

# Advanced healthcare management

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Motivational Approaches al Affiliation Motivational Approaches Compare the three approaches of motivation covered in your readings. The three approaches of motivation covered in Burns, Bradley, & Weiner (2012) are as follows: (1) the theory of work motivation which was described as assuming that “ individuals value and seek fairness, or equity, in their relationship with employers (Adams, 1963, 1965)” (p. 100); (2) the expectancy theory which reportedly assumes that “ people make rational calculations about how to expend effort on work, and they make choices that will lead to desired rewards” (Burns, Bradley, & Weiner, 2012, p. 102); and finally, (3) a motivational theory that allegedly focus on goals and goal setting.

The first approach which is based on equity in maintaining a smooth business relationship with employers actually stresses fair and equal perception of employees to the tasks accomplished and to the remuneration that is received. Likewise, it was noted that it is natural for people to compare what is received with those that are received by others – given similar inputs.

When there is some indication of inequality or unfairness within the work setting, the disparity would ultimately allegedly lead to anxiety, tension, and demotivation in the workplace. In the equity theory, employees apparently judge the fairness of the reward system. The fairness of the reward system was acknowledged to be evaluated in terms of the ratio between an employee’s outcomes and inputs, and on how this ratio compares with those of others. If the employees perceive the reward as equitable, they would probably continue to perform at the same level of output. However, if the reward is perceived as inequitable, they will apparently experience tension that could motivate them to react in a manner so as to reduce the inequity.

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The reaction would ultimately aim to bring outcomes and inputs on balance with each other and with those of others.

The second approach, the expectancy theory reportedly relates to the connection between effort and performance. This theory allegedly indicates the strength of belief that performance will be determined materially by corresponding effort. The stronger the connection between effort and performance, the higher the expectancy. Likewise, one is convinced that the formation of expectancies is influenced by the worker's own evaluation of his competence. In addition, it was explicitly discussed that the expectancy theory contains four relevant components, to wit: job outcomes; valences (or the individuals' feelings about the expected job outcomes); instrumentality, which refers to the link between performance and reward; and finally, expectancy (Burns, Bradley, & Weiner, 2012).

Finally, the motivational theory that seeks goals and goal setting as the framework was noted to be proposed by Locke (1968) where goals were explicitly disclosed as powerful for the rationale that " they direct people's attention, focus efforts on tasks related to goal attainment, and encourage people to persist in such tasks" (Burns, Bradley, & Weiner, 2012, p. 103). In addition, it was also emphasized that in conjunction to goals, the ability to provide timely and regular feedback is crucial to enable employees to determine any weaknesses in performance and to give the employees the opportunity to correct the weaknesses and to make the needed improvements.

## References

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