



Importance of Motivational Theories on Behavioural Organisational Activities

Pushpinder Kaur Benipal, (Ph.D.), Department of Commerce,
Vivekanand Mahavidyalaya, Raipur, Chhattisgarh, INDIA

ORIGINAL ARTICLE



Corresponding Author

Pushpinder Kaur Benipal, (Ph.D.),
Department of Commerce,
Vivekanand Mahavidyalaya,
Raipur, Chhattisgarh, INDIA

shodhsamagam1@gmail.com

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Importance of Motivational Theories on Behavioural Organisational Activities Abstract:
The main purpose of this research paper is to understand the development of various concepts and process of management. Management has its various active function and motivation is one among them. Paper emphasises on the theories of motivation and its impact on the activities of organisational behaviour.

Abstract

The main purpose of this research paper is to understand the development of various concepts and process of management. Management has its various active function and motivation is one among them. Paper emphasises on the theories of motivation and its impact on the activities of organisational behaviour. In this developing era motivation of human resource is very crucial to accomplish the pre-determined targets of the organisation. It also emphasises on the features of motivational theories propounded by management thinkers like William Ouchy, Herzberg and Maslow. The conclusion of paper suggests the practical implementation of Motivational theories in Organisational behaviour.

Keywords

Motivation, Behaviour, Organisation and Impact.

Introduction

Organizational behaviour deals with the both aspects of performance like group and individual activity within the organisation and understanding the human behaviour in the organisations. Organisational behaviour is a unique field and systematic study as compared to the other disciplines as it studies the human behaviour in organisational environment and its impact on various areas such as communication, Leadership, employee's performance and Motivation. Organisational behaviour comprises various disciplines in its working such as Psychology, Sociology, Anthropology, Medical science and Political Science etc at various steps of Organisational behaviour study as per the need of

the related subject. The major or core topics are generally concerned in the study of OB such as Leadership and motivation. Organisational behaviour and motivation are co-related factors and both work together to achieve desired organisational goals. Organisation as an important function of management after hiring and training the employees also motivate them to work properly and in group to achieve organisational objectives. There are various factors of motivating employees in the organisation by identifying their extrinsic and intrinsic needs as per the given terms, conditions and working of the organisations. The motivation factor is concerned as a major tool to achieve pre determined goals of the organisation in the present competitive and challenging environment. In the present context employees or can be said human force is very essential asset of one business organisation and therefore new concept of human resource also evolved to deal with the needs and problems of the employees. Human force can be driven properly towards the efforts for the accomplishment of desired goals. No specific organisation motivational tool can be specified for motivation as it is a dynamic organizational issue. Each organisation has to practise different types of motivational activities as per the working structure of the organisation as need and working of all the organisations are different from each other. In this paper we will discuss about various motivational theories given by the various experts in the past and suggestions related to new concepts and ideas of the motivation for different kind of organisational structures.

Review of literature

Motivation being an important function of management deals with encouraging employees to perform their best to accomplish organisational goals. Literal meaning of motivation is 'to move' as per the Latin word 'Movere'. Motivation is practised widely in all the organisations.

This model deals with channelizing the efforts of the employees into action to accomplish the desired goals of the organisation. (*Lillis*).

This model of motivation is a multiplier of the three variables such as Valence, Expectancy and Instrumentality which directly relates to the performance of an individual. (*Vroom's expectancy theory, 1964*).

This model clearly discusses that the motivation is based on the need of a person and these needs are further divided into five categories or priorities. Such as Physiological needs Safety needs, Social needs, Esteem needs and Actualisation needs. The level of motivation depends on the priority of need of the person. (*Maslow's Need Hierarchy Theory*).

This model deals with the two factors as Theory X and Theory Y Where one theory discuss the positive side and other negative side. (*McGregor's Theory X and Theory Y*)

Objectives of the study

Organisational behaviour plays a very important role to achieve the goals of business organisation. It is most sensitive part of whole business organisation because the operational activities of institution are totally dependent on the behaviour of institutional organisation. With the development according to change in era things also changed at a quicker speed, which gave many challenges continuously and it is important that our supportive organisation is ready to perform according to variable environment. Motivational surroundings highly affect the behaviour of people in the organisation. The basic objective to analyse the important motivational theories like Maslow, Herzberg and William Ouchy to determine that these theories are affective in what sense to control the organisational behaviour towards determined goals in variable and challenging environment.

Research Methodology

This research paper is completely based on the secondary data. Motivation being an important

function of management is most important for the proper functioning of organisation. Most of the literature utilised in this paper comprises of various theories of experts on motivation. Various studies previously conducted on this particular topic is also used as base for the detailed study.

Motivational theories and its impact on organisational behaviour

Many experts related to behavioural science and psychology and many researchers have also contributed in the development of motivational theories. There are many views related to motivational theories, but in this paper we are discussing some important and main theories related to motivation and their impact on the organisational behaviour.

Need Hierarchy or Abraham Maslow theory of motivation

Abraham Maslow along with Herzberg developed need hierarchy theory in 1962. His major contributions were related to management of classroom and teaching in the schools. Later he focused on the employees psychological needs and classified it into five stages of human needs. The employee has to satisfy his basic needs first to move to the higher level. According to Maslow the 5 stages of human needs are as follows:

1. **Physiological Needs** are the basic needs of the human beings without which survival of human being is not possible or is very tough. These basic or physiological needs comprise of food shelter and clothing and a person cannot move to next stage without fulfilling these needs.
2. **Safety or Security Needs** are such needs which provide social security to the employees which consist of job security and other security related to education of their children and health insurance.
3. **Social Needs** are generally associated with belonging, giving and receiving affection from the people working around or can be said that it is related to the mental health and peace.
4. **Esteem Needs** are further classified into internal and external needs where internal esteems are related to self-respect and self esteem. External needs are related to social status.
5. **Self Actualisation Needs** are related to creativity, self-expression, self-development to reach to the maximum potential of the employees.

These five levels of human needs described by the Maslow clearly indicate the behaviour of employees in the organisation. As all the needs are satisfied by the employees they feel motivated to work at their highest potential and it gives positive impact on the productivity in all areas. There are two types to motivate the employees first is monetary motivation and second is non-monetary. Monetary benefits are major source of motivation for most of the employees but cannot be termed as the only method of motivation. Apart from the monetary methods there are also some non monetary terms which involve social status, job satisfaction and healthy working environment which direct many employees to work harder and with full zeal and enthusiasm to achieve the organisational goals.

McGregor's Theory X and Theory Y of Motivation

Douglas McGregor proposed two different aspects of human. This theory explains both the positive and negative approach of motivation for human being.

Theory X

Theory X of McGregor indicates the negative aspect of the human being towards work. This is traditional theory where a person or employees are lazy, lacks responsibility and dislikes work and generally avoids the work. In this kind of situation administration used negative techniques of motivation by punishing them and threat to job. Due to this technique a particular employee cannot work with the free mind which results in the restricted performance.

Theory Y

Theory Y of McGregor indicates the positive aspect of the human being towards work. This approach is concerned as the modern theory where employees generally are not lazy and work with full enthusiasm and interest. According to this approach people are self controlled and self management and takes responsibility to work with their full potential to achieve the organisational objectives.

McGregor theory also plays a vital role in the organisational behaviour as it helps to learn the perception of the individual towards work and organisational goals. Theory X is generally related to the government organisations and Theory Y in private concerns where people work to their full potential for self growth and self development. Theory Y is a good approach to even develop the average person as he can learn the new techniques and self grow him on his own.

William Ouchi's Theory Z

Theory Z proposed by the Ouchi is considered as the hybrid model based on the Japanese managerial practices with need of US workers assessment. The organisations who practise this model easily develop a positive environment by maintaining close, cooperative and trusting relationships among the working groups. This theory also emphasises on the strong link between organisation and its employees by practise of informal organisation. It also has its some negative impact as it does not support new research and managers are not able to judge the exact time of implementation of this theory in the organisation.

Herzberg's Two- factor Theory

Frederick Herzberg's is also known as motivation - hygiene theory. This theory mostly emphasises on the two factors known as motivation and hygiene.

Hygiene Factors means the factors related to the company policy and administration, relations between the managers and subordinates and supervisors, proper working conditions and also job status, job security and personal life.

Motivational factors are also known as satisfiers which deals with the job content, achievement, challenging work environment, advancement, responsibility and possibility of growth.

McClelland's Theory of Needs

David McClelland also developed the theory of needs and classified these needs into three parts.

Need for achievement refers the persons with high ambitions and their desire for achievement makes themselves more accurate in their work and do same things in the different manners to achieve the organisational goals. They also take initiative to work on different perspectives and take complete responsibility for all the success and even any failure or hurdles in the work.

Need for power refers to the individuals with dominating nature and use of power on the other individuals and make them behave and work according to their own desire. They generally work on preparing for the competitive environment and status oriented situations in the organisations.

Need for affiliation refers to the approach concerned with the people oriented and not the work or task oriented. This deals with desire of making friendly relation with the other employees and close interpersonal relationship.

ERG Theory of Motivation

Alderfer categorised the Maslow's needs into three categories and easy and simple ways:

Existence Needs comprises of both satisfaction and frustration of existence needs. These needs are also known as existence needs and it includes the physiological and safety needs given by Maslow. These are basic and essential needs for an individual to survive.

Relatedness Needs comprises of Social and belongingness needs whether with the family, managers and superiors. It pays emphasis on maintaining the interpersonal relationship between the employees. Maslow's esteem needs and social needs also come under the relatedness needs of ERG theory.

Growth Needs comprises of self- esteem and self- actualisation needs which pays emphasis on the personal growth and advancement. According to ERG theory every employee needs and satisfaction differ from each other and many employees have one need and others may have more than one need or numerous needs as per their desire and requirement.

All the theories discussed above have different approach and basically depend upon the nature of organisation and methods opted for the motivation of employees. These theories also concentrate on the needs classified into many levels. Monetary, non-monetary, intrinsic and extrinsic techniques are also utilised for the motivation purpose in the organisation.

Suggestions

Some of the suggestions for the better motivational techniques:

1. Organisations should classify both the primary and general motives properly for better accomplishment of the organisational goals.
2. Organisation should understand the needs of the organisational employees and motivate them according to the desirers of the organisation.
3. Both monetary and non-monetary techniques of the motivation should be used in the employee motivation.
4. Organisation should enhance human resource competency as a distinctive competitive advantage of the organisation.

Conclusion

This paper discussed about the Importance of motivational theories on organisational behaviour. It mainly stressed on the motivational theories given by various experts such as William Ouchi, Maslow and McGregor. Maslow classified the needs of the individual into five levels where individual has to fulfil basic needs first to reach the top level of the needs. ERG theory divides the needs in existence, relatedness and growth needs and the basic needs are the first to be satisfied then the growth needs are to be satisfied. Herzberg divides the theory of motivation into two hygiene and motivational factors. McGregor's theory divides it into two aspects positive and negative. The Organisation structure and nature of organisation decides the theory of motivation and techniques to be used for motivation of employees.

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