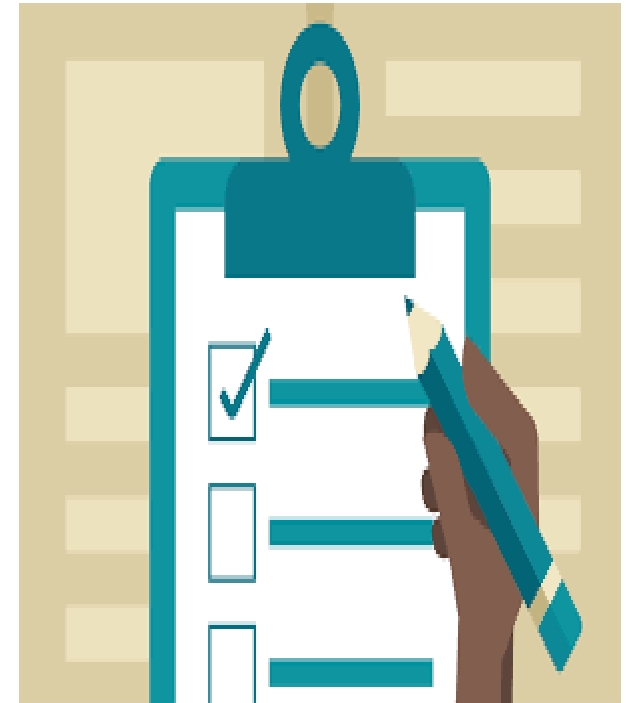


Management and Motivation-1



LEARNING OBJECTIVES

- **By the end of this lecture, you will be able to:**
- Distinguish the concept of engagement and its relationship to 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

- The types of workers in the 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.

MOTIVATED VS. ENGAGED—ARE THE TERMS THE SAME

- Oftentimes when you read about motivation, the term engaged, appears within the same context. In order to be motivated, employees must be engaged—and in order to be engaged, they must be motivated.

MOTIVATED VS. ENGAGED—ARE THE TERMS THE SAME

- Gallup interviewed more than 1.2 million employees at more than 800 hospitals” (2010). The purpose of the research conducted was to understand what engaged healthcare employees look like.

Results showed that engaged healthcare employees:

- Are more productive
- Are more focused on patient care and treatment
- Are safer
- Are loyal to their employers

MOTIVATED VS. ENGAGED—ARE THE TERMS THE SAME

- **Disengaged employees** bring morale down and impact the organization's bottom line.
- According to Gallup, within the U.S. workforce, more than \$300 billion is lost in productivity alone in disengaged employees.
- Top-performing organizations recognize that employee engagement requires motivation and is the driving force behind organizational performance and outcomes (Gallup, 2010; Manion, 2009).

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
- **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.

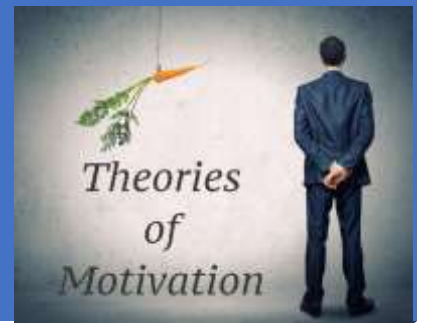
WHY MOTIVATION MATTERS

- 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**.

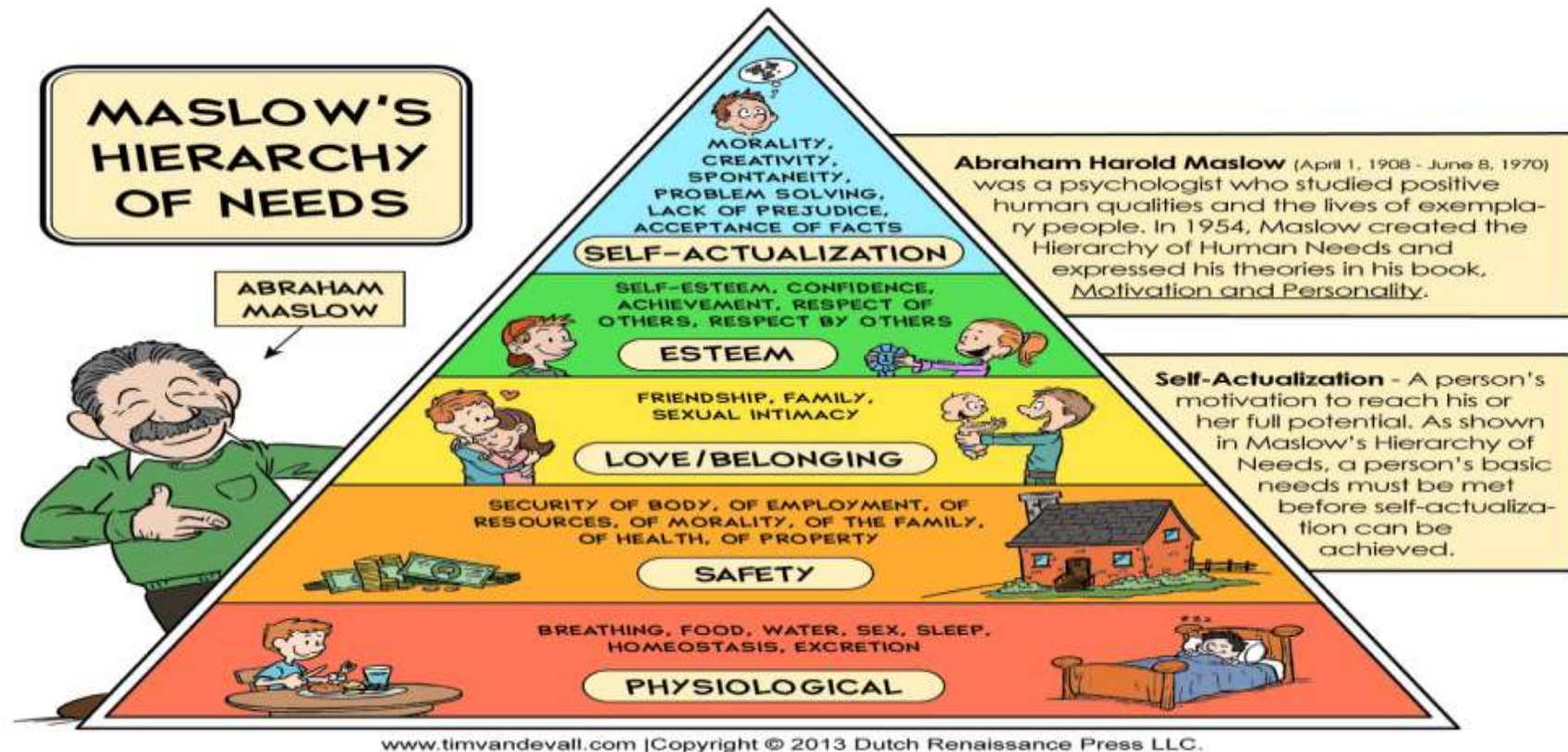
Needs-Based Theories of Motivation Maslow's Hierarchy of Needs

- 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 and by others and feel that they are making a contribution to the world).
 5. **Self-actualization needs**—including 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.

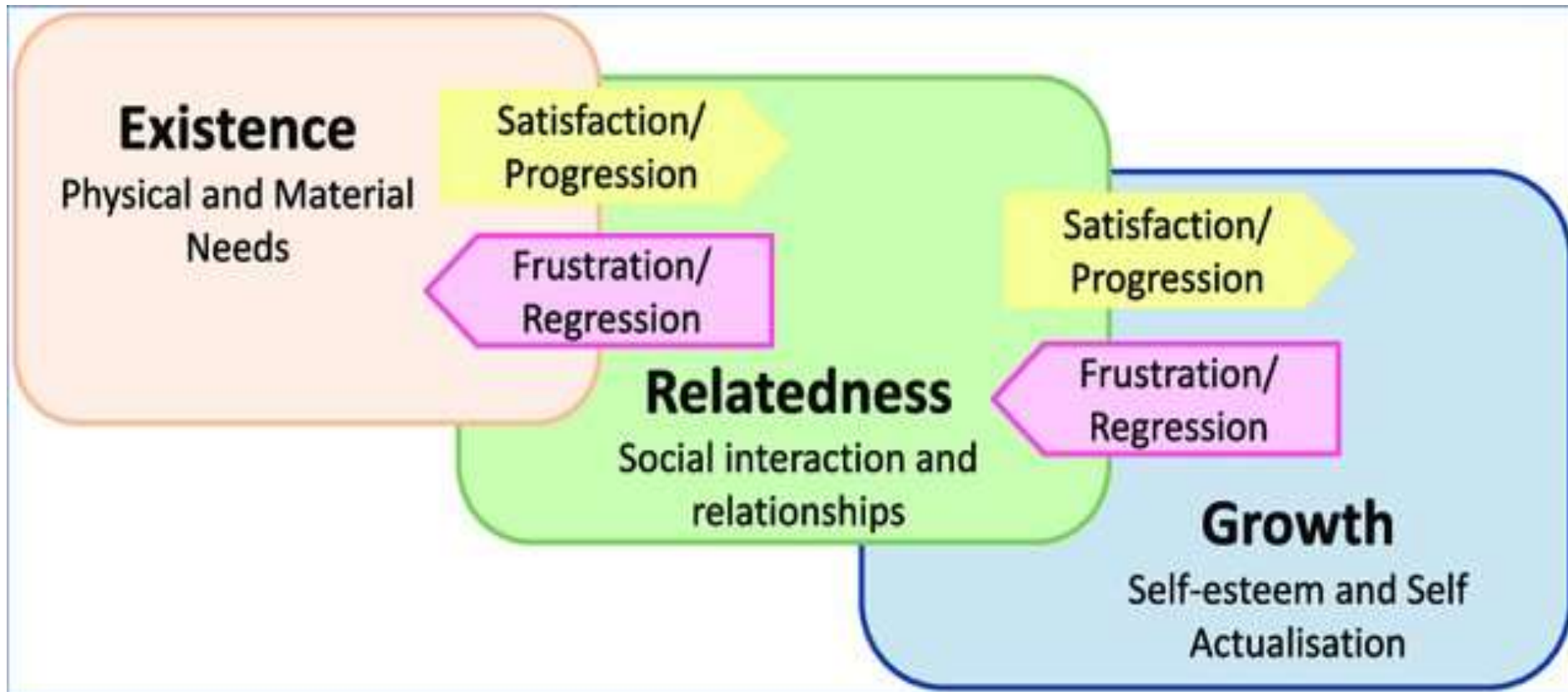
Needs-Based Theories of Motivation Maslow's Hierarchy of Needs



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





THANK
YOU!
