

Hcm427-0801a-01  
human resource  
management in  
health care - phase 3  
discussion boa...



**ASSIGN  
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HCM427-0801A-01 Human Resource Management in Health Care - Phase 3

Discussion Board DiscussionBoard Response:

Dear Sir/Madam:

Good morning. I heard about the current situation wherein the medical secretary that supports the doctors has lost her focus on her job due to lack of work motivation. Considering that the medical secretary has been performing well based on her past evaluation records, I understand that she is one of the hospitals' competent employees. In line with this matter, I would suggest several recommendations on how we could retain her with the health care organization by improving her job satisfaction and productivity. During the meeting with the medical secretary, we have been told that she is no longer interested with her job since she strongly feels that all of her improvement suggestions are not taken seriously by the doctors. Based on the medical secretary's explanation, it is very clear that she is a leader in her own way because of her desire to develop improvement suggestions for the betterment of the health care organization. In line with this matter, self-management serves as an effective intrinsic motivation on her part. (Graham & Unruh, 1990) It means that simple one-on-one rewards such as a sincere acknowledgement for her effort and determination to develop improvement suggestions is all she is asking for.

Basically, there are two types of rewards that could improve the job performance and satisfaction of the employees. These are the company rewards which are offered by the organization management and the one-on-one rewards which are being extended by the employees' bosses. Traditional reward system such as compensation and promotions are slowly becoming ineffective in terms of motivating the generation X and Y employees. (Craig, <https://assignbuster.com/hcm427-0801a-01-human-resource-management-in-health-care-phase-3-discussion-board/>)

March-April 1989) Material rewards such as cash incentives could also result in demotivating the employees. (Anthony, Dearden, & Bedford, 1989; Cecil Hill, Spring 1989) Basically, the main reason why ' pay-for-performance' concept fails to work is because in exchange with the money, the pride and job satisfaction of employees suffer.

Eventhough extrinsic rewards such as increase in pay or bonus given to employees could still be effective in some cases, a more recent study shows that intrinsic rewards / motivation such as congratulating the employees for a job well done either verbally, written on a personal note, through public recognition, or implementing a celebration for success in work performance is more effective in motivating employees to increase their work performance. (Graham & Unruh, 1990)

The best way to retain and regain the job satisfaction of the medical secretary is to call on the attention of the doctors with regards to the impact of intrinsic rewards over the job performance of their subordinates. Perhaps you could start the calling for a meeting with the doctor tomorrow morning so you could solve the problem as soon as possible.

Wishing you all the best.

HR Manager

Jones Pediatric Services

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