

Motivating Employees

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## Motivating Employees

Currently, Kaluyu Memorial Hospital located in Nairobi, Kenya is suffering from various issues regarding demotivational factors, leadership, management and employee motivation as well as lack of effective communication system. It should be taken into account that when motivational factors are applied based on the individuals and company's needs, they actively help to establish job satisfaction. If used effectively, they have the potential to motivate individuals to work together as a team and attain above-average efforts and performance. Also, motivation makes employees garner self-confidence in handling their work, and each person focuses on the result, and their full potential can be tapped. However, low motivation lead to increased staff turnover and productivity goes down. Further, low level of motivation in any organization means a high rate of absenteeism and the result is a loss of customers due to poor services. Additionally, reputation of the firm plummets and this can result in its death.

### **Motivational Issues at Kaluyu Memorial Hospital**

#### **Demotivational Factors**

Based on the information in the case study, there are various factors that have led to demotivation within the hospital. The first factors displayed by the healthcare employees at the organization concerns lack of effective communication between the management and staff. The nurses are terrified of management so much that it impacts their capacity to communicate with management personnel (Buble, Juras & Matić, 2014). The employees believe that the managers do not consider what is required to get the work completed as the management treated them as incompetent, it emasculates the entire staff.

Second, poor relation with peers and supervisors job is the other demotivational factor. This is well illustrated by the fact that some of the employees have dominated others in the same

position. Similarly, nurses are not comfortable speaking in conferences. Another element that shows job insecurity is a nurse doing much of the work and doctors receiving the credit (Buble, Juras & Matic, 2014). The issues have been exacerbated by the lack of effective communication. In any company, all workers need to feel a sense of longevity and security as they perform their tasks. The employer or management must seem to help in this by regularly setting objectives and coaching employees.

### **The Impact of Motivational Issues on Healthcare Services and Business**

There are several negative impacts that can arise from the above two demotivational factors. First, lack of communication in the organization means poor alignment of employees and expectation. When this does not happen, employees do not have a clear comprehension of how success would look like in their job. It is difficult for people to access when they are not sure what they should be excelling in. Second, poor relation with peers and supervisors in the work environment result in hostility which in return leads to low confidence in some of them. Also, managers who rule by instilling fear in people, negativity and rigid control cause the development of anxiety and fear among the employee (Burns, Bradley & Weiner, 2011). Workers begin to lack trust that they can get things accomplished.

Further, due to fear of communication, employees are less likely to take risks or even bring up new ideas because they develop fright of being attacked. Therefore, over time, the managers face a problem of attracting workers and new talent to the current workforce. This is because few people want to work for such a manager. In addition to this, poor relations in the workplace present financial issues as the matter may relate to recruitment which cost money. Moreover, this is one of the great examples of the disastrous effects of peer relationship problems in a healthcare setting because the moment the patients realize the staff is not working,

they seek medical attention somewhere else which leads to significant loss of revenue (Burns, Bradley & Weiner, 2011). Such a loss would be devastating to the organization.

Based on this information, lack of clear vision and objects in the organization confuses employees because of fuzzy expectation as individuals do not understand their roles. The goal set in a company can only be achieved by everyone is working towards them. With clear communication, it is possible to attain any realistic objective as workers are aware of what is required from and enables them to focus their energy in that direction (Burns, Bradley & Weiner, 2011). Also, poor relations in the workplace whether between employees themselves or management and workers lead to poor employee morale which can decrease to a point where individuals no longer care for the organization.

### **Models of Motivation**

Herzberg's two-factor model comprises hygiene factors which are not meant to increase motivation but are important for preventing dissatisfaction among employees. According to this theory, motivational factors are those that would lead to improved performance to the highest level possible (Cerasoli, Nicklin & Ford, 2014). On the other hand, hygiene factors depended on the needs an organization or business which help to reduce or avoid unpleasantness at work. Herzberg contends that intrinsic and extrinsic motivators create an inverse relationship. This is because intrinsic motivators have a tendency to create motivation while extrinsic ones tend to reduce it. Intrinsic motivators are those factors that relate to challenging work, relationships in workplaces, recognition and potential growth opportunities (Cerasoli, Nicklin & Ford, 2014). These are some of the things that directly linked to employees' job satisfaction.

Herzberg's theory applies to Kaluyu Memorial Hospital because the situation at hand involves poor supervision, international relations and job security. These are motivational factors

that can lead to positive job attitude because they satisfy the need for employee self-actualization. Lack of satisfaction among the employees working for Kaluyu Memorial Hospital has led to dissatisfactions and poor job performance currently experienced. Further, the same has resulted to turnover because the present demotivational factors cause negative attitude towards the organization (Cerasoli, Nicklin & Ford, 2014). Attitude significantly influences the way people relate and duties are done in the hospital. The turnover effect due to the negative attitude arises from psychological or physical withdrawal from duty. This is the case for Kaluyu hospital as it is clear that employee fake sickness just to make sure they do not report to work. It is equally imperative to note that Herzberg's model apply to the underlying case because supervisors play a critical role in overseeing job satisfaction (Cerasoli, Nicklin & Ford, 2014). The managers and leaders at Kaluyu Memorial Hospital need to provide recognition to the nurse instead of taking credit for their work. As such, they need to organize and plan effectively to achieve this.

### **Communication System for Improving Motivation at Kaluyu**

Survey is a great communication system that would substantial help to determine what motivates each of the individuals at the hospital. As a director at Kaluyu Memorial Hospital, it will be crucial to seat with each employee and asked them questions to establish what they think and feel about focusing on addressing communication gaps that presently exist. Some of the questions would be what they like about their current positions and job and how they feel when interacting with each other as well as how they would like to be shown appreciation for their job. Further, it would be fundamental to ask them how they would like to be treated when they make mistakes. These questions should serve as the basis for establishing what their self-motivators are

and make a point of using them consistently to change the current situation. Once all the important motivators are noted, it will be crucial to reinforce the behavior continuously.

However, the assessment may not help to deal with all the communication issues at the hospital. To address the act of employees being afraid of the supervisors, it will be imperative to use more direct communication and implement a formal chain of command between peers as they will know who is in charge. This will help to reduce confusion when it comes to who is in charge of what. As such, they will not feel the need to overlap bounds and peers try to boss each other around.

According to Jadoo et al. (2015), a survey is a great way to know the behavior of employees and what motivates them to reinforce them continually. By asking questions, one can identify important motivational factors that can be emphasized among workers in a company. Keyton et al. (2013) assert that employees are motivated and empowered when there is a clear system of communication which includes a chain of command. This is the kind of communication where information flows from individuals in different levels systematically without causing confusion.

### **Conclusion**

Indeed, Kaluyu Memorial Hospital faces major employee motivation issues. Based on the information given, the facility suffers from lack of effective communication and poor work relationships which impact it adversely. However, more open communication and application of intrinsic motivational factors is needed for overall improvement in work environment and revenue.

## References

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