Motivation for Better Nursing Management

Muneera Bashir

Motivation is an important factor on which organizational efficiency depends. It is a process of arousing behaviour, sustaining behaviour & channeling behaviour in specific course. It explains why some people work hard & well whereas others perform poorly. In Nursing Management, staff need to be motivated to have quality patient care, to develop staff efficiency and to reduce absenteeism.

A nursing superintendent must reward the good nursing care given by staff nurse so that she is motivated to work harder.

Factors Affecting Motivation of Staff
Motivation of staff is affected by three critical factors.

The individual needs
The needs of an individual are important motivators. These make the person work with enthusiasm & interest. The significant individual needs are:

* Need for Power: Which results in a strong desire to influence staff, stimulate them to work, making them achieve positions of leadership e.g. making the nursing supervisor wholly responsible to take care of whole ward.

* The need for achievement results in a desire to do something better or more efficiently than others. People with a high need of achievement have an intense desire for success & equally intense fear of failure. They want to be challenged, prefer to assume personal responsibility to get work done and like to work for long hours. Training and orientation (refresher) course increase this need. All the staff working in a particular area should be given equal chance to attend the refresher course related to that particular area.

* Need for affiliation: Some people derive pleasure from being loved and tend to avoid the pain of being rejected by social group. They enjoy social relationships, intimacy, empathize and help others in trouble. There is close intimacy when a staff nurse is allowed to plan and decide patient care along with ward supervisor.

In order to satisfy the employees, a manager can also use Maslow's Motivation Theory in these ways:
• Improving physical working conditions to satisfy needs e.g. grilled door and sitting to secure the nursing staff at night, providing rest rooms for lunch and dinner.
• Increasing the level of training, development and skill in order to meet the self esteem needs e.g. uniform, leave facilities, vacation to nursing students. If these facilities are in adequate it harms their self esteem.
• Having congenial social group and peer group interaction to fulfill affiliation needs.
• Placing the person in position which match their self concept to fulfill the self actualization need.

Job Design
Job design is another motivator to satisfy, signify and give value to employees encouraging them to perform well.

Koul Jyoti conducted a study on job satisfaction of 126 staff nurses of different hospitals in J&K State and showed that only 8% were highly satisfied. Maximum satisfaction was found for the work itself and with the competency of supervision. The areas of best satisfaction were concerned with material rewards and individual agency. The older age group and experienced persons were found more satisfied.

Work Environment
There are many conditions in the environment which could possibly effect the motivation of staff. It is seen by Behaviour Modification Theorist that employees perform positively if environment is favourable which is made by pay/reward policies, democratic leadership style, peer group interaction etc.

To effect the performance of employees, their input (e.g. efforts, training, experience, skill, education, seniority) should be equitable to their output e.g. pay, rights, benefits, job-status, status symbol's (vacation, clothing, satisfactory superior).

The employees feel inequity if unrewarded or if given undesirable placement. The employees always respond to the environment & these responses influence their behaviour. A nursing Manager can accomplish this by using following motivational tech-
Positive Reinforcement: Annual reward for better performance in the form of money, recognition, praise, promotion etc. Give reward to the most clean and best patient care ward on Annual days.

Avoidance Learning: Some staff nurses improve their behaviour in order to avoid criticism of Nursing Superintendent or to avoid any disciplinary action against her.

Punishment: Nursing Superintendent, for example, can withhold reward or promotion so as to change the behaviour of staff. Scolding in front of others or humiliating should be avoided.

Be sure to tell a person she / he is doing wrong and what type of behaviour is desired e.g. RT feeding given with force by use of piston should be corrected and demonstrated so that goes with gravity.

Making the staff participate in different activities which give them affiliation, acceptance and recognition e.g. in conferences, Nurses'-Day, Hospital Annual-Day etc.

Giving feeling of personal responsibility or keeping interactions. The newly appointed staff should be left independent but be observed closely.

Warmth, support and identity motivate the staff to perform better. Every staff member has her own potential. Respect their individual capabilities. Don’t scold if she is performing badly in other field. Let her develop potential gradually.

If employees are given adequate feeling of security, warmth, better environment for their development, given responsibility, treated empathetically and with kind attitude; their lost confidence is restored, they are motivated to work hard, their performance improves and care of patients improves.

Reference:

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Affiliated to H.N.B. Garhwal University, Srinagar

APPLICATIONS ARE INVITED FOR FOLLOWING POSTS
For its proposed College of Nursing - Basic B. Sc. Nursing (4 years)

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Posts</th>
<th>Vacancy</th>
<th>Qualifications / Experience</th>
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<tbody>
<tr>
<td>01</td>
<td>Principal</td>
<td>1</td>
<td>Any specialty, M.Sc. Nursing / Ph.D with 10 to 12 years experience. (Teaching and Administrative)</td>
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<tr>
<td>02</td>
<td>Professors</td>
<td>3</td>
<td>M. Sc. Nursing in Community Health Nursing / Medical and Surgical Nursing. Experience 6-10 years.</td>
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<tr>
<td>03</td>
<td>Asso. Professors</td>
<td>4</td>
<td>M.Sc. Nursing in Community Health Nursing / Medical and Surgical Nursing. Experience 6-8 years.</td>
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<tr>
<td>04</td>
<td>Lecturers</td>
<td>5</td>
<td>M.Sc Nursing in Community / Health Nursing / Medical and Surgical Nursing. Experience 3-5 years.</td>
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<tr>
<td>05</td>
<td>Asstt. Lecturers / Clinical Instructors</td>
<td>8</td>
<td>M.Sc. Nursing (Fresher may also apply), B. Sc. Nursing (Academic experience 3 to 5 years) Fresher may also apply.</td>
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Qualification & Experience: As per Indian Nursing Council norms.

Interested candidates may send their photo copies of all necessary certificates and resume with passport size photograph to the undersigned within 10 days. Gallery 6x6 per UGC规定。Retired personnel with sound health will be considered on contract basis.

CHAIRMAN

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