Topic: Theories of Teamwork and Motivation

Paper Type: Essay

Word Count: 3000 words

Pages: 12 pages

Referencing Style: Harvard

Education Level: Masters

Theories of Teamwork and Motivation

[Author's Name]

[School Name]

Table of Contents

Executive Summary

Motivation can be understood from the terms or conditions that activate the body, leading to certain conduct directed objectives. It has to do with the driving force that leads the individuals to perform certain actions with a specific purpose. That driving force can come from the environment or may be generated by mental processes within the individual. Teamwork refers to the number of strategies, procedures and methodologies used by a group of people to achieve certain goals or goals. It relates to the team. In the workplace, any company, institution or organisation is comprised of a group of people who must work together towards a goal previously planned end. This paper presents how the change in Bricotex Ltd can affect the motivating attitude of the employees and provides theories that recommend and consider implementation in order to maintain that environment in the company between employees.

1. Introduction

One of the most important theories of HRM (Human Resource Management is that of 'Motivation'. The purpose of this theory is to explain the role of an organisation in order to encourage its people to put in the best of their efforts and abilities in a way that will help further in achieving better outcomes for the business and organisation's goals (Armstrong, 2001). There are various techniques that can be adopted to motivate people for instance, rewards, punishments, actions to satisfy needs, psychological processes etc. This world is developing at a rapid pace and due to this development and quick changes; new ways of working and managing organisations have emerged. These highly cooperated working styles have also appeared such as the new work practice as teams: parallel, work, project and management etc. In today's world the use of team and teamwork is expanding more than ever and is dramatically responsive towards competitive challenges. According to a survey almost about 82 percent of the companies with 100 or more employees have reported to be using teams for competitive tasks (Gordon, 1992).

In this report a detailed literature is given about the importance of team work and motivation on the basis of various theories that directly relate to the current situation of Bricotex Ltd. The report provides knowledge about how valuable team work can help Bricotex family work through one of the biggest change in the history of the company effectively and without any hurdles. It cannot be denied that teamwork has always been regarded as the key towards staff development (Beal, 2003) and businesses and organisations have always benefited themselves from successfully motivating people working in teams. The main focus of this paper is to present the benefits and approaches of motivating people working in teams depending on various situations mainly the change.

As teamwork is widespread at present, especially at work places, it is an effective and beneficial tool for businesses to grow. Teamwork has always been a part of the organisational structure however some countries adopted it sooner and some are relatively new to this phenomenon. For instance, UK and China, as UK had this working style in practice for years but China is new in this area. Team work and motivation is not only important for the operation of a successful organisation but also provide greater understanding of management.

2. Discussion

The environment of working sector is changing constantly due to the rapid development of technology. Particularly, businesses deal with stern competition on daily basis. Accordingly, if a business would want to succeed in the world of corporate and become a leading organisation, it has to be highly aware of its effectiveness, capability and productivities and make good use of its resources in order to achieve business excellence (Samson and Challis, 2002). Personnel are the most important resource of which can undoubtedly have the strongest and direct effect on the progress of an organisation and its success. In addition, work performance is very important for business growth. In result to that, it is vital for a business to discover new ways and methodologies in HRM areas in order to benefit the long-term development of a business.

HRM is the heart of ever organisation, the most fundamental functional area that is required to make sure that the effectiveness of the work and high level of performance is sustained, aiming for a constantly developing business. In today's organisation where motivating employees is getting more difficult with each coming day, there are needs to discover more techniques and ways other than just monetary incentives. Team work, one of the oldest tact however newly adopted by many organisations, is being used effectively to motivate employees

towards a better future for the organisation and is prevalent nowadays and has significant

benefits (Cohen and Bailey, 1997).

2.1. Teamwork

Teamwork is an entire organisational philosophy, is a different way of thinking, is a

winning path that companies have discovered in recent years to make the worker really truly

commit to the objectives and to achieve high efficiency and quality if when to produce or

provide a good or service. The aspects that conduct teamwork are (Allen, 1975):

 * Self-knowledge and self-control.

 * Sharing mental models.

 * Shared Vision.

 * Learning through dialogue.

Each member is to give the best of himself, to make every effort to get the job done, not

looking to stand out from their peers but because it is confident that these will do the same, he

knows that this is the only way for the team to achieve their goal. For example, in an operation

transplant all specialists involved do successful searching operation. The surgeon does not seek

his personal brilliance but the good work of the team. In addition, if the operation fails shortly

going to be worth his performance has been particularly successful. Teams will need time to

engage and work effectively (Herzberg, Mausner and Snyderman, 1957). Usually teams go

through various stages (Hoffman and Rogelberg, 1998): Home: Optimism prevails, members feel

excited about the project that have been entrusted, are poorly known but relations are cordial,

everyone does their part to avoid conflicts. Early difficulties: work is complicated and the first

difficulties arise which creates tension and friction between its members, the differences of

character and personality loom. Coupling: members are aware that they are required to

understand if they want to take the project forward. This forces them to try to overcome personal confrontations.

2.2. Elements of Teamwork

The basic elements of a work are:

a. One of the first contributions and now it seems obvious, is that as a group that needed an initial ratio between people and opening up a path development that will never end as long as the group exists as such. Initially, relations between the members suffer major changes to achieve consolidation, apparently achieving stability. However, are changing imperceptibly as by definition, people we are changing day by day and therefore also change the relationship we have with our neighbours and the environment in general.

b. An ideal group is a group where the individual feels safe, wanted, and needed, where his teammates can accept and know that they accept, the interests and motivations of the members are known and shared. The literature distinguishes what has been called the attraction of a group and what is called cohesion. The force of attraction of a group refers to those elements and factors that identify a group, set it apart from others and make it desirable for members of a given community. Cohesion has been defined by McGregor as the resultant of all the forces acting on the members of a group to remain as members of it. Some of these forces mentioned by the author are (McGregor, 1960):

∞ Incentive properties of the group are manifested through the goals, programs, operating style and characteristics of its members, among others.

∞ Motivational basis of attraction: it relates to the needs of the group members can meet through their stay in it, such as membership, recognition, security, among others.

2.3. Benefits of Teamwork

There are a number of benefits of teamwork that are defined by some of the most promising theorists in this field. These benefits include teamwork as the smartest strategy of growth (Krotz, 2003).Team work can also improve social relations to help overcome employees with low trust syndrome (Jin, 1993). Teamwork also has proven to provide a positive impact on the performance and results on organisational objectives (Brown, 1995). Teamwork makes different people share same dream and same goals along with different responsibilities that all strive to achieve the same thing, 'common good of the organisation'. It helps in enhancing the productivity of a company and helps them gain more profit (Beal, 2003).

2.4. Factors of Teamwork that will affect Bricotex Ltd.

A team is made up a group of people, organisation, systems and environments that can be intertwine done of the greatest assets of a company or business project. Build a good team does not have a single recipe but my experience has taught me that "people believe" is one of the foundations of the success of the team. Bricotex Ltd. has always treated its employees as family members and emphasised on working effectively as a team. However, due to the recent announcements in the environment change of the company several negative outcomes are expected. In this crucial time, teamwork and motivation for employees is to be the first priority of the administration and HRM of Bricotex. Therefore these factors are needed to be considered when helping the employees pass through this difficult phase of change (Lawler, 2003):

a. Implication

Getting the involvement of team members is not easy. "Encourage" everyone in the team that "his ownership of the project" takes time and patience. Keys: give them a chance to

participate in the design of the new strategy of the company ("be themselves patterns of their future"). Let them feel they are needed in the company and they are capable of achieving a lot on the future.

b. Responsibility

The next step is the determination of "strategy". Each team member must assume the role and responsibility necessary to implement the plan. In the case of the responsibility we have to solve some gaps in training and professional capacity. Keys: putting people requiring greater "expertise" or specialisation in the hands of specialists training. Remember that there are people who "want to do but do not know how."

c. Commitment

To the extent that we were able to determine a strategy, some roles and individual and group responsibility, each of the members is able to assume a degree of commitment and self-important to the group. Keys: search individual commitment to contribute to the achievement of the group's commitment.

d. Cohesion

Teamwork is working together. To achieve this it is important to work together and add. Bond. Do not get individualistic behaviours arise that could adversely affect the normal development of the group. Keys: share information about the work of each of the group members. "Be aware of what is at the end of each wire and what happens when you pull it."

e. The Prize

Personally the best gift I could receive the team I work with has been this: "twinkle in the eye with", getting these people have gotten "believed capable" and to "achieve the objectives."

2.5. Motivation

Motivation reflects the desire of a person to fill certain needs. Given that the nature and strength of the specific needs is a very individual matter, it is obvious that we will not find any guide or methods universal to motivate people. There are many theories of motivation. Each theory of motivation attempts to describe what humans are and what they can become. Therefore, one can say that the content of a theory of motivation lays in its conception particular persons (Dessler, 1979).

Etymologically, the term motivation comes from the Latin word motus and had to do with what the subject mobilised to execute an activity. In the language popular, a person is motivated when he takes something forward, overcoming the efforts to be done to get it. Thus, we can define motivation as the process whereby psychological someone poses a goal, used the means and maintaining appropriate behaviour in order to achieve this goal (Trechera, 2000).

The content of a motivation theory allows us to understand the world of dynamic performance which operates in organisations, describing the managers and employees involved in organisations every day. As motivation theories treat the development of people, the content of a theory of motivation also serves to managers and employees to handle the dynamics of life in organisations. Countless professionals note that the research on motivation remains a big challenge to find "the perfect way" to consider motivation. The motivation was one of the main concepts that are usually faced researchers administration therefore falls below a summary of the first ideas about motivation, leading to theories that describe later.

2.6. Theories of Motivation

The motivation was one of the first concepts that faced managers and researchers from the administration. The so-called traditional model is often linked to Frederick Taylor and scientific management. Managers determine what the most efficient way to execute repetitive tasks and then motivating workers through a system of incentive pay, the more workers produce, the more earned. The basic assumption was that managers understand the work better than the workers, who, in essence, were lazy and could only be motivated by money. A legacy of this model is the habit of remunerating salespeople through commission payments. However, the eight most important theories of motivation are (Miner, 2012):

- Theory of Maslow's hierarchy of needs

- Dual Factor Theory Herzberg

- Theory of three factors McClelland

- Theory X and Theory Y of McGregor

- Expectancy Theory

- Theory Alderfer ERC

- Theory of Goal Setting Edwin Locke.

- Equity Theory Adams Stancey

3. Recommendation and Implementation

3.1. Suitable Theory for Bricotex Ltd

All these theories in one way or the other explain the important role of motivation in an organisation and teamwork. However, in the current situation of Bricotex when many employees

are in the danger of losing their jobs, the best and suitable theory for the company is theory of three factors McClelland.

3.2. Theory of three factors McClelland

McClelland's theory basically focuses on three types of motivation: Achievement, power and affiliation (McClelland, 1961):

a. Achievement: The drive to excel, to succeed. It leads individuals to assert them-selves to achieve high goals. These people have a great need to develop activities, but very little to affiliate with others. People have moved because of this desire for excellence, are committed to a job well done, accept responsibilities and need constant feedback on their performance

b. Power: Need to influence and control other people and groups, and get recognition from them. People motivated by this reason like they are deemed important, and want to gradually acquire prestige and status. They are usually struggling to successfully achieve their ideas and tend to have a mentality of "politics."

c. Affiliation: Desire for friendly and close interpersonal relationships, being part of a group, and so on., Usually like to be popular, contact with others, do not feel comfortable with the individual work and likes to work in groups and help other people.

For the employees of Bricotex, it is important to understand that their performance in this critical time plays a very important role in order to create their space in the company for future. They need to realise that the more they will achieve the better their incentives will be. The need or achievement motivation will help to overcome obstacles, make new challenges and overcome

difficult tasks best and quickly as possible. Thus Bricotex employees need to understand how effective it would be to be characterised by a high need for achievement at this point.

Also, for the employees with leadership qualities, which are to control other employees and teams, are needed to be given the 'power; in order to motivate them that they are deemed important, and want to gradually acquire prestige and status. Moreover, affiliation is always an important part of motivation. It is that desire for friendly and close interpersonal relationships, being part of a group, and so on. Last but not that least it is always important that people must be convinced that the rewards they receive are fair, and that people have confidence that a person doing a very poor performance did not win them the same rewards (Maslow, 1954).

4. Conclusion

There are several motivation methods that can be adopted in order to help employees however for different teams and members are interrelated and linked with one another as they are all striving for one common goal, success for the company. Using McClelland's strategy of motivation, we can help the employees of Bricotex to work effectively as always and help them understand the importance of their efforts that they put for their place in the company for future. They must realise that Bricotex has always strived to maintain a teamwork environment in their company and no matter what new changes are brought in the company in future there will be always be a special place and importance for the employees with motivation and teamwork capabilities.

References

Allen, G.R. (1975). *The Graduate Students' Guide to Theses and Dissertations*, A Practical Manual for Writing and Research. Jossey-Bass Publishers.

Armstrong, M. (2001). *A Handbook of Human Resource Management Practice*. Eighth Edition, Bath, The Bath Press.

Beal, B. (2003). *Teamwork – The Key to Staff Development.* Career Development International, 8/5, pp. 235-240.

Brown, D.I. (1995). Team-based Reward Plans. *An International Journal,* Vol. 1, No. 1

Cohen, S.G., and Bailey, D.E. (1997). *What Makes Teams Work: Group Effectiveness Research from the Shop Floor to the Executive Suite.* Journal of Management, Vol.23, No. 3, pp. 239-290.

Dessler, G. (1979) *Fundamentals of Human Resource Management,* Upper Saddle River: Pearson Education

Gordon, J. (1992). *Work Teams: How Far Have They Come?* Training, (October): 59-65.

Herzberg, FW, Mausner, B., and Snyderman, B. (1957). *The Motivation to Work*. Wiley, New York.

Hoffman, J.R., and Rogelberg, S.G. (1998). *A Guide to Team Incentive Systems*. Team Performance Management, Vol. 4, No. 1, pp. 23-32.

Jin, P. (1993). Work Motivation and Productivity in Voluntarily Formed Work Teams: A Field Study in China. *Organisational Behavior and Human Decision Processes,* 54, pp. 133-155.

Krotz, J.L. (2003). *Reward Your Employees for Teamwork in 2003*. Marketing Intelligence.

Lawler, E.E. (2003). *Managing Change.* Vision to Venture: Work Team Coaching Bi-weekly, Vol. 1, No. 21.

Maslow, A. (1954). *Motivation and Personality*. New York: Harper & Row.

McClelland, D. (1961). *The Achieving Society*. Princeton, NJ: Van Nostrand.

McGregor, D. (1960). *The Human Side of Enterprise*. New York, McGraw-Hill.

Miner, John B. B. (2012), *Role Motivation Theories*, London: Routledge

Samson, D., and Challis, D. (2002*). Patterns of Business Excellence*. Measuring Business Excellence, Vol. 6, No. 2

Trechera, JL (2000). *Introduction to the Psychology of Work*. Bilbao: Desclée de Brouwer. 2nd Edition , 2003.