motivation. The F-value's high significance at the 1% level further validates the connection between intrinsic motivation and retention rates.

This model sheds light on the impact of intrinsic motivation on employee retention at OSC hospital. The findings from the multiple linear regression analysis suggest that intrinsic motivation has a positive and significant effect on retention at the 1% level. Enhancing intrinsic motivation is therefore a key strategy for improving employee retention at OSC hospital.

To bolster retention, OSC hospital focused on initiatives that increase intrinsic motivation among its staff. This includes creating a work environment where employees feel their work is inherently rewarding and aligns with their personal values and goals. Recognizing employees' intrinsic efforts, providing opportunities for meaningful professional development, and maintaining open lines of communication are essential.

Developing a recognition program that celebrates not just extrinsic achievements but also the intrinsic satisfaction of work well done can be beneficial for OSC hospital. Broadening the scope of training and development to address personal as well as professional growth will further contribute to employees' intrinsic motivation. Enhancing communication to ensure that employees feel heard and understood will also support a sense of personal investment and commitment to the hospital.

By focusing on these strategies, OSC hospital can foster a culture that supports employee retention through increased intrinsic motivation. Ensuring that employees have meaningful work, autonomy in their roles, and a connection to the hospital's mission will help sustain their commitment and reduce turnover. Additionally, OSC hospital's dedication to supporting the holistic well-being of its employees will reinforce their intrinsic motivation and loyalty. By consistently upholding these principles, OSC hospital can secure a stable and engaged workforce.

## **CHAPTER 5**

### **CONCLUSION**

This chapter is the conclusion of the study. It is composed of three parts. They are finding and discussions, suggestions and recommendations and needs for further research of the study.

#### **5.1 Findings and Discussions**

OSC hospital is one of the most famous healthcare service providers in Myanmar and, one of the biggest hospitals in Yangon. There are obtained license from ministry of health and established on 2009. Aung Myin Pyae Sone Group is the parent company of OSC hospital which is one of the major conglomerates in Myanmar. The hospital has grown rapidly over the past fifteen years to become the famous in the country. The hospital is running with about 500 of employees. OSC hospital provides as good practices for patient care and most of the famous Specialist and professors are provide to the patient with the efficient treatment for all of the patients.

OSC hospital is initiation to enhance the employee retention by improving its HRM good practices. In healthcare industry, the concept of workplace environment upgraded is increasingly adopted and adapted to maximize the employee's performance. Enhancing organization performance is the key for success in any business and consequently managers are expected to increase the efficiency of their work environment. Human resource is one of the most crucial factors and the organization performance relies on human resources quality, human resource development practices and how well treat to its human resource by organization.

This study focuses on the effect of psychological meaningfulness on intrinsic motivation at OSC Hospital and to examine the effect of intrinsic motivation on employee retention at OSC Hospital. In this study, primary data is collected from 206 employees working at OSC hospital by using structured questionnaires. The organizational culture at OSC Hospital is characterized by a collective commitment to shared values and positive practices, which significantly contributes to high employee involvement and adaptability.

This supportive environment is conducive to fostering a sense of psychological meaningfulness among employees, which is crucial for intrinsic motivation.

Employees at OSC Hospital display a strong emotional, continuous, and normative commitment to the institution. Emotional commitment is driven by genuine enthusiasm and dedication, continuous commitment is linked to job security and adaptation to change, and normative commitment reflects a sense of responsibility towards the hospital's goals.

While OSC Hospital shows commendable organizational performance, with staff managing tasks effectively and meeting deadlines, there is room for improvement in individual job performance. The linear regression analysis indicates that psychological meaningfulness has a significant influence on both emotional and normative commitment, which are key drivers of employee retention. These forms of commitment are more impactful on retention than leadership styles, suggesting that while leadership is important, the organizational culture and the psychological meaningfulness it fosters are more potent predictors of employee retention.

The staff at OSC Hospital collectively acknowledge the hospital's recognition and award practices as being highly effective. The employees appreciate the hospital's commitment to providing attractive rewards, including cash incentives, promotions, and various awards, which contribute to a culture of appreciation. The hospital's policy of linking promotions to performance is particularly well-regarded, with staff agreeing that achievements are rewarded appropriately. There is a consensus among the employees that the recognition practices are fair and equitable, fostering a sense of equal acknowledgment across the organization.

OSC Hospital's staff generally agreed that the institution's training and development practices are highly effective. Employees express strong agreement that they receive ample and consistent training. The hospital is dedicated to upholding superior standards in patient care and confidentiality. To this end, it regularly provides customer service training sessions for staff, ensuring they remain current with the most effective patient care techniques. On-the-job training is also a staple, offering staff the chance to hone their skills through practical experience. Additionally, OSC Hospital invests in its employees' growth by offering external job development training on an annual basis, contributing to the ongoing enhancement of service quality. The hospital acknowledges

and rewards those who excel in communication and patient care, which in turn boosts overall patient satisfaction.

The staff at OSC Hospital broadly concur that the hospital's internal communication practices are effective and meet their expectations. The various methods of communication employed by the hospital are positively regarded, reflecting a general consensus among the staff on their effectiveness. This alignment with employee expectations suggests that OSC Hospital's approach to internal communication is well-received and contributes positively to the hospital's operations.

Staff at OSC Hospital generally perceive their job activities as meaningful, reflecting a positive sentiment towards their work. There is a shared agreement among the employees that their roles are significant, which not only affirms the value they find in their work but also presents an opportunity to further enhance the sense of purpose they derive from their positions. This collective acknowledgment underscores the staff's focus on the hospital and their concurrence on the meaningful nature of their jobs. They are sharing a positive view of the hospital's practices that foster intrinsic motivation. There is a consensus among the staff that they are internally motivated, indicating that the hospital's efforts in this area are well-received and align with the staff's commitment to the hospital's mission. They are holding a generally positive view of the hospital's intrinsic motivation practices, indicating that such initiatives are effective in retaining staff. There is a shared understanding among the team that the hospital's efforts in this regard are successful, reflecting the staff's commitment to the organization and their agreement on the effectiveness of these practices.

OSC hospital's strategy for enhancing employee engagement and retention centers on recognizing and valuing staff contributions through a comprehensive rewards program and investment in their professional growth. By fostering open communication and providing resources for well-being, the hospital aims to create a work environment where employees feel their work is meaningful and intrinsically rewarding. This approach is designed to improve job satisfaction, deepen employees' connection to their roles and the hospital's mission, and ultimately, secure a stable and engaged workforce. The emphasis on psychological meaningfulness and intrinsic motivation is key to this strategy, as it aligns employees' work with their personal values and goals, fostering a sense of purpose and commitment.

In reinforcing its commitment to a positive workplace culture, OSC hospital places a strong emphasis on the intrinsic aspects of work satisfaction. The hospital's initiatives are designed to resonate with employees' core values and aspirations, thereby enhancing their sense of fulfillment and loyalty. Through a blend of recognition, professional development, and supportive communication, OSC hospital nurtures an environment where staff members feel genuinely appreciated and motivated. This holistic strategy not only elevates the employee experience but also serves as a foundation for a resilient and thriving organizational ecosystem.

## **5.2 Suggestions and Recommendations**

This study only emphasized for OSC hospital of Yangon region. Employee retention at OSC Hospital in Myanmar, or any healthcare facility, is crucial for maintaining high-quality patient care, ensuring operational efficiency, and fostering a positive work environment. Given the specific context of OSC Hospital in Myanmar, several key concepts can guide their employee retention efforts.

OSC Hospital should prioritize continuous learning and career advancement opportunities for their staff, and they should include the provision of training programs, workshops, and certifications to enhance their skills and knowledge in healthcare practices and technologies. To retain healthcare professionals in Myanmar, where competition for talent may be fierce, it is essential to offer competitive salaries and comprehensive benefits packages. OSC Hospital should ensure that its compensation structure is in line with industry standards and offers incentives that attract and retain skilled employees.

Healthcare professionals often face demanding work schedules and high levels of stress. OSC Hospital can support work-life balance by implementing flexible scheduling options, providing adequate time off, and offering support services such as counseling or wellness programs to help employees manage stress and maintain their overall well-being. A supportive and inclusive work culture is essential for employee retention. OSC Hospital should foster a sense of belonging and teamwork among its staff, encourage open communication, and provide opportunities for collaboration and feedback.

To enhance morale and retention, OSC Hospital should establish recognition programs, celebrate staff achievements, and offer incentives that reflect the hard work and dedication of its healthcare professionals. Investing in the development of effective

leadership is essential for retaining employees; OSC Hospital should cultivate leaders who can inspire and guide their teams, offer mentorship, and create opportunities for professional growth and advancement. Additionally, OSC Hospital should proactively identify and address any unique challenges or concerns its employees may encounter within the Myanmar healthcare setting, such as resource accessibility, cultural nuances, language barriers, or regulatory issues.

Fostering a workplace culture that prioritizes employee recognition and awards is essential for motivating staff and reinforcing positive behaviors. A robust focus on employee recognition brings manifold advantages to an organization. It bolsters employee morale, elevates the hospital's image as an employer of choice, increases the perceived value of working for the company, motivates continued high performance, heightens job satisfaction, and provides critical feedback for personal and professional development. By acknowledging and rewarding employees' efforts, companies can inspire a dedicated workforce committed to excellence and innovation.

For the employees of OSC Hospital, training and development practices in HRM management are essential. By focusing on the needs and aspirations of the staff, OSC Hospital can foster a workforce that is both more skilled and engaged. This focus should ensure that employees continue to develop and contribute effectively. Moreover, by understanding the career goals of its employees, OSC Hospital could tailor training and development programs to align with both individual and organizational objectives, thereby enhancing overall performance and job satisfaction.

The implementation of internal communication platforms in HRM management is expected to yield significant benefits for an organization. These platforms act as a centralized network, enabling employees to communicate through various channels, including internal emails, intranet, and direct messaging. Streamlined communication through these platforms can lead to improved employee engagement and morale, as it allows for quick responses to inquiries and feedback. Hospitals, in particular, could see an increase in employee engagement and morale. Moreover, these platforms provide access to comprehensive employee data, which can be used to create customized training programs and development initiatives, resulting in better performance and productivity. Additionally, internal communication platforms enhance the ability to track and analyze employee feedback effectively, helping the hospital to pinpoint areas that need improvement, foresee training requirements, and continually refine HR policies and practices.

Furthermore, the adoption of comprehensive HRM practices that include employee feedback, performance data, training records, career progression, and job satisfaction surveys can be highly beneficial. Such practices allow for the development of personalized strategies, increase job satisfaction by providing meaningful work, and facilitate informed HR decision-making. They also promote employee engagement by proactively addressing individual career goals and offer valuable insights into workforce trends and needs. These benefits collectively contribute to improved organizational performance and a competitive advantage by ensuring that HR policies are responsive and talent management is more strategic.

The findings indicate that providing access to comprehensive HRM practices, including employee management systems, yields multiple organizational benefits. Such access empowers informed decision-making by offering real-time insights into employee performance, engagement, and developmental requirements. It also enables the creation of personalized employee experiences, which are instrumental in enhancing job satisfaction and fostering commitment. Moreover, the availability of HR information bolsters team collaboration, optimizes talent management procedures, and is pivotal in promoting the overall health and competitive stance of an organization.

As a suggestion, organizations should ensure that their Human Resource Management practices are not only comprehensive but also integrated within their employee management systems. This integration is crucial for facilitating informed HR decision-making, personalizing employee experiences, and fostering a collaborative work environment. By doing so, organizations can improve job satisfaction, employee retention, and overall organizational performance, thereby maintaining a competitive edge in their respective industries.

In conclusion, the base on the findings of analysis, it can be suggested of that to enhance employee retention, OSC Hospital should focus on strengthening the aspects of its culture that contribute to psychological meaningfulness. By doing so, the hospital can boost intrinsic motivation, which is closely linked to employee retention. Leadership development should also be a focus, with an emphasis on transformational qualities that align with the hospital's values and objectives. Addressing any gaps in laissez-faire leadership by providing clearer direction could further improve employee engagement and retention. Overall, a strategic emphasis on psychological meaningfulness and intrinsic

motivation is key to retaining a committed and high-performing workforce at OSC Hospital.

### **5.3 Needs for Further Research**

In this study, only three factors (recognition and award, training and development, and communication) as factors which can influence on psychological meaningfulness. However, in Myanmar medical sector, particularly in both public and private hospitals, there may be other factors which can influence on psychological meaningfulness of employees working there. Thus, for further study, next researchers should consider other factors as influencing factors on psychological meaningfulness of staff at hospitals in Myanmar. Moreover, in this study, the scope is limited to only one factor (intrinsic motivation) for employee retention. In future research, not only the intrinsic motivation but also the extrinsic motivation factors such as pay, promotion, benefits and other relevant factors should be considered. Since the nature of private hospital may not be same as the nature of public hospitals, further study should compare these two cases regarding employee retention.

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## APPENDIX I

### Employee Retention Questionnaire

The questionnaire is a part of study for Master Degree (Master of Business Administration, MBA Program at Yangon University of Economics, Department of Management Studies. The objective of the research is to evaluate the possible relationship between psychological meaningfulness, intrinsic motivation and retention of OSC hospital.

Thank you for your time, opinion and comments.

#### Section (A): Demographic Profile

Please place a tick “√” or fill in the blank for each of the following.

1. Gender:

- Male  
 Female

2. Age:

- Younger than 30 years  
 31~40 years  
 41~50 years  
 51~60 years

3. Education level:

- Diploma  
 Bachelor Degree  
 Master Degree  
 Doctoral Degree

4. Marital Status:

- Single  
 Married  
 Others

5. Employment Status:

- Doctor
- Nurse
- Nurse Aid (Hospital Care Assistant)
- Other Supporting Employee (Technician, Office Staff, Housekeeper, General Worker)

6. Service Year:

- Less than a year
- 1-5 years
- 6-10 years
- 11-15 years

7. Monthly Salary:

- Less than 300,000
- 300,001-500,000
- 500,001-1,000,000
- Above 1,000,000

### Section (B): Instruction for completing the questionnaire

Please assign a level of a level of agreement (or disagreement) for each of the following situations described below, with reference to OSC hospital. Please “√” your answer to reach statement using 5 Likert scale (1) = strongly disagree; (2) = disagree; (3) = neutral; (4) = agree and (5) = strongly agree.

#### Recognition and Award

No.	Statements	1	2	3	4	5
1	Being recognized at work					
2	The hospital organizes small non cash awards (dinners, trips to aboard)					
3	Hospital arrange promotion according to performance					
4	Recognition is given for sustained outstanding performance over a long period of time					
5	Awards are fair to all employees					

#### Training and Development

No.	Statement	1	2	3	4	5
1	Staff receive sufficient training in this hospital to enable to do my job effectively					
2	The hospital provides regular training					
3	Staff can apply many things in their jobs from the training they receive					
4	The training of hospital support to personal growth					
5	There are opportunities for me to advance my career (professional growth)					
6	The hospital has career development activities to help employees (identifying abilities, improving abilities, priority out strength and weakness)					

### Communication

No.	Statements	1	2	3	4	5
1	Staff feel a connection to respective departments					
2	Managers communicate a clear sense of direction of the hospital					
3	Staff can get the information from Management on what's going on in the hospital					
4	Staff are satisfied with the information they receive from Management regarding job outcomes					
5	Hospital does a good job communication about changes or decision the affect staff					

### Psychological Meaningfulness

No.	Statements	1	2	3	4	5
1	Staff the work believe that they do on this job is very important					
2	Staff recognized that job activities are personally meaningful to them					
3	Staff are sure that the work they do on this job is worthwhile					
4	The job activities are significant to staff. (without role conflicts)					
5	Staff convinced that the work I do on this job is professionally meaningful to them					

### **Intrinsic Motivation**

<b>No.</b>	<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	Staff feel appreciated for the work they do					
2	Staff believe that their departments care about their questions					
3	Staff are motivating with the payment and benefits					
4	Staff are satisfied with working conditions in working area					
5	Staff are motivating with work autonomy and empowerment					

### **Retention**

<b>No.</b>	<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	Staff can plan to make own career at this hospital					
2	Staff are sure that new jobs will not be better than the current job					
3	Staff are feeling motivated to go to work at this hospital					
4	Staff feel that is the best hospital for them to work for					
5	This hospital has a great deal of personal meaning for them					

## APPENDIX II

### Model 1: Regression Analysis of Effect of Recognition and Award, Training and Development, and Communication on Psychological Meaningfulness

#### Model Summary <sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin Watson
1	.706 <sup>a</sup>	0.499	0.489	0.3577	1.73

- a. Predictors: (Constant), Recognition and Award, Training and Development, and Communication
- b. Dependent Variable: Psychological Meaningfulness

#### ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	20.246	3	6.749	52.744	.000 <sup>b</sup>
Residual	20.344	159	0.128		
Total	40.589	162			

- a. Dependent Variable: Psychological Meaningfulness
- b. Predictors: (Constant), Recognition and Award, Training and Development, and Communication

#### Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	0.918	0.289		3.172	0.002		
Recognition and Award	0.171	0.086	0.143	1.988	0.049	0.610	1.639
Training and Development	0.168	0.085	0.174	1.968	0.051	0.401	2.493
Communication	0.415	0.067	0.484	6.167	0.000	0.512	1.955

- a. Dependent Variable: Psychological Meaningfulness

**Model 2: Regression Analysis of Effect of Psychological Meaningfulness on Intrinsic Motivation**

**Model Summary <sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin Watson
<b>1</b>	<b>.661<sup>a</sup></b>	<b>0.436</b>	<b>0.433</b>	<b>0.50313</b>	<b>2.04</b>

a. Predictors: (Constant), Psychological Meaningfulness

b. Dependent Variable: Intrinsic Motivation

**ANOVA <sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	31.549	1	31.549	124.630	.000 <sup>b</sup>
Residual	40.756	161	0.253		
Total	72.305	162			

a. Dependent Variable: Psychological Meaningfulness

b. Predictors: (Constant), Intrinsic Motivation

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	0.277	0.311		0.890	0.375		
Psychological Meaningfulness	0.882	0.079	0.661	11.164	0.000	1.000	1.000

a. Dependent Variable: Intrinsic Motivation

### Model 3: Regression Analysis of Effect of Intrinsic Motivation on Retention

#### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin Watson
1	.589 <sup>a</sup>	0.347	0.342	0.56006	2.122

a. Predictors: (Constant), Intrinsic Motivation

b. Dependent Variable: Retention

#### ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	26.777	1	26.777	85.368	.000 <sup>b</sup>
Residual	50.500	161	0.314		
Total	77.277	162			

a. Dependent Variable: Retention

b. Predictors: (Constant), Intrinsic Motivation

#### Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.412	0.249		5.677	0.000		
Intrinsic Motivation	0.609	0.066	0.589	9.239	0.000	1.000	1.000

a. Dependent Variable: Retention