

PERFORMANCE BASED INCENTIVES IN HEALTH-CARE ORGANIZATION

THAMARAISELVI RAJMOHAN

Assistant Professor, Sardar Vallabhbhai Patel International School of Textiles & Management,
Coimbatore, Tamil Nadu, India

ABSTRACT

To develop a performance based incentive system is considered a challenge in the Health Services Sector owing to the fact that many of the performance parameters are highly intangible. To take up this challenge on the basis of a few models already adopted by a few Health service incentive project providers like the California Health Incentives Improvement Project, Haiti: USAID – funded bilateral health project, Maine Health Management Coalition, High mark Blue Cross Blue Shield was looked forward to. But many of the strategies adopted were not feasible to the Indian conditions. So a Pilot study was also conducted with an eye on suggestions for a foolproof main study. With the suggestions a 180 degree appraisal system was adopted for the measurement of performance. A structured questionnaire was developed for employee self evaluation and another for employer evaluation of the employee. The analysis was carried out with 162 samples in the main study and 33 samples in the pilot study. The questionnaires were distributed to different Head of the Departments who were randomly chosen and they in turn distributed them to the high performers of the respective Departments. A period of ten days was given to get back the filled in questionnaires. The outcome of this study is that the parameters, in which both the employer and the employee agreed, show the positive relationship that exists between them. It reflects the organizational culture which appears to be very much open minded and which welcomes co-operation. But only four of the ten factors showed this, that is only 40% of basic characteristics. Henceforth there is a great scope for improvement here and changes can happen in the organizational environment.

KEYWORDS: Performance Based Incentives in Health-Care Organization, Haiti: USAID – funded Bilateral Health Project, Maine Health Management Coalition, High Mark Blue Cross Blue Shield