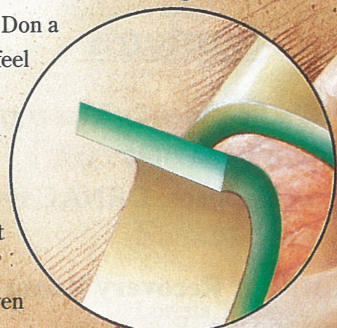


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## Motivation/Behaviour

By Gloria Stephens

Motivation comes from a Greek word "to move", which refers to a whole process whereby a person is energized to behave. Behaviour is seen as purposeful, goal directed and based on conscious intentions which can be negative or positive. Motivation can be looked at as an energy flow of an individual, directed at or through a given behaviour. If one makes a wrong assumption, then one's behaviour will be wrong. Assumptions should always be checked out before reaching conclusions. A person with leadership responsibility might ask ... what impact do I have on others ?

There are five basic concepts that may influence behaviour. This means that one should develop a habit of looking for numerous causes (motives), not the single motive of any given behaviour. The same motive can cause different behaviour at different times. Conversely, the same behaviour can result from different motives, e.g. absenteeism, or conflict with co-workers, supervisors or illness. Motives do have limits because they cannot immediately bring about a behaviour for which one does not have the skill or competence, but motives may encourage one to learn a difficult new behaviour.

Once a person feels a "need" there will be a response of some inner state of disequilibrium and therefore one perceives an incentive as a means of restoring equilibrium and so directs the behaviour towards the goal. Therefore a "need" is the mainspring of behaviour.

All goals are not that easily attained as there may be various barriers to overcome. Many people never reach their goals for one reason or another, which may be due to simple procrastination, or lack of self-discipline, and they will always be in a mode of disequilibrium. A person who accomplishes, gets things done, will always find a way around any barrier and reach their goal. This type of person will not be satisfied for long because there will always be another challenge around the corner to conquer.

If we want to understand and work effectively with others, we should give attention to the individual, to the situation and to the relation between an individual and the situation. Situations tend to activate people in certain ways, e.g. bored, irresponsible, whereas other situations will bring about very different responses e.g. enthusiasm, responsibility, and these responses can come from the same person or same group.

Behaviour can be influenced by five basic concepts which are:

1. Behaviour depends on both the person and the environment - so behaviour can be changed by modifying or changing the environment.
2. One behaves in ways which "make sense to us". We have to understand the meaning of a situation.
3. Perception influences experience and behaviour. Each of us have unique experiences which we integrated into our own highly individualistic point of view. Reality looks different to us all - its all in the "eye of the beholder".
4. An individual's view of himself influences behaviour. Our own self concept influences our actions and is reflected in our relations with others.
5. Behaviour depends on varying needs. Needs drive or motivate people. In certain environments "needs" may be translated as "wants". Both needs and wants are a driving force behind any behaviour. "Needs" are usually personal and internal whereas "wants" may be external to a person.

Motivations and behaviours are a very complicated mixture of emotions, actions and outcomes. Most certainly to have any understanding of ones own behaviour, as well as others, motivation and behaviour become a life-long study and challenge.

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