Motivation Diagnosis Matrix

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Set up your diagnosis

Section	Response
Workplace case or scenario	**Riverview Patient Access.** A patient access team experienced declining motivation after leadership introduced a new scheduling system, aggressive call-time goals, changing bonus criteria, and tighter scripting.
Observable motivation issue	Employees stopped suggesting process improvements while errors, absences, and concern about unrealistic performance expectations increased.
Theory 1	Goal-Setting Theory
Theory 2	Expectancy Theory
System level(s) involved	Job, team, leader, and organization

Motivation Diagnosis Matrix

Diagnostic area	Goal-Setting Theory	Expectancy Theory
Theory in your own words	Motivation improves when goals direct attention toward desired behaviors and provide feedback on progress.	Motivation depends on employees believing effort leads to successful performance and valued outcomes.
Main diagnostic question	Are the current goals directing attention toward the behaviors leadership actually wants?	Do employees believe their effort can produce successful performance and meaningful rewards?

Case facts	Reduced call-time target, weekly rankings, tighter script, fewer process improvement suggestions.	Brief training, software freezes, changing bonus threshold, unclear connection between performance and rewards.
What the theory explains	Explains why employees may prioritize speed over quality, teamwork, and improvement.	Explains why employees may reduce effort when performance and rewards feel outside their control.
Evidence that would support it	Goal acceptance, call-quality data, suggestion rates, performance discussions.	Confidence surveys, training records, system downtime, bonus records, employee interviews.
Evidence that could weaken it	Employees report balanced goals and quality remains consistently high.	Employees report confidence in the system, clear rewards, and reliable technology.
Leadership action	Balance performance goals by measuring quality, teamwork, and patient service alongside efficiency.	Improve training, stabilize technology, and clearly explain how performance affects bonus eligibility.
Why the action fits	The action broadens employee focus toward all desired performance outcomes.	The action strengthens the effort-to-performance and performance-to-reward links that drive motivation.

Evidence, System Check, and Conclusion

Most useful evidence source	Anonymous employee pulse survey supported by performance, training, and system records.
How you would collect it	Short survey, employee interviews, quality metrics, absence records, system downtime reports, and reward documentation.

What pattern you would expect	Employees report that speed is prioritized while unreliable systems and changing rewards reduce confidence in successful performance.
Attitude or perception to monitor	Goal clarity, confidence, trust in leadership, and confidence in the reward process.

Combined diagnostic judgment

What Theory 1 explains best	How performance goals shifted employee attention toward speed and away from quality and improvement.
What Theory 2 adds	Why employees may question whether effort will produce successful performance or valued rewards.
Where the theories overlap or differ	Both explain declining motivation, but Goal-Setting Theory focuses on behavioral direction while Expectancy Theory explains confidence in effort and outcomes.
Leading diagnosis	Goal-Setting Theory offers the strongest diagnosis because the new call-time targets appear to have shifted employees' attention toward speed at the expense of service quality and process improvement. Expectancy Theory adds another important perspective by suggesting that limited training, recurring software issues, and changing bonus criteria may have reduced employees' confidence that their effort would lead to successful performance and meaningful rewards. Together, these theories explain different aspects of the motivation problem observed at Riverview. Additional employee feedback and organizational data are still needed to determine which mechanism had the greatest influence on the decline in idea sharing, the increase in errors, and the higher absences.

AI Disclosure: ChatGPT was used to assist with organization and editing. The final analysis and conclusions are my own.