PREFACE

Human resources for Health (HRH) have long been recognized as ‘the cornerstone of the health sector to produce, deliver and manage services’. It is the key to scale up health interventions for achieving the millennium development goals. The serious issue in HRH is the huge gap in critical health staff in government health facilities, especially in rural areas, that provide health care to a large segment of the population. A large number of vacant posts of doctors are reported at all levels of health facilities under public health system. This is further complicated by a non-motivated workforce adversely affecting the utilization of health services. The study was an attempt to determine the factors affecting motivation of public health doctors. The objectives of the study were:

- To determine the existing gap between the staffing patterns in accordance with the Indian Public Health Standards.
- To critically analyse the existing human resource policies of government medical practitioners in Rajasthan.
- To identify the various factors affecting motivation of government medical practitioners.
- To compare the motivation of government medical practitioners at Community & Primary Health Centres in Rajasthan.
- To determine whether there exists any relationship between motivation of government medical practitioners and their job satisfaction.
- To find the satisfaction level of government medical practitioners working in rural Rajasthan.

Thus, the main aim was to determine the various factors which not only motivate the employee but also understand what all are they currently satisfied with and the relation between the two. Policies used for recruiting, deploying the human resources at the health facilities were also reviewed and assessed with respect to the availability and distribution of human resources working in public health system at the time of the study. The study covered all the administrative divisions of the state by selecting two districts from each of the division. One of the districts was the headquarter district, and the other was the farthest from the headquarter district. The
districts were selected in consensus with the CMHO. While the elaborate findings have been summarized in the concluding chapter, the salient findings against the objectives of the study have been presented here.

The current situation of the human resource in various health facilities in Rajasthan is rather acute when considering the gap as per the IPHS. In case of district hospitals the average percentage gap between the revised IPHS and the number of doctors in position was about 40 percent, whereas in case of sub-divisional hospitals it was nearing 56 percent. A similar picture was seen in case of CHCs and PHCs, where the gap was about 76 and 47 percent respectively. A comparison was also made between the sanctioned positions by Government of Rajasthan and the doctors in position to understand the gap as per the norms of the state.

The gap between state government norms and doctors in position at district hospitals was about 25 percent, at sub-divisional hospitals it was nearly 27 percent, in case of CHCs it was around 54 percent and in PHCs it was around 23 percent. The CHCs were found to be in the worst shape, where not only was there a huge gap between the IPHS norms and the doctors who are in position but also there existed a huge gap between the state norms and the filled positions. Since a lot of CHCs have been upgraded into FRUs which are to provide specialized services below the level of district hospital, in an instance of under staffing, they would be less likely to be considered as referral, resulting in an overload at the district hospital.

The major factors which affect the motivation of the employees were also found, which included – organizational citizenship, supportive management, Human Resource Policies, Financial remuneration, Resource Availability and Safety, security of the employees which account for a variance of about 44 percent.

Further, an independent sample T test was conducted to check if there is any difference between the level of motivation of doctors working in the Community Health Centres and the Primary Health Centres. The result indicated that there was no difference between the same.
The relationship of motivation to satisfaction of the doctors working in the public health system was also analysed using the linear regression model. As per the results obtained, any change in the level of motivation of the public health practitioners would lead to half the change in their satisfaction to a degree of .336. This was further statistically tested using ANOVA which showed a similar result.

The findings of the study provide important indications for bringing in changes in some HR policies and ensuring their implementation so that human resource in health could be kept motivated and thereby retained. The health system needs to recognize the criticality of human resource in health not only in spirit but in action and needs to ensure that the aspects which attract doctors to work in public health system are promoted and deterrents are effectively managed.