Motivating Nurses Through   
Transformational Leadership   
Approaches   
Topics: Leadership , Motivation Words: 600 Pages: 3   
Internal and External Motivation Factors   
Categories Extrinsic (external) Intrinsic(internal)   
Job Content   
Characteristics 1. Challenging nature of work   
2. Opportunity to provide high -quality   
care   
3. Level of authority   
4. Level of influence on job planning   
and related activities   
5. The significance of the work 1. Opportunity to apply certain   
skills or use creativity   
2. Perceived work effectiveness   
3. Perceived competence in work   
4. Fulfillment of expectations   
5. Setting an d achieving goals   
Work Environment 1. Good relations among the co -workers   
2. Opportunities for teamwork   
3. Positive reinforcement used by   
managers or team leaders   
4. Excellent job security   
5. Adequate training and development 1. Social acceptance   
2. Low environmental turbulence   
3. Perceived value as a team   
member   
4. Positive interdisciplinary   
collaborations   
5. Work -life balance   
Leadership 1. Two-way communication 1. Recognition of efforts   
2. Autonomy 2. Nurses’ participation in decision -  
making is highly encouraged   
3. Opportunities for employees to   
succeed   
4. Rewards for good performance   
5. Feedback on work and performance 3. Preparedness to act in accordance   
with expectations   
4. Knowledge of strengths and   
weaknesses   
5. Sense of self -efficacy   
Benefits 1. Fair compensation   
2. Financial incentives for performance   
or results   
3. Medical and life insurance available   
4. Paid vacation and sick leave   
5. Pensions for retired workers 1. The feeling of being appreciated   
2. Accepting rewards for   
performance   
3. Being able to focus on work and   
development   
4. Loyalty to the employer   
5. The feeling of being rewarded for   
good work   
Motivation in nurses and excellent quality   
patient outcomes   
As noted by Dunn (2015), motivation has a positive effect on patient health   
outcomes when nurses are willing to apply their knowledge and skills to work and   
achieve their full potential.   
Employee characteristics and demotivators   
Demotivators can lead to fr ustrated, inflexible, and lazy employees. Also,   
demotivators contribute to hostility, defensiveness, absenteeism, apathy, and high   
turnover (Dunn, 2015). Organizational citizenship in the   
employee’s role in motivation   
The term “organizational citizenship” is used to describe a positive relationship   
between the employee and the employer. When organizational citizenship is evident,   
nurses are willing to contribute to the organization’s success and feel part of the   
organization (Dunn, 2015). Organizational cit izenship can be developed using   
effective leadership and motivation strategies, such as reward and benefits   
schemes, job enrichment opportunities, and training. Organizational citizenship is   
critical to motivation theory. It can help promote a positive per ception of work by the   
employee and contribute to workforce characteristics, such as retention, skill mix,   
loyalty, and more.   
The key leadership styles   
Dunn (2015) discusses three key leadership styles: transactional leadership,   
passive -avoidant leadership , and transformational leadership. In transactional   
leadership, the leader is perceived to be the major authority figure. The relationship   
between employees and the employer is perceived as a transaction, where the   
employer provides benefits and monetary c ompensation in return for employees’   
behavior and performance (Spahr, 2016). On the contrary, passive -avoidant leaders   
steer from involvement in decision -making, instead of leaving the vast share of   
responsibility with the staff (Dunn, 2015). Lastly, trans formational leadership is   
considered to be a useful leadership style that promotes healthy workforce   
characteristics. Transformational leaders rely on values and ideas to motivate   
workers to aspire to a shared goal (Dunn, 2015). They also provide employees with   
a chance to develop their skills and share ideas that could contribute to company success. When used in healthcare settings, a transformational leadership style can   
generate a motivated, productive, and coherent workforce, leading to improved   
patient outcomes.   
The transformational leadership style   
considering motivation in the workplace   
Transformational leadership improves employees’ motivation using shared goals,   
ideas, vision, and effective communication strategies. Empowerment is among the   
key goal s behind transformational leadership (Dunn, 2015).   
The difference between job satisfaction and   
motivation   
Job satisfaction refers to the employee’s perception of various job characteristics,   
whereas motivation is an internal force that makes the employee m ore proactive and   
effective.   
References   
Dunn, D. (2015). Motivation: What makes you tick? OR Nurse Journal, 9 (2), 38 -47.