

# MOTIVATION

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# INTRODUCTION

- *Motivation is a process which begins with a physiological or psychological need or deficiency which triggers behaviour or a drive that is aimed at a goal or an incentive.*



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# MEANING

- Motivation is derived from the Latin word ‘movere’ which means ‘to move’ or ‘to energize’ or ‘to activate’.



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# Definition

- Motivation is the process of arousing the action, sustaining the activity in process and regulating the pattern of activity.

- YOUNG

- Motivation refers to the states within a person or animal that drives behavior toward some goals.

- MORGAN AND KING



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# Contd.....

## NATURE OF MOTIVATION:

- ❖ Based on motives
- ❖ Affected by motivating
- ❖ Goal directed behavior
- ❖ Related to satisfaction
- ❖ Person is motivated in totality
- ❖ Complex process



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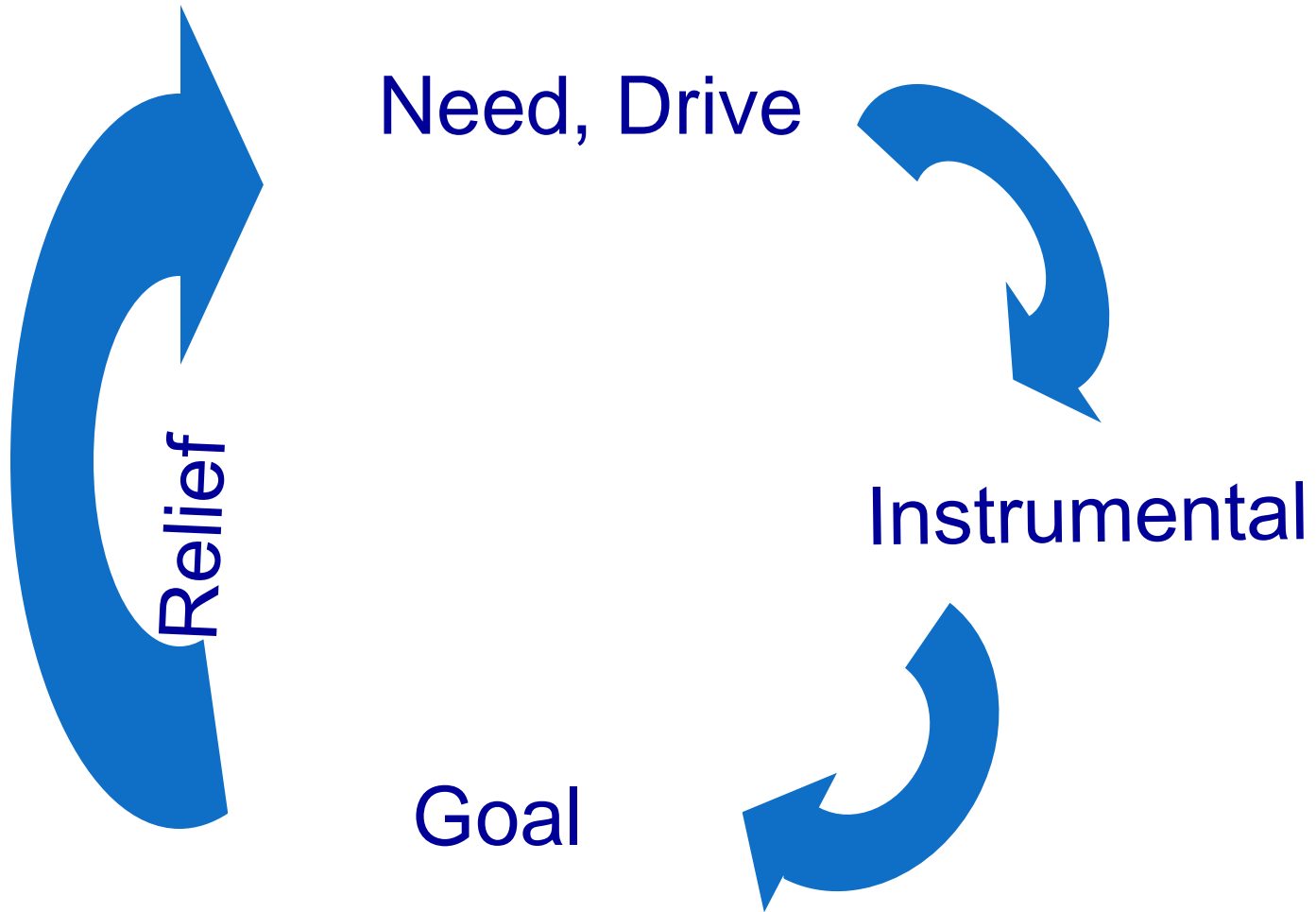
# Basic Concepts

- **Motivation is the consequence of an interaction between the individual and the situation. People who are “motivated” exert a greater effort to perform than those who are ‘not motivated’.**
- **Motivation is the willingness to do something. It is conditioned by this action’s ability to satisfy some need for the individual**



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# Motivational cycle



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# Types of Motives

- Primary Motives
- General Motives
- Secondary Motives



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# Primary Motives

- Hunger
- Thirst
- Clothing
- Sleep
- Maternal concern



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# General Motives

- Motives which can not be termed primary or secondary
- Primary needs try to reduce the tension or stimulation whereas the general need induces the individual to enhance the amount of stimulation.
- Also called stimulus motives-Love ,concern and affection.



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# Secondary Motives

- Learned drives become secondary motives
- Includes
  - Curiosity
  - Manipulation



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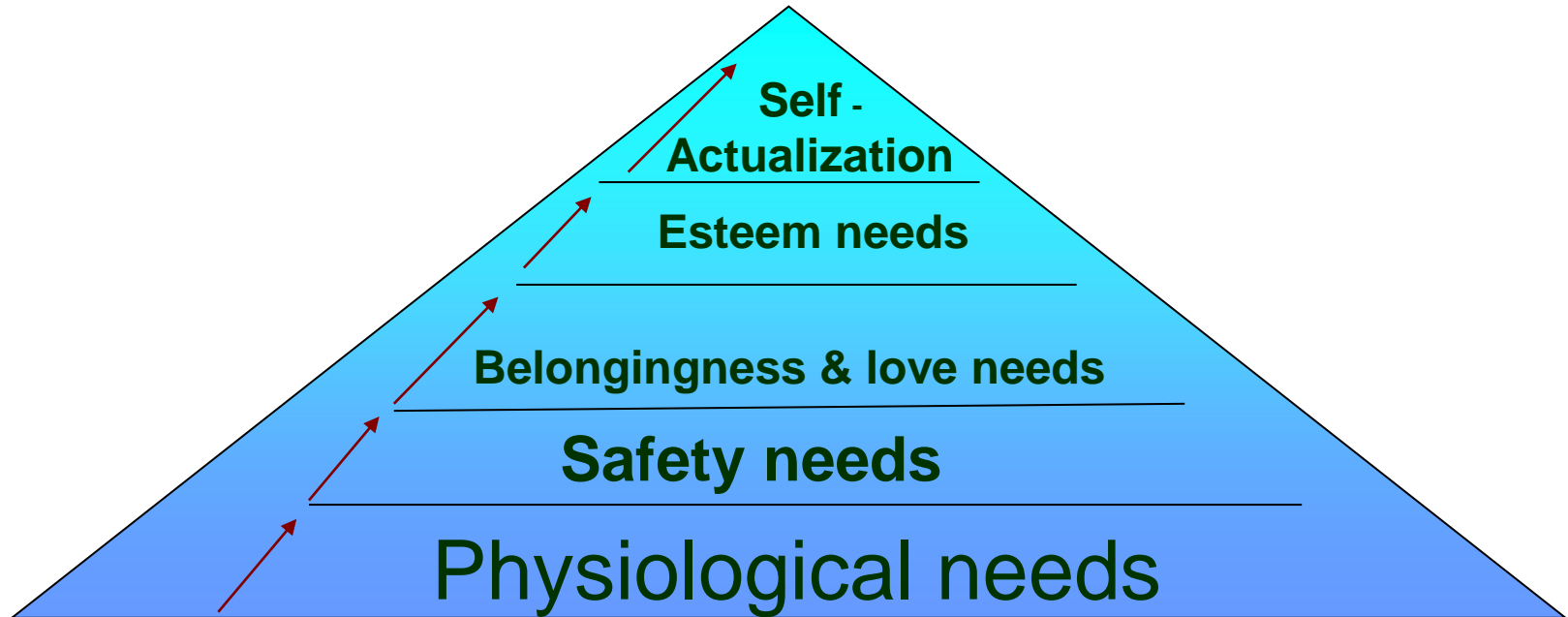
# Theories of Motivation

- MASLOW'S HIERARCHY OF NEEDS THEORY
- MCCLELLAND'S ACHIEVEMENT MOTIVATION THEORY
- HERZBERG'S MOTIVATION-HYGIENE THEORY
- EXPECTANCY THEORY
- ALDERFER'S E-R-G MODEL
- EQUITY THEORY
- INCENTIVES THEORY



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# *Abraham Maslow's Hierarchy of needs*



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## ***Physiological needs***

Hunger, thirst etc.,

## ***Safety needs***

To feel secure & safe, out of danger

## ***Belongingness & love needs***

Affiliate with others, be accepted & belong

## ***Esteem needs***

To achieve, be competent, gain approval and belong

## ***Self-actualization needs***

Self fulfillment & realize one's potential



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# McClelland's Achievement Motivation Theory

Based on recognition of three needs in work-place situations:

- Need for achievement
- Need for affiliation
- Need for power



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# Herzberg's Motivation-Hygiene theory

Based on the conclusion that people have two different categories of needs:

- ○ Hygiene factors
- ○ Motivating factors



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# Alderfer's E-R-G Model

## Existence Need

- Combine physiological and security factors pay, physical working conditions, job security, and firing benefits can also address these needs



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## Relatedness Needs

- These involve being understood and accepted by people above, below and around the employee at work and away from it.

## Growth Needs

- These involve the desire for both self-esteem and self actualization



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## • Comparison of the Maslow, Herzberg, and Alderfer's Model

The similarities among the three models of human needs are quite apparent. But there are also important contrasts: Maslow and Alderfer focuses on the internal needs of the employees. “Whereas” Herzberg also identifies and differentiates the conditions (job content or job context) that could be provided for need satisfaction



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### MASLOW model

Self-actualization and fulfillment needs

Esteem and Status Needs

Belonging and Social Needs

Safety and Security Needs

Physiological Needs

### HERZBERG model

Work itself  
Achievement  
Possibility of Growth  
Responsibility

Advancement  
Recognition

Status  
Relations with supervisors  
Peer relations  
Relations with subordinates  
Quality of Supervision

Company Policy and administration  
Job security

Working conditions  
Pay

### ALDERFER model

Growth Needs

Relatedness needs

Existence Needs

Motivational Factors

Maintenance factors



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# Expectancy Theory

This theory argues that the strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of the outcome to the individual. It includes three variables:



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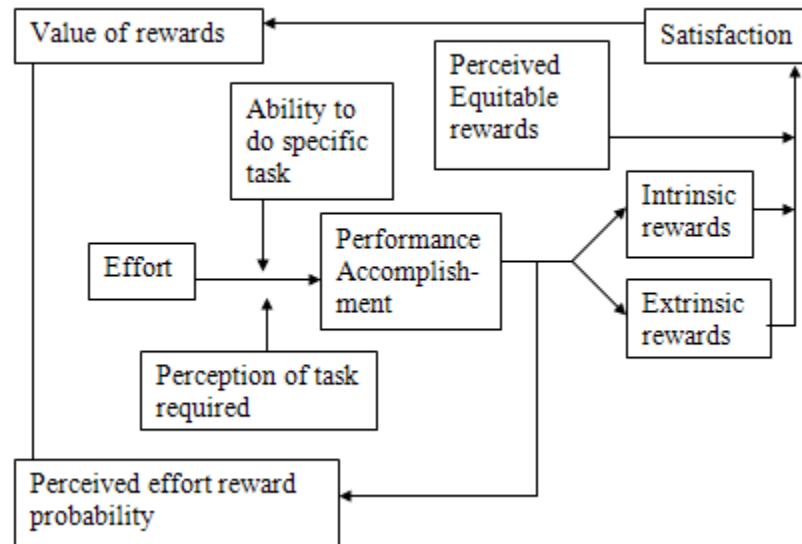
# Expectancy Theory

- ① 1. *Attractiveness*: the importance that the individual places on the potential outcome or reward that can be achieved on the job. This considers the unsatisfied needs of the individual.
- ② 2. *Performance-reward linkage*: the degree to which the individual believes that performing at a particular level will lead to the attainment of each job outcome
- ③ 3. *Effort –performance linkage*: the perceived probability by the individual that exerting a given amount of effort will lead to performance.



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# The Porter and Lawler Model



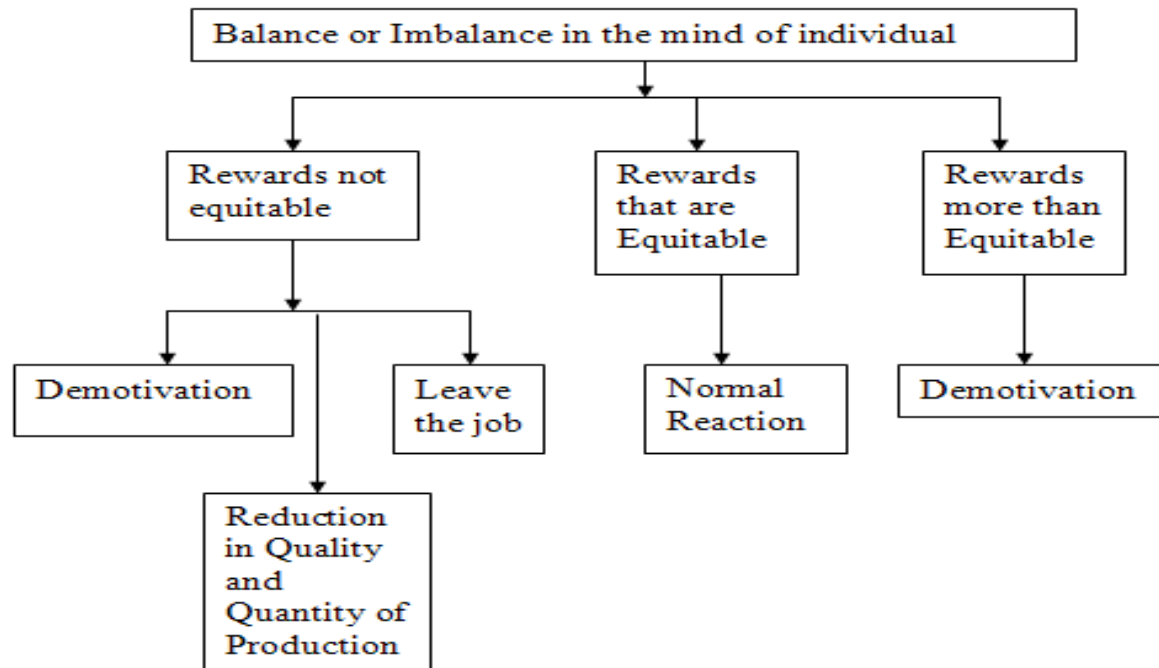
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# EQUITY THEORY

As per the equity theory of j. stacey adams, people are motivated by their beliefs about the reward structure as being fair or unfair, relative to the inputs.

People have a tendency to use subjective judgment to balance the outcomes and inputs in the relationship for comparisons between different individuals. accordingly

$$\frac{\text{Out comes by a person}}{\text{Inputs by a person}} = \frac{\text{Out comes by another person}}{\text{Input by another person}}$$



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## Contd.....

### INCENTIVE THEORY:

- Incentive means the motivational value of a reinforcer.
- In contrast with the push of drive theories, incentive theories are ‘pull theories of motivation. Because of certain characteristics they have, the goal objects pull behavior towards them.

## Contd.....

Incentives can be

- Positive incentives: wages, salaries, bonuses, vacations and the like.
- Negative incentives: punishment, electric shock.



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# Motivational strategies

- ❖ Find new skills
- ❖ Develop & train them
- ❖ Get feedback on their performance
- ❖ Expand their ability to work
- ❖ Rotate their work



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# Motivational techniques

- **Leads them**
  - Real examples are quicker than advice
  - Way to influencing people
- **Appeal to benefits**
  - Can motivate
  - Mutual benefits to both of you
- **Appeal to emotions**
  - People act quickly to emotions
  - Positive manner
  - Sustained by repeated inputs
- **Appeal to needs & wants**
  - basic needs satisfaction
  - Creative expression, recognition & challenges & love
- **Appeal to expertise**
  - Abilities enhance his self-worth
  - Put best effort to seek approval



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# MBO approach to Motivation

- **System of management that emphasizes on a particular set of goals that are tangible, verifiable and measurable.**
- **It is the method by which managers and employees jointly set goals for work performance and personal development, periodically evaluate the employee's progress towards achieving these goals and integrating of individual, team, departmental and organizational goals.**



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# Management by Objective process

- Goal setting
- Subordinate participation
- Implementation
- Performance appraisal and feedback



# CREATING MOTIVATING CLIMATE

- The manager should apply techniques, skills and knowledge of motivational theory to help nurses to achieve what they want out of work.
- The manager's role is to influence each individual's behavior and action towards achievement of some objectives. The manager's role is to influence each individual's behavior and action towards achievement of common organizational objectives.



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- For proper motivation among employees, the manager has to create:  
Conditions where workers energies are not extended totally in meeting their basic needs.



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## Contd.....

For proper motivation among employees, the manager has to create:

- Conditions where workers energies are not extended totally in meeting their basic needs.
- A climate for inter-dependent work rather than dependency.
- A competitive climate through recognition of good work.



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## Contd.....

- A productive climate through personal example
- A climate approach and problem-solving rather than avoidance, and
- Motivate individually through guidance and counseling.



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## Contd.....

One of the most powerful motivators the nurse manager can use to create motivating climate, which is frequently overlooked is positive reinforcement.

The following are the single approaches for an effective feedback system that uses positive reinforcement are.....



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## Contd.....

- Positive reinforcement must be specific or relevant in a particular performance.
- The positive reinforcement must occur to the event as possible.
- The reward feedback system must be achievable.
- Rewards should be unpredictable and intermitant.



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## Contd.....

The following are essential strategies to create a motivating climate for employees.

- ❖ Have a clear expectation for workers, and communicate these expectations effectively.
- ❖ Be fair and consistent when dealing with all employees.
- ❖ Be a firm decision maker using an appropriate decision making style.
- ❖ Develop the concept of teamwork. Develop group goals and projects that will build team spirit.



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## Contd.....

- ❖ Integrate the staff's needs and wants with the organizations interest and purpose.
- ❖ Know the uniqueness of each employee. Let each know that you understand his or her uniqueness.
- ❖ Remove traditional blocks between the employee and the work to be done.
- ❖ Provide experience that challenge or stretch the employee, and allow opportunity for growth.
- ❖ When appropriate, request participation and input from all subordinates in decision making.



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## Contd.....

- ❖ Whenever possible, give subordinates recognition and credit.
- ❖ Be certain that employees understand the reason behind decision and actions.
- ❖ Reward desirable behavior; be consistent in how we handle undesirable behavior.
- ❖ Let employees exercise individual judgement as much as possible.
- ❖ Create a trustful and helping relationship with employees.
- ❖ Let employees exercise as much control as possible over their work environment.
- ❖ Be a role model for employees.



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## Contd.....

- Encourage workers to stretch themselves in an effort to promote self-growth and self-actualization.
- Maintain a positive and enthusiastic image as a role model to subordinates in the clinical setting.
- Encourage monitoring, sponsorship and coaching with subordinates.
- Devote time and energy to create an environment that is supportive and encouraging to the discouraged individual.
- Develop a unit philosophy that recognizes the unique worth of each employee and promotes reward systems that make each employee feel like a winner.



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# Contd.....

## **FUNCTIONS:**

- Use legitimate authority to provide formal reward systems.
- Use positive feedback to reward the individual employee.
- Develop unit goals that integrate organizational and subordinate needs.
- Maintain a unit environment that eliminates or reduces job dissatisfies.
- Promote a unit environment that focuses on employee motivators.



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# Thankyou



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