Motivation and Team Building

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Motivation

Motivation is defined as a process that causes a person or animal to move toward a goal or away from an unpleasant situation.

Employees strive to achieve objectives they have set for themselves, such as job security, financially and intellectually rewarding careers, recognition, status, and responsibility. If a career position helps the employee achieve some of these objectives, then the employee may become highly motivated to perform their job tasks.

Motivation is made up of three distinct components, direction, intensity, and persistence. Direction is defined as what an individual chooses to do when presented with possible alternatives.
Intensity refers to the strength of the response once the choice is made.
Persistence refers to the staying power of behavior or how long a person will continue to devote an effort to the task.

Most employees are motivated to work to meet their basic needs for food, shelter, and security. How hard employees work for something depends on many variables, such as the chances for success, how much they want they want to succeed and what their value system is.

Motivation is impacted by an employee's goals. The goals have to be:
1. specific
2. challenging but achievable
3. aimed at getting what the employee wants rather than avoiding what they do not want

Therefore defining of an employee's goals is the first step in the motivation process. Once defined, the employee must determine how to achieve their goals and what will happen if obstacles are encountered.

When an employee is motivated by performance goals, they are more concerned with doing well, being judged favorably, and avoiding criticism.
Employees motivated by mastery (learning) goals are concerned with increasing their competence and skills.

Most managers are required to motivate a diverse and unpredictable group of individuals. The diversity results in different behavioral patterns that are related to the needs and goals of the people in the workforce.

Needs are classified as the deficiencies, psychological, physiological, or sociological, an individual experiences at a particular time.

The motivational process is cyclical. Individuals seek to reduce various need deficiencies, which initiates a search process for ways to reduce the tension caused by the deficiencies. A course of action is selected and goal-directed behavior begins. After a period of time, management can assess the behavior through a performance evaluation process in which the behavior is rewarded or punished. The individual evaluates the outcome and reassesses the need deficiencies and the motivational process is begun again.

All employees are motivated by goals. Managers need to know about an employee's goals and about the actions the employee will take to achieve them, in order to be able to predict behavior with some accuracy.

List some common terms associated with motivation.

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Effects of work on motivation

Job involvement, work motivation, and job satisfaction can be increased when:

1. The work provides a sense of meaning.
2. Employees have decision-making capabilities.
3. Tasks are varied rather than repetitive.
4. The company maintains clear and consistent rules.
5. Employees have supportive relationships with their superiors and co-workers.
6. Employees receive constructive rather than destructive criticism.
7. The company offers opportunities for growth and development.

There is a myth that money is the greatest motivator for employees. However, in actually, work motivation is related to how and when you get it, rather than how much money you receive. Incentive pay is the strongest motivator since it is a bonus that is given upon completion of a goal rather than as an automatic raise increasing the individual's feelings of competence and accomplishment.

How can a manager provide a sense of meaning to a position?

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How can an organization's rules be presented in a clear and concise manner?

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How does a manager handle giving destructive criticism in a manner that makes it constructive criticism?

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Motivation conflicts

Approach goals are positive experiences that an individual seeks directly.
Avoidance goals are negative experiences that an individual hopes to avoid.

Approach-Approach conflict occurs when an individual is equally attracted to two or more possible activities or goals.
Example: Individual must choose between a position as VP of Advertising or VP of Marketing.

Avoidance-Avoidance conflict occurs when an individual must choose between the lesser of two alternatives because they dislike both alternatives.
Example: Individual must choose between emptying the trash or cleaning the bathroom.

Approach-Avoidance conflict occurs when one activity or goal has both a positive and negative aspect.
Example: Individual is promoted to VP, but worries that his co-workers will not like him.

Multiple approach-avoidance conflict occurs in situations that provide several choices, each with advantages and disadvantages.
Example: Individual can make more money working over forty hours. They have the opportunity to attend free concerts in the evenings and on weekends. The concerts will be enriching, but the individual likes to buy souvenirs to remember the programs.

List some of your approach goals.

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List some of your avoidance goals.

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