

Health Service Management (Rania)

Lecture 2 - Management and Motivation

Theories of motivations	Focus on motivation being a function of: 1. Employee needs of various types. 2. Extrinsic factors. 3. Intrinsic factors.
Maslow (1954) ** Employee needs	<ul style="list-style-type: none"> • Theory: Hierarchy of Needs - Needs-Based Theories of Motivation. • Principle: Satisfaction - Progression → non-flexible. • Needs: Physiological >> Safety >> Belonging >> Esteem >> Self-actualizations.
Alderfer (1972) ** Employee needs	<ul style="list-style-type: none"> • ERG Theory • Principle: Frustration - Regression → flexible (back and forth). • Needs: Existence (physiological & safety in) >> Relatedness >> Growth • Comparison with Maslow's theory needs. <ul style="list-style-type: none"> - Existence = physiological & safety needs. - Relatedness = belonging needs. - Growth: esteem & self-actualizations needs.
Herzberg (2003) ** Employee needs	<ul style="list-style-type: none"> • Two-Factor Theory: 1. Hygienes: lower-level motivators. <ul style="list-style-type: none"> - Job context. - E.g., company policy and administration, supervision, interpersonal relationships, working conditions, salary, and security. - Gives general satisfaction and prevents dissatisfaction. 2. Motivators >> higher-level factors.. <ul style="list-style-type: none"> - Job content >> focuses on work - E.g., achievement, recognition for achievement, the work itself, responsibility, and growth or advancement. - Related to high motivation, high satisfaction and strong commitment. • About Rogers summarization of Herzberg's theory (1975): He considered that Hygiene factors aren't sufficient for reaching full satisfaction; it is only producing a not dissatisfaction worker >> We need the higher-level factors to reach it.
McClelland's (1985) ** Employee needs	<ul style="list-style-type: none"> • Acquired Needs Theory • Needs are acquired throughout life. That is, needs are not innate but are learned or developed as a result of one's life experiences. • This theory focuses on three types of needs: <ol style="list-style-type: none"> 1. Need for achievement >> success and attaining goals. 2. Need for affiliation >> relationships. 3. Need for power >> responsibility, control & authority.
B. F. Skinner (1953) ** Extrinsic factors	<ul style="list-style-type: none"> • Reinforcement Theory: Individuals are motivated when their behaviors are reinforced. The first two are associated with achieving desirable behaviors, while the last two address undesirable behaviors.

	<ol style="list-style-type: none"> 1. Positive reinforcement. 2. Negative reinforcement. 3. Punishment. 4. Extinction.
Adams (1963) ** Intrinsic factors	<ul style="list-style-type: none"> • Equity Theory: Individuals are motivated when they perceive that they are treated equitably in comparison to others within the organization.
Manion (2005) ** Just intrinsic reward:	<ul style="list-style-type: none"> • Summarized five types of intrinsic rewards: <ol style="list-style-type: none"> 1. Healthy relationships. 2. Meaningful work. 3. Competence. 4. Choice. 5. Progress. • There has been misconception that, some employees in organizations are not motivated at all >> but Manion believed that, everyone is motivated by something.
Hay Group study (1999)	<ul style="list-style-type: none"> • Ended a misconception stated that money is the main factor for enhancing motivation in organizations. • The conclusion of their study, on 500,000 employees, is that money motivates only to a point but the only way of motivation.
Atchison (2003)	<ul style="list-style-type: none"> • There has been misconception that managers believes that, one size fits all employees in rewarding and recognizing them. • Atchison provided that, to end this misconception, managers need to consider preferences when planning to motivate employees in order to improve effectiveness.