

Week 4: Motivation within Organizational Structures

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Nurse leaders, whether at the unit or organizational level, play a pivotal role within any given organizational structure in creating a healthy, motivating work environment. These environments are ones that encourage workers to perform their best and continue to develop professionally. The underlying belief about motivation is that behaviors and actions of individuals are driven by internal and external factors. They possess these in varying degrees and are not the same for everyone. Motivational theory provides the foundation for creating strategies for motivating people to perform well and be satisfied in their jobs.

Consider this scenario:

You are the nurse administrator of a medium sized health system with a multigenerational workforce. Over the past year, there has been a noticeable decrease in employee satisfaction scores, presence of low morale, and attrition has begun. Attrition has not met the critical point and you are taking action to prevent it getting worse.

- 1. What is your approach to solving this problem?**
- 2. Using a specific motivational theory, describe how you would create a healthful work environment within that organization.**
- 3. Describe at least three theory-based strategies you will use to create this environment you described.**

1.Nurses are more motivated to carry out initiatives when they feel involved in the process. Research by Ahlstedt et al (2020) provides insight into how registered nurses' daily dialogue might be encouraged to foster motivation. Leadership has a fundamental responsibility to promote collaboration. In order to minimize barriers and improve motivation, concentrate on the partnerships between interdisciplinary staff in communication settings. It seems crucial to encourage a feeling of respect and acceptance during correspondences. Their results also emphasize the significance of providing staff the opportunity to interact with one another in a way that promotes intra-professional collaboration and enhances enthusiasm. This research may be helpful for creating work environments where registered nurses want to work and can flourish. Results aid in understanding multiple motivating factors for individuals, as well. Staff will feel more involved in change if leadership promotes collaborative decision-making.

Employee empowerment results in higher employee retention.

2.The mechanism that starts and directs purposeful behaviors is known as motivation. One operates in a manner which advances them toward their goals as a result of motivation.

Intrinsic and extrinsic factors drive motivation. Extrinsic motivation is the pursuit of a distinct external reward, whereas intrinsic motivation is the desire to engage in a particular activity out of true interest. The Expectancy Model was invented by Victor Vroom. This motivational theory looks at motivation through the perspective of a person's inclinations in relation to societal norms. According to this theory, a person's expectations about his or her environment or a specific experience will determine how they respond. These individuals believe that every action has a meaning and a consequence. There are incentives in place to encourage risk-taking, regardless of the consequences on the long or short term. Many are aware of how difficult becoming and working as a nurse is. Being an executive helps create a culture that inspires the team and sustains engagement. Executives may consider making adjustments to promote work- life balance. This plays a crucial role in keeping staff motivated.

3. The text for this week mentions several incentives that may be used to motivate staff. Of these, self-care, incentives, and employee empowerment align with the aforementioned inclination to promote a healthful workplace. Encouraging self- care should be a priority for executives to require of their employees.

At times, nurses are so preoccupied with taking care of others that they forget to take care of themselves. There have been instances where I was working so hard that I neglected to eat. When there are so many duties to complete, it might be hard to take a break, but this is a major element of burnout. Many healthcare professionals are quitting because they feel underappreciated and overworked, often leading to a decline in self- care. Being a healthcare professional can be incredibly demanding. Stress prevents us from giving our patients the care they need and deserve.

Incentives and employee engagement go hand in hand. The empowerment of personnel is largely dependent on communication. Management gives employees autonomy through conducting conversations that shed light on their motivations. Incentives can be created from these correspondences. Leaders may learn what individuals value at work and what they enjoy doing in their free time through assessments and personal interactions. Another way to keep employees motivated is understanding what inspires them. Since asking for input from the team fosters improved communication and trust, executives should take advantage of this chance whenever it arises.

-Stacy

Ahlstedt, C., Eriksson Lindvall, C., Holmstrom, I. K., & Muntlin, A. (2020). Flourishing at work: nurses' motivation through daily communication - an ethnographic approach. *Nursing & health sciences*, 22(4), Pg1169–Pg1176. Retrieved from: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7756815/>

Some organizations have coaching/mentoring programs for new employees. Does your facility have anything like that?

Good afternoon Professor and Class,

The guidance of mentors may help to encourage nurses as they navigate the workplace and their professional lives can be very helpful. Unfortunately, I have not worked in a facility that offered coaching/ mentorship programs. The company I used to work for did offer classes pre Covid on various materials. For example, they offered courses on Leadership, Communication, etc. The only coaching materials I have been able to access at with my current employer is education through our online modules where we complete our continuing education modules yearly. I have pretty much gone through all of the material I could access online through my employer; however, I believe it would be more beneficial to have a live coach/ mentor. Nurse mentors are professionals who share their expertise to help less seasoned nurses succeed.

Mentors can assist nurses in determining and achieving their professional objectives. When one is connected to a mentor through a supervised nursing program or at work, a formal mentoring connection can be developed. In situations involving unofficial relationships, a mentor may be a supervisor or instructor who provides assistance solely out of a desire to help the mentee grow. Programs that enable nurses to mentor one another have the potential to gradually enhance the nursing workforce. Hoover et al (2020) consider one tactic is to mentor nurses who are currently working in the medical field. The function of nurse mentors has been widely debated despite the fact that nursing literature first acknowledged mentoring almost 40 years ago.

Mentoring is a more active kind of social interaction as compared to direct instruction or supervision. Mentors offer guidance and provide career advice. It take a special person to be a quality mentor, with traits such as optimism, patience, and wisdom. Mentors are often leaders.

-Stacy

Hoover, J., Koon, A. D., Rosser, E. N., & Rao, K. D. (2020). Mentoring the working nurse: a scoping review. *Human resources for health, 18*(1), 52.

<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7388510/>

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- HI Stacy! Some organizations have coaching/mentoring programs for new employees. Does your facility have anything like that?
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