

WellWomen (WW) provides health care for women. I chose to interview the manager and six of the nurses and doctors who work there.

Findings from my interview with manager

WW provides many social events for staff to involve themselves in. Every six months staff members have the chance to attend the theatre at no cost to them. For example, on 15 February a group of staff went to the theatre to see a play. An outing like this provides an opportunity for the staff to get to know one another better outside the work environment.

1

Holding social events relates to Mayo's human relations theory that workers need to feel important and noticed. They are motivated to work harder because they know they would be rewarded in some way. It also relates to Maslow's theory that workers have to have a sense of belonging to work hard.

2

Every three months WW has nurse meetings with talks, wine and cheese. This encourages the nurses to talk to their peers and learn more about their lives outside of work. The main purpose though is to enable the nurses to increase their understanding of what is going on in the business and what needs to be improved. The last nurses hui was very successful because all nurses attended and all said they enjoyed the meeting a lot.

1

These three monthly meetings give the nurses a sense of belonging which relates to Maslow's hierarchy of needs where people have a number of self-esteem needs that have to be catered for and one way is recognition. By acknowledging what the nurses are doing well and what needs to be improved, the nurses are being recognised, they feel noticed and therefore motivated to do well.

2

WW has an annual audit of hazards and hold six monthly fire drills.

This relates to Maslow's hierarchy of needs. At the bottom of the triangle there is the safety aspect. By showing the workers where to assemble if a fire happened, the workers are given a sense of safety and therefore feel motivated to work well as they know they are being taken care of in an emergency.

WW ensure that no workers have double shifts so they are not tired. This means they can give 100% focus to work when they are rostered on and then rest before their next shift. Alert workers are very important in a hospital to ensure the patients get the best care staff can offer.

1

This relates to Herzberg's 2 Factor theory. Being tired will de-motivate staff, however not being tired isn't going to motivate them. This is a hygiene factor. This also relates to Maslow's hierarchy of needs which says the basic needs are to be catered for before the next steps can be achieved.

2

WW uses job rotation as a motivator to the workers as long as it fits within their job specification. Nurses' duties get switched around so that no one is always doing preventative health tests, or another always deals with nutrition or another always deals with maternity care. Job rotation means workers do not get bored with their work because a sense of variation is present in their work.

1

Job rotation relates to Herzberg's 2 Factor theory of job enrichment . Giving a range of tasks challenges and stretches the workers.

3

The manager told me that WW supports their workers in improving their work and skills. They provide information about courses that will assist workers. This motivates workers because they feel their manager is interested in them and their growth.

1

Giving opportunities for further training relates to Maslow's theory of self-actualisation. It also relates to Herzberg's 2 Factor theory of growth. Staff members like to feel empowered and enjoy the mastery of their work.

2

Findings from my interview with medical staff members

I questioned the six workers about what motivated them to work hard.

All six rated money/pay as a strong motivating factor.

1

This relates to Taylor's theory that workers only work hard for money. By having a good pay, Taylor said that workers should be motivated to work hard. The doctors at WW are paid a salary. The doctors interviewed said this can be demotivating (a Herzberg hygiene factor) because no matter how hard they work, they still get paid the same amount. However, WW offers a chance for promotion. This means that if staff members work hard, they could move to a position where they have more responsibility and get paid more. This again relates to Herzberg's 2 Factor theory. Satisfiers have the power to motivate or demotivate. Promotion is a satisfier to staff and is something the doctors strive towards. If they are promoted, they are likely to work harder because they are given more responsibility and know that people have taken an interest in their work.

2

The six workers all said they felt they had autonomy in their work, though they did not all agree on the extent of the autonomy.

This relates to both Mayo's theory and Herzberg. Mayo said that staff need to be treated as humans, not machines. He believed that involving staff in decision-making is a good motivating factor. Herzberg said there were satisfiers and hygiene factors. Satisfiers are factors that can demotivate you or, if done correctly, can motivate you. By letting staff make their own decisions, such as when to take breaks and, to a certain extent, how to organise their work, they feel they have some autonomy and control over their jobs, and they are made to feel important.