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GOAL SETTING AS THE MOST EFFECTIVE WAY OF MOTIVATING EMPLOYEES

Annotation. The motivation of employees which is a very promising and useful technique of employee efficiency improvement is considered.

Анотація. Розглянуто мотивацію працівників, що є перспективною та корисною технікою підвищення працездатності робітників.

Аннотация. Рассмотрено мотивацию работников, которая является перспективной и полезной техникой повышения трудоспособности работников.

Key words: motivation, employee, performance, goal.

Motivation of employees is a very important part of managers' work because truly motivated workers are the ones who "want" to work. Both employers and employees are interested in understanding motivation. If employees know what strengthens and what weakens their motivation, they can often perform more effectively to find more satisfaction in their job.

The aim of this article is to study the main aspects of workers' motivation process and examine the ways of its development.

The objectives of this paper are to be aware of motivation process of a company, to learn the peculiarities of the motivation process and to study possible ways of motivation of workers.

Understanding what motivated employees and how they were motivated was the focus of many researchers following the publication of the Hawthorne Study results.

A lot of outstanding scientists have studied the issue of employee motivation. Five major approaches that have led to our understanding of motivation are Maslow's need-hierarchy theory, Herzberg's two-factor theory, Vroom's expectancy theory, Adams' equity theory, and Skinner's reinforcement theory.

From my point of view, Abraham Maslow, who reached the highest results in the area of employee motivation, must be quoted: "The single holistic principle that binds together the multiplicity of human motives is the tendency for a new and higher need to emerge as the lower need fulfills itself by being sufficiently gratified" [1].

The novelty and topicality of this paper are to study new motivational coaching and training programs.

The practical application of this paper is to use the results of the paper in the future research work.

Managers should positively reinforce employee behavior that lead to positive outcomes. Managers should negatively reinforce employee behavior that leads to negative outcomes [2].

Why do we need motivated employees? The answer is survival. Motivated employees are needed in our rapidly changing workplaces. Motivated employees help organizations to survive.

Motivated employees are more productive. To be effective, managers need to understand what motivates employees within the context of the roles they perform. Of all the functions a manager performs, motivating employees is arguably the most complex. This is due, in part, to the fact that what motivates employees changes constantly [3].

For example, research suggests that as employees' income increases, money becomes less of a motivator. Also, as employees get older, interesting work becomes more of a motivator.

Goal setting is one of the most effective and widely practiced techniques of motivation. Goal setting is the process of motivating employees by establishing performance goals. That goal motivates any individual is an established fact. We tend to relax and slacken our efforts if we are not clear about what we want to achieve. A student does not do well in an examination if he or she does not keep a target in mind. An individual may not rise in personal life if he or she does not have clear career goals. It does not mean that performance of an individual is nil in the absence of a goal. The technique emphasizes that with clear goals, performance tends to increase.

There are at least five reasons which explain the correlation between goals and motivation.

First, they lead employees to compare their present performance with the goal. To the extent that individuals fall short of the goal, they feel dissatisfied and work harder to attain it – as long as they believe that is possible for them to do so.

Second, when individuals succeed in reaching a goal, they feel competent and successful; such feelings are desirable and can serve as a strong incentive to extra effort.

Third, the existence of a goal clarifies what level of performance is required. Once this level is established, individual can focus on developing effective strategies for attaining it.

Fourth, the theory calls attention to the important role of self-efficacy – individuals' beliefs about their ability to perform at given levels. If people do not have confidence in themselves, their effort and performance will decrease. In contrast, if they conclude that they can reach the goal, motivation and performance will be enhanced.

Finally, goal setting theory indicates that goals will guide behavior only when they accepted by the self and by others. If others (concerned) do not accept the goals, performance of an employee will not increase similarly, if the goal is not acceptable to the self, its effect on the behavior of the person will be minimal. Goals need to fulfill certain requisites if they were to impact employees, performance. Acceptance of the goal and commitment towards its achievement will have effect on employee behavior and satisfaction [4].

Similarly, organizational support towards goal attainment supported by individual abilities and traits leads to goal realization. As result of performance, a person receives various intrinsic and extrinsic rewards, which in turn, influence satisfaction.

Goal setting is a very powerful technique of motivation when used correctly, carefully monitored and actively supported by managers. Goal setting can improve performance.

The framework of motivation indicates that motivation is a simple process. But in reality, the task is more daunting.

One reason why motivation is a difficult task is that the workforce is changing. Employees join organizations with different needs and expectations. Their values, beliefs, background, lifestyles, perceptions and attitudes are different. Not many

organizations have understood these and not many human resource experts are clear about the ways of motivating such diverse workforce.

Motivating employees is also more challenging at a time when firms have dramatically changed the jobs that employees perform, reduced layers of hierarchy, and jettisoned large numbers of employees in the name of right-sizing or down-sizing. These actions have considerably damaged the level of trust and commitment necessary for employee to put in efforts above minimum requirements some organization have resorted to hire and fire and pay – for-performance strategies almost giving up motivational efforts. Such strategies may have some effects (both positive and negative) but fail to make an individual overreach him or her. Third, motives can only be inferred, but not seen.

The dynamic nature of needs offend poses challenge to any manager in motivating his or her subordinate. An employee, at any given time, has a various needs, desire, and expectations. Employees who put in extra hours at work to fulfill their needs or accomplishment may find that these extra hours conflict directly with needs for affiliation and their desire to be with their families. However, there is no shortage of models, strategies, and tactics for motivating employees [3].

Motivation is an important concept that has been receiving considerable attention from academicians, researchers and practicing HR managers. In its essence, motivation comprises important elements such as the need or content, search and choice of strategies, goal-directed behavior, social comparison of rewards reinforcement, and performance-satisfaction. The increasing attention paid towards motivation is justified because of several reasons. Motivated employees come out with new ways of doing jobs. They are quality oriented. They are more productive. Any technology needs motivated employees to adopt it successfully.

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