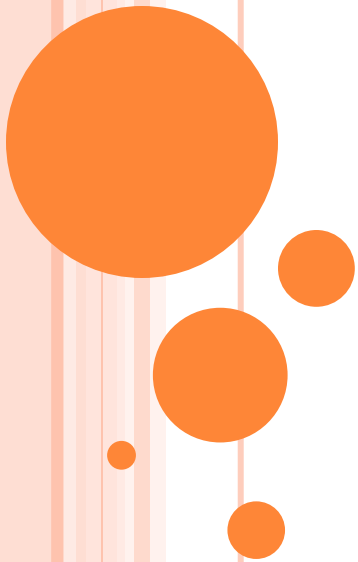


# CHAPTER 19: MOTIVATING EMPLOYEES



# MASLOW'S HIERARCHY OF NEEDS REVISITED

- Maslow's hierarchy of needs
  - What motivates people to meet their needs
  - Pyramid clarifies levels of needs for people
  - Every behavior has a cause and is motivated by an unmet need
  - Nurse's responsibility is to identify the unmet need and satisfy it
  - Nurse should not judge individuals for acting on their unmet needs



# MASLOW'S HIERARCHY OF NEEDS REVISITED (CONT'D)

- Applying Maslow's hierarchy of needs as a manager
  - Nurse managers cannot assume anything about other people that classifies them or labels them
  - Nurse managers must understand individual employees' motivations to truly motivate them
  - When employees are not motivated, the work of the unit or organization gets done at a less than optimum level
  - When employee needs are met, they are better able to focus on work



# OPPRESSED GROUP BEHAVIOR

- Oppressed group behavior is part of the history of nursing, where nurses were obedient to other forces
- Groups that are oppressed express their anger at being oppressed in different ways
  - Lateral Violence
  - Belief in lesser value
  - Belief in the superiority of others' decisions
  - Codependency



# OPPRESSED GROUP BEHAVIOR (CONT'D)

- Lateral violence: classic behavior of members of an oppressed group like nurses
  - Nurses do not support each other
  - Passive-aggressive behavior
  - Refuse to join their professional organization because they see it as a noncohesive organization without power
  - The phrase “nurses eat their young” is a classic example of lateral violence: the oppressed go on to oppress others.



# OPPRESSED GROUP BEHAVIOR (CONT'D)

- Belief in lesser value
  - Accept the “make-it-do” mind set
  - People feel they are of lesser value than others
  - People feel they need to suffer more to receive any acknowledgement
  - They feel they deserve bad situations and accept them
  - The acceptance allows a bad situation to continue



# OPPRESSED GROUP BEHAVIOR (CONT'D)

- Belief in superiority of decisions
  - All decisions made at the top are considered to be superior to those made by subordinates
  - This thinking places patients in danger
- Codependency
  - The need one person has for the continuous presence and support of another person to accomplish objectives
  - Does not allow self-fulfillment at work
  - Someone who cannot work without the codependent partner is dangerous to patients and others
  - Managers must distinguish between effective team players and codependent members of the team



# THEORIES OF MOTIVATION

- McGregor's theories focus on the manager's attitudes about people
  - Theory X
    - Not based on a sense of group participation or caring
    - The theory X manager believes people
      - Dislike work, are lazy
      - Need control and force to make them work
      - Like to be directed
      - Lack ambition
    - Oppressive management style
    - Manager believes in motivating by punishment



# THEORIES OF MOTIVATION (CONT'D)

- Theory Y
  - More satisfying work environment and more productive workforce
  - The theory Y manager believes people
    - Like to work
    - Can attain objectives to which they are committed
    - Accept responsibility
  - Theory Y managers motivate others to higher levels on Maslow's pyramid and allow for development of creative ideas and behaviors
  - Assertive communication and conflict resolution are examples of theory Y



# THEORIES OF MOTIVATION (CONT'D)

- Herzberg's two-factor theory
  - People who are properly motivated in their work have the potential to be both efficient and human
  - Two factors play into the motivation of people, job hygiene factors and job motivation factors, and both are essential for job satisfaction
  - Job hygiene factors keep an employee with the organization, for example
    - Insurance
    - Holiday and vacation time
    - Job security
    - Working conditions
    - Interpersonal relationships
    - Salary



# MOTIVATING EMPLOYEES

- Herzberg's two-factor theory
  - Job motivation factors are the managerial behaviors that bring out the best in people
    - Promote professional autonomy
    - Allow for growth
    - Give responsibility
    - Design workloads that give people satisfaction
    - Offer recognition for work



# CREATING A MOTIVATING ENVIRONMENT

- Nurse managers who are a positive and supportive role model are better at motivating staff
- Seek opportunities for positive interactions
  - Spending time on the unit
  - Having informal and casual conversations
  - Scheduling monthly get-togethers
- Providing positive work environment
- Deal with employees who exhibit lateral violence
- Ensure availability of necessary equipment and supplies
- Give incentives and rewards

