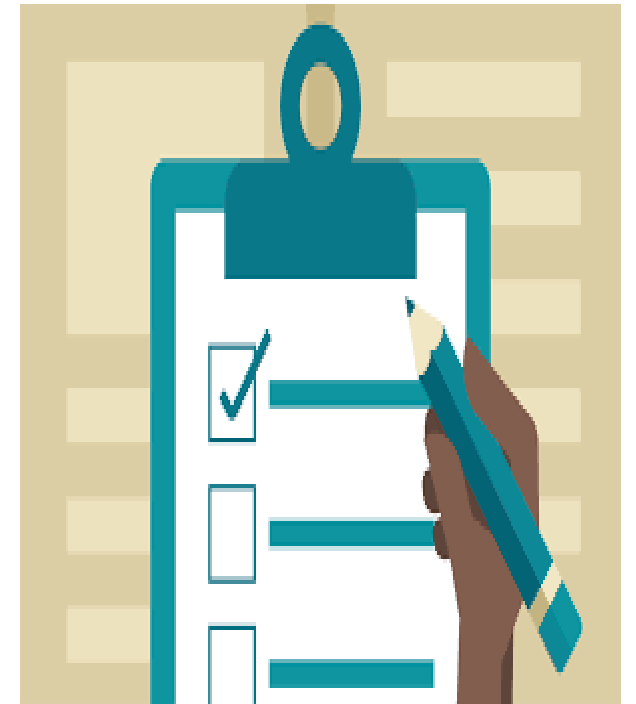


Management and Motivation



LEARNING OBJECTIVES

- **By the end of this lecture, you will be able to:**
- Identify the definition of motivation
- Offer insights into reasons why motivation is important.
- Provide an overview of the different theories of motivation.



Introduction

- Managers are continually challenged to motivate a workforce to do **two** things. The first is to motivate employees to work toward helping the organization achieve its goals. The second is to motivate employees to work toward achieving their own personal goals.

Introduction

- Meeting the needs and achieving the goals of both the employer and the employee is often difficult for managers in all types of organizations.
- The types of workers in healthcare sector range from highly trained and highly skilled technical and clinical staff members, e.g., physicians and nurses, to relatively unskilled workers.
- To be successful, healthcare managers need to be able to manage and motivate this wide array of employees.

MOTIVATION—THE CONCEPT

- a **motive** is “something (a need or desire) that causes a person to act.” **Motivate**, in turn, means “to provide with a motive,” and **motivation** is defined as “the act or process of motivating.”
- Thus, motivation is the act or process of providing a motive that causes a person to take some action.



Motivation

- *What Are Rewards?*
- Rewards can take two forms. They can be either **intrinsic/internal rewards** or **extrinsic/external** ones.
 - **Intrinsic rewards** are derived from within the individual. For a healthcare employee, this could mean taking pride and feeling good about a job well done.
 - **Extrinsic rewards** pertain to those reinforcements that are given by another person.

Who Motivates Employees?

- While rewards may serve as incentives and those who give rewards may seek to use them as motivators, the real motivation to act comes from within the individual.
- Managers can work to provide various types of incentives in an effort to influence an employee in any number of ways, such as rearranging work schedules, improving working conditions.
- While these may have an impact on an employee's level of motivation and willingness to act, when all is said and done, it is the employee's decision to take action or not.
- In discussing management and motivation, it is important to continually remember the roles of both managers and employees in the process of motivation.

WHY MOTIVATION MATTERS

Healthcare organizations face pressure **externally and internally**.

- **Externally**, the healthcare system must confront challenges such as the aging population, economic downturns, increases in market competition, increases in the cost of providing care, and healthcare reform.
- **Internally**, our healthcare system faces pressure stemming from challenges such as shortages of certain types of healthcare workers, increasing accreditation requirements, dealing with limited resources, increasing responsibilities connected with providing quality care, and ensuring patient safety.
- As healthcare employees are continually being asked to increase their responsibilities with fewer resources, managers must create a work environment in which employees are engaged, happy at their job, inspired, and motivated.

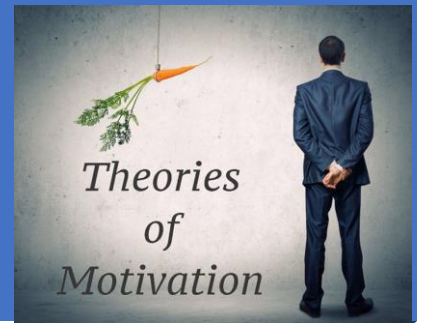
WHY MOTIVATION MATTERS

- People spend approximately one-third of their lives at work, and managers need to recognize that the workplace is one of the most important aspects of a person's identity.
- In situations where people self-esteem is constantly under attack, stress occurs, morale diminishes, illness prevails, and absenteeism goes up (Scott & Jaffe, 1991).

WHY MOTIVATION MATTERS

- Employees who are motivated feel invested in the organization, are happier, work harder, are more productive, and typically stay longer with an organization (Levoy, 2007, p. 70).
- A motivated and engaged workforce experiences better outcomes and provides an organization with a competitive edge to successfully compete and be viewed as a dominant force in the market.

THEORIES OF MOTIVATION



- Psychologists have studied human motivation extensively and have derived a variety of theories about what motivates people.
- These include theories that focus on motivation being a function of :
 1. Employee needs of various types,
 2. Extrinsic factors, and
 3. Intrinsic factors.

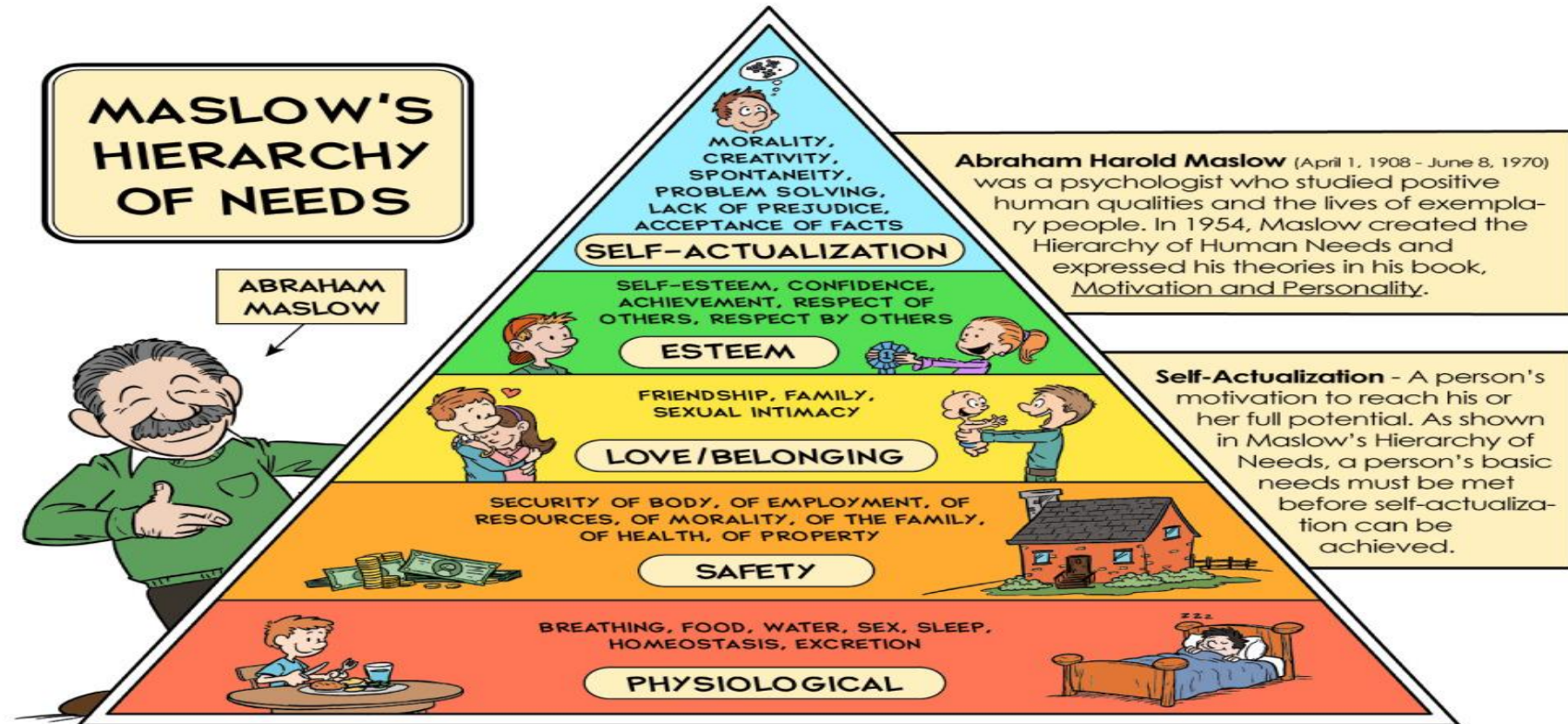
Needs-Based Theories of Motivation- Maslow's Hierarchy of Needs

- Maslow (1954) postulated a “**hierarchy of needs**” that progresses from the lowest level needs to the highest level of self-awareness and actualization.
- Once each level has been met, the theory is that an individual will be motivated by and strive to progress to satisfy the next higher level of need. The five levels in Maslow's hierarchy are:
 1. **Physiological needs**—including food, water, breathing, sexual drive, sleep
 2. **Safety needs**—including shelter, a safe home environment, employment, a healthy and safe work environment, access to health care, money, and other basic necessities;
 3. **Belonging needs**—including the desire for social contact and interaction, family, friendship, affection, and various types of support;
 4. **Esteem needs**—including status, recognition, and positive regard; (People need to sense that they are valued by others and feel that they are making a contribution to the world).
 5. **Self-actualization needs**—including self-awareness, personal growth and development, and autonomy.

Needs-Based Theories of Motivation Maslow's Hierarchy of Needs

- The movement from one level to the next was termed “**satisfaction progression**” by Maslow, and it was assumed that over time individuals were motivated to continually progress upward through these levels.

Needs-Based Theories of Motivation- Maslow's Hierarchy of Needs



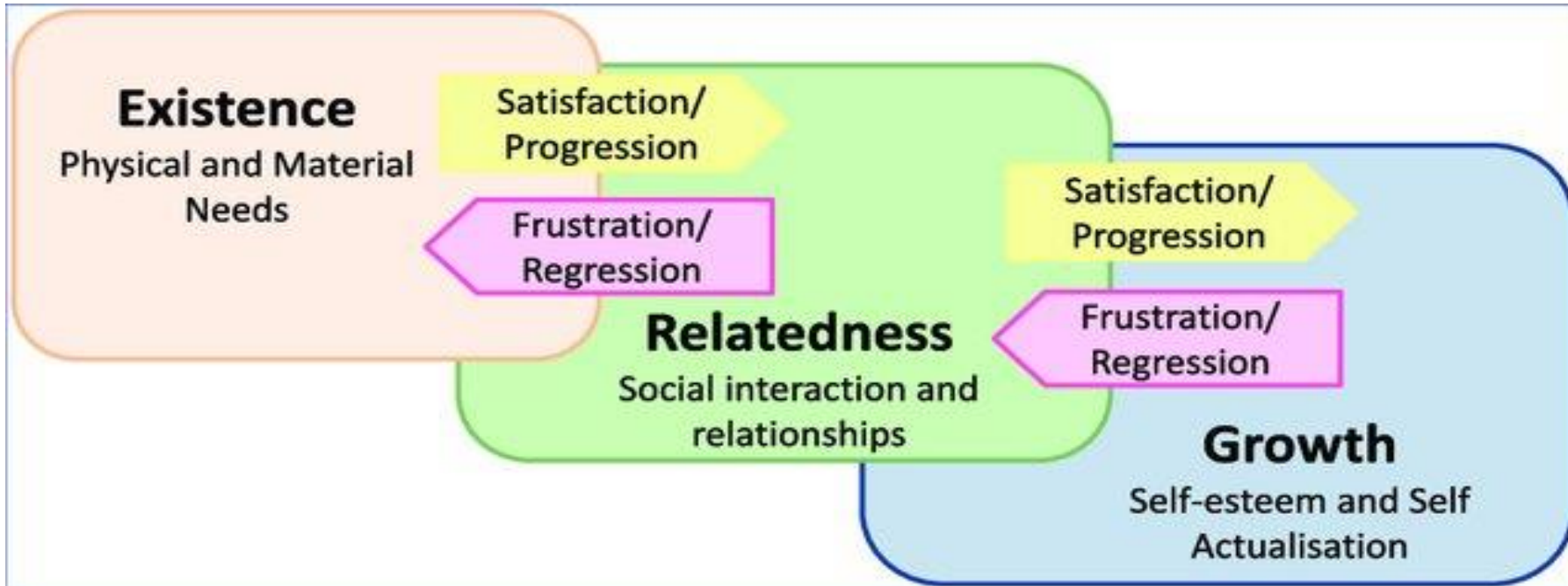
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Alderfer's ERG Theory



- The three components identified by Alderfer (1972) in his **ERG theory** drew upon Maslow's theory but also suggested that individuals were motivated to move forward and backward through the levels in terms of motivators. He reduced Maslow's levels from five to the following three:
 1. **Existence**—which related to Maslow's first two needs, thus combining the physiological and safety needs into one level;
 2. **Relatedness**—which addressed the belonging needs; and
 3. **Growth**—which pertained to the last two needs, thereby combining esteem and self-actualization.
- Alderfer also added his **frustration—regression principle**, which postulated that individuals would move in and out of the various levels, depending upon the extent to which their needs were being met.

Alderfer's ERG Theory



Herzberg's Two-Factor Theory

- Herzberg (2003) further modified Maslow's needs theory and consolidated down to two areas of needs that motivated employees. These were termed:
 1. **Hygienes**—These were characterized as lower-level motivators and included, for example, “company policy and administration, supervision, interpersonal relationships, working conditions, salary, and security” (p. 5). (Job context)
 2. **Motivators**—These emphasized higher-level factors and focused on aspects of work, such as “achievement, recognition for achievement, the work itself, responsibility, and growth or advancement” (p. 5). (job content).
- Herzberg's is an easily understood approach that suggests that individuals have desires beyond the hygiene's and that motivators are very important to them.

Herzberg's Two-Factor Theory



Herzberg's Two-Factor Theory

- In 1975, Rogers summarized Herzberg's two-factor theory as follows: “In other words, adequate salary, good working conditions, respected supervisors and likeable co-workers will not produce a satisfied worker; they will only produce a worker who is not dissatisfied. However, their levels must be acceptable in order for the motivation factors to become operative. In other words, like medical hygiene practices, they cannot cure an illness, but they can aid in preventing it”

McClelland's Acquired Needs Theory

- The idea here is that needs are acquired throughout life. That is, needs are not innate but are learned or developed as a result of one's life experiences (McClelland, 1985). This theory focuses on three types of needs:
 1. **Need for achievement**—which emphasizes the desires for success, for mastering tasks, and for attaining goals;
 2. **Need for affiliation**—which focuses on the desire for relationships and associations with others; and
 3. **Need for power**—which relates to the desires for responsibility for, control of, and authority over others.



Extrinsic Factor Theories of Motivation

- **Reinforcement Theory**

- B. F. Skinner (1953) studied human behaviour and proposed that individuals are motivated when their behaviours are reinforced. The first two are associated with achieving desirable behaviours, while the last two address undesirable behaviours:
 1. **Positive reinforcement**—relates to taking action that rewards positive behaviours;
 2. **Negative reinforcement**- anything that strengthens and increases behaviour by the withdrawal or removal of unpleasant consequences.
 3. **Punishment**—Punishment is the act of causing an unpleasant consequence to a response to prevent the person from repeating that behaviour. Placing an employee on suspension for excessive absenteeism is an example of punishment.
 4. **Extinction**—Eliminating any reinforcement that is maintaining a behaviour is called extinction.

Extrinsic Factor Theories of Motivation

Positive Reinforcement

Positive behavior followed by positive consequences
(Manager praises the employee)

Negative Reinforcement

Positive behavior followed by removal of negative consequences
(Manager stops nagging the employee)

Punishment

Negative behavior followed by negative consequences
(Manager demotes the employee)

Extinction

Negative behavior followed by removal of positive consequences
(Manager ignores the behavior)

Intrinsic Factor Theories of Motivation

- Theories that are based on **intrinsic or endogenous factors** focus on internal thought processes and perceptions about motivation.
- **Adams' Equity Theory**—which proposes that individuals are motivated when they perceive that they are treated equitably in comparison to others within the organization (Adams, 1963);

General considerations

- While all of these theories are helpful in understanding management and motivation from a conceptual perspective, it is important to recognize that most managers draw upon a combination of needs, extrinsic factors, and intrinsic factors in an effort to help motivate employees.

A BIT MORE ABOUT INCENTIVES AND REWARDS

- *Extrinsic Rewards*

- There are a host of external things that managers can provide that may serve as incentives for employees to become more engaged in an organization and increase their productivity. These include:
 - **Money**—in the form of pay, bonuses, etc.
 - **Benefits**—also in many different forms, including health, dental, and vision insurance; vacation days; sick leave; etc.
 - **Flexible schedules.**

Intrinsic Rewards



- Intrinsic rewards are internal to the individual and are in many ways less tangible. In fact, they are highly subjective in that they represent how the individual perceives and feels about work and its value.
- Five types of **intrinsic rewards** that have been summarized by Manion (2005) include:
 1. **Healthy relationships**—in which employees are able to develop a sense of connection with others in the workplace.
 2. **Meaningful work**—where employees feel that they make a difference in people's lives. This is typically a motivator for people to enter and stay employed in the healthcare industry. This type of work is viewed as that in which the meaningful tasks outweigh the meaningless.
 3. **Competence**—where employees are encouraged to develop skills that enable them to perform at or above standards.

Intrinsic Rewards

4. Choice—where employees are encouraged to participate in the organization in various ways, such as by expressing their views and opinions, sharing in decision making, and finding other ways to facilitate participatory approaches to problem solving and goal setting,

5. Progress—celebrate when progress is made toward completing important milestones within a project.

Misconception on extrinsic and intrinsic motivation

- Relying only on intrinsic or extrinsic sources of motivation may jeopardize the achievement of motivation aims.
- Relying on one source can motivate some employees and demotivate others who do not believe in the particular source. Management practitioners need to consider using both sources in motivating employees in order to achieve organizational pre-determined objectives.
- However, despite the fact that both intrinsic and extrinsic sources must be used to motivate employees, managers must be keen to understand which source motivates who.

Money and Motivation

- Scholars and organizational practitioners have been conceiving motivation by relating it with money alone.
- Believers of this conception contend that, money is the main factor for enhancing motivation in organizations.
- Those who conceive it as a misconception anticipate that, money motivates only to a point.
- This idea is supported by Hay Group study (1999), where 500,000 employees ranked fair pay and benefits as the least ten important motivating factors that keep them committed and staying with their companies.

Money and Motivation

- That being the case, money can motivate some employees in the organization but must not be relied as the only way of motivation.

Some employees are not motivated at all

- There has been misconception that, some employees in organizations are not motivated at all.
- Believers of this misconception argue that, despite the application of several packages for motivating employees, some never get motivated at all.
- However, Manion (2005) believe that, everyone is motivated by something.

Some employees are not motivated at all

- Each employee is motivated by a certain package.
- The challenging task to managers is to identify each employee is motivated by what package.

One size fits all

- In this misconception managers believes that, one size fits all employees in rewarding and recognizing them.
- It is important to note that, individuals have different motives, and may act in different ways and be motivated by different aspects.
- Atchison (2003) provides that, to end this misconception, managers need to consider preferences when planning to motivate employees in order to improve effectiveness.
- Management practitioners need to be aware and consider investigating employees to find out each is motivated by what package.
- This will help the organization to increase employee's performance as the size that fit each employee will be identified; thus motivation impacting the achievement of organization goals

MOTIVATIONAL STRATEGIES



- Communicate and address the big picture.
- Reward the desired behaviour.

MOTIVATIONAL STRATEGIES

- *Celebration.*
- *Focus on revitalizing employees.*
- *Focus on collaboration instead of competition.*
- *Play to employees' strengths.*
- *Give employees three compliments for every criticism.*
- *Acknowledge the importance of work-life balance and employee well-being.*



THANK
YOU!
