
The Mathis Group's

Messenger

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What Makes Your Organization Tick? Part II

Last month we looked at how organizational behavior influences every aspect of every organization. We discussed the three main approaches of studying an organization, and also how vital a role communication plays. This month we will explore the impact motivation, goals, and power have in organizational behavior.

Motivation is the ability to stimulate worker behavior and/or performance in a direction that will increase productivity, profit and ROI. Motivation comes in numerous forms and is different for everyone. What may work for one employee will not work for another. Let's look at a few of the most common types of motivators.

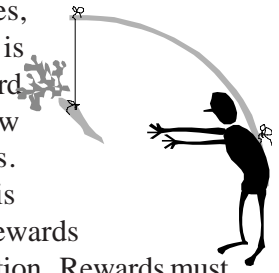
Monetary Motivation

Money is an excellent motivator for just about everyone. Most people respond well to getting extra cash for a job well done. There are a few things to remember when using money to motivate employees. First, pay should be connected to performance benchmarks. Have definite objectives that must be met in order to receive the bonus. Next, pay rewards must be large enough to drive the work with self motivation. The employee must feel that it is worth his or her while to put forth the extra effort. Finally, bonuses can be effective to increase performance short term. Monetary motivation usually does not work for the long run. Not only will employees want more money each time, but it will become very expensive for

the organization. This form of motivation, though highly effective, should be used on an occasional basis.

Rewards

There are countless rewards besides money that can be used as valuable motivators: vacation time, advancement within the organization, prizes, parties, recognition. The list is endless. In order for a given reward to be effective, you must know what drives your employees. Behavior or performance that is rewarded will be repeated. Rewards focus workers in a positive direction. Rewards must be timed as close to the behavior as possible in order to gain maximum impact. Most importantly, the reward must be communicated to the employees.



Negative Motivation

One final form of motivation comes through negative reinforcement. Knowing the consequences of poor performance or unmet demands will keep employees moving forward. Since no one likes bad things to happen to them, most people will work hard to make sure they avoid any negative outcome.

Setting goals is important for every organization. However, goals can be a scary concept for some. Many excuses are given for not setting goals, such as:

- Goal setting is hard for our people.
- Goal setting is not realistic for our jobs.

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*The more I want to get something done,
the less I call it work.*
Richard Bach
Writer

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- Goal setting encourages workers to lie and create easy goals.
- Goal setting is used as a ploy to get more work out of each worker.
- Goal setting causes people to sabotage and wrongfully compete.

Organizational success depends on the creation and meeting of goals. No matter what excuse people give, do not let them hinder your organization by lagging behind.

Understanding several types of power will also allow you to be aware of the ones prominent in your organization.

1. Structural power - Power given to one based on the organizational structure. Their position mandates power to them and each worker must follow his/her directives.
2. Situational power - Power given to a person based on credibility, influence, and trust, regardless of his/her individual position.
3. Expert power - Power or credence given to a person due to his/her education, specialized knowledge or experience.
4. Position power - Power given to a person based on one's position in the organization.
5. Reward power - Power one person has to reward another with a price. This might be a salary increase, more power, or better working conditions.
6. Coercion power - Power which revolves around the usage of fear, pain, punishment, retaliation, or rejection.
7. Personal power - Power due to one's personality or charisma. Many desire to be around this person or follow this person.



Another daunting task that employees face is making decisions. Again, this is an area where you will hear many excuses. Employees often balk at the prospect of having to make a difficult decision. Listed are some questions to help aide the decision making process:

- Am I willing to take responsibility for solving this problem?
- Have I gathered all the facts possible about this problem?
- What is the root problem?
- Have I surfaced all the possible solutions?
- Have I conducted an analysis of each solution?
- What is the best possible solution?
- How well is this solution working long term?

Answering these questions will take off some of the pressure associated with making the decision. Through these questions, the employee will know that he or she has covered all the bases and has made the decision based upon facts with evidence to support them.

Next month we will look at how conflict can be a positive thing in your organization and types of learning.



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