

MOTIVATION

Satisfaction nearly always arises from different motivating factors. However, to motivate people, we first need to investigate the issues that must be in order before any motivational factors will work.

HYGIENE – MOTIVATION MANAGEMENT MODEL

1. HYGIENE FACTORS

Some conditions of a job operate primarily to dissatisfy employees when they (the conditions) are not present. However, the presence of these conditions does not build strong motivation. These are called hygiene factors as they are necessary to maintain a reasonable level of worker satisfaction.

Some hygiene factors are:

- Company policies
- Company administration
- Supervision
- Interpersonal relations - peers supervisor, subordinates
- Salary
- Job security
- Personal life
- Work conditions
- Status

2. MOTIVATION FACTORS

Some job conditions build high levels of motivation and job satisfaction. However, if these conditions are not present, they don't prove highly dissatisfying. Herzberg described six of these motivational factors, or satisfiers:

- Achievement
- Recognition
- Advancement
- The work itself
- The possibility of personal growth

SOME KEY ISSUES

Supervision.

To decrease dissatisfaction in this area, you must begin by making wise decisions when you appoint someone to the role of supervisor. Be aware that good employees do not always make good supervisors.

Salary

The old adage "you get what you pay for" tends to be true when it comes to staff members. Salary is not a motivator for employees, but they do want to be paid fairly. If individuals believe they are not compensated well, they will be unhappy working for you.

Interpersonal relations.

Remember that part of the satisfaction of being employed is the social contact it brings, so allow employees a reasonable amount of time for socialization (e.g., over lunch, during breaks, between patients). This will help them develop a sense of camaraderie and teamwork.

Working conditions.

The environment in which people work has a tremendous effect on their level of pride for themselves and for the work they are doing. Do everything you can to keep your equipment and facilities up to date.

Work itself.

Perhaps most important to employee motivation is helping individuals believe that the work they are doing is important and that their tasks are meaningful. Emphasize that their contributions to the business will result in positive

outcomes and good sales to your customers.

Achievement.

One premise inherent in Herzberg's theory is that most individuals sincerely want to do a good job. To help them, make sure you've placed them in positions that use their talents and are not set up for failure. Set clear, achievable goals and standards for each position

Recognition.

Individuals at all levels of the organization want to be recognized for their achievements on the job. Their successes don't have to be monumental before they deserve recognition, but your praise should be sincere.

Responsibility.

Employees will be more motivated to do their jobs well if they have ownership of their work. This requires giving employees enough freedom and power to carry out their tasks so that they feel they "own" the result.

Advancement.

Reward loyalty and performance with advancement. If you do not have an open position to which to promote a valuable employee, consider giving him or her a new title that reflects the level of work he or she has achieved.

Adapted from 'The Motivation to Work' by Frederick Herzberg, 1959