Organisational behaviour

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**Introduction**

Organisations require the best employees to be successful in today highly competitive environment. For this, they need to consider human capital as their main asset. They have to retain their employees to increase organisational effectiveness. They develop positive relationships with their employees, motivate them and increase their job satisfaction. However, all these efforts require an understanding of human behaviour. Motivation theories offer organisations a way to understand the nature of their employees. Motivation is the result of the interface of both conscious and unconscious factors (Ganta, 2014). In the presence of these factors human behave in certain ways. Motivation results in higher levels of performance, fewer absences and reduced turnover. Different theories can be used to understand how people are motivated and the affiliation between motivation and performance. This paper will discuss the Maslowhierarchy of needs theory, Theory X and Y, Herzberg two factor theory and McLelland theories in order to improve motivation of the staff in the workplace

**Discussion**

Leaders and managers have always tried to motivate their employees. Unmotivated employees do not prove to be valuable assets as they decrease organisation productivity with low quality work and absenteeism. On the other hand, motivated employees are valuable assets as they increase organisation productivity. Organisations strive to understand what makes employees motivated. They have to understand and implement factors that will keep employees motivated.

**Intrinsic motivation:**

It refers to involvement in such behaviour that is naturally enjoyable or pleasurable. It is not contingent on any external outcome and is non-instrumental. Different sources of motivation are satisfaction from performing a task and the wish to accomplish. This also results in high-quality learning, creativeness, persistence, and psychological well-being (Legault, 2016). At my organisation, intrinsic motivation is used to lessen burnouts. Workers are offered high rewards for their achievements such as monthly targets. This produces positive feelings in them and increases their job satisfaction. Moreover, the company allows employees to decide about their work schedules. This gives autonomy to them, leading to increased job satisfaction and productivity.

**Extrinsic motivation:**

It refers to involvement in behaviour due to some external factors such a bonus, reward or punishment and fear. In other words, it is instrumental in nature. At my organisation, the pay is used as extrinsic motivation. It is not easy to complete the routine tasks but due to the pay as extrinsic motivation, employees enjoy in completing these tasks. This is not considered as an effective motivation at my workplace as employees then always expect the reward for fulfilling any extra responsibility.

My organisation is good at offering and identifying extrinsic motivation. However, managers need to focus more on intrinsic motivation also.

**Abraham Maslow’s hierarchy of needs theory:**

Abraham Maslow proposed this theory in 1943 in his paper “A Theory of Human Motivation”. According to him, motivation is the result of five unsatisfying needs that are arranged in the hierarchical order. For motivation, it is required that most basic needs must be fulfilled first before the higher level needs. There are five levels in the hierarchy.

**Physiological:**

 These are biological needs that must be met in order for a person to survive. These are needed for food, water and shelter. These are the strongest needs and come first when there is a question of satisfaction (Jerome, 2013).   
**Safety:**

These are the needs of personal and financial security and health and wellbeing. Security is a non-financial motivator that can be used to motivate employees. They must have the satisfaction that their job is secure. This security can also be taken in physical sense and employees must have the security when they are at work  
**Love/belonging:**

People by nature like socialization. They want to overcome their feelings of loneliness and unfriendliness. They need friendships, relationships and family.  
**Esteem:**

Humans have a need for self-respect and they want respect from others. This makes them confident. When this need is not satisfied they get frustrated. This need for employees can be fulfilled by the organisation. A manager can publically recognise an employee that will fulfil his need for self-esteem.

**Self-actualisation:**

 This is a person wish to get everything he probably can. This is a need for personal and creative self-growth.

Once a need is satisfied, it no longer stimulates and the next higher need takes its position. Managers must have knowledge of different needs that their employees try to satisfy. Then they will be able to configure rewards as well as other forms of acknowledgment accordingly. For example, a manager cannot motivate a person with positive feedback, if a person's physiological needs such as enough pay to have food aren't fulfilled. Thus, employees must have good health. They must be safe and secure with true relationships. Then they will be able to perform well and increase productivity.

**Theory X and Y:**

Douglas McGregor proposed his theory in the 1960s. Manager’s beliefs about what motivates their people to have an effect on their management style. These theories are Theory X and Theory Y. Managers X believes that his team members detest their work and have little inspiration for work (Lawter, Kopelman, & Prottas, 2015). Thus, they use their authoritarian style to manage these employees. Managers Y believes that his team members feel pleasure in their work and take it as a challenge. Thus, they use a participative management style to control these employees. Managers must use the mixture of both styles depending upon team needs. More use of theory X will demotivate employees.

**Hertzberg’s Two-Factor Theory:**

Frederick Herzberg developed this theory in the 1950s. He found two factors that can affect employee motivation and satisfaction; motivator factors and hygiene factors.

**Motivator factors:**

These factors result in satisfaction and motivation of employees. For example, enjoying work and feeling of recognition  
**Hygiene factors:**

These factors result indissatisfaction as well as lack of motivation. For example, company policies and relationships with managers and co-workers.

Both these factors work independently of each other. Absence of motivator factors didn’t essentially result in dissatisfaction. Similarly, the presence of hygiene factors didn’t essentially result in increased satisfaction and motivation (Alshmemri, Shahwan-Akl, & Maude, 2017). Thus, for the happiest and most productive workforce, the requirement is to improve both these factors. Organisations must appreciate their employees to make them motivated. For these managers must give them positive feedback. Moreover, offer employees the best working conditions to prevent job dissatisfaction at your place. Managers must think about salaries. Are these reasonable? They should focus on working conditions? If these hygiene factors are not fulfilling employees’ expectations, then they will be dissatisfied with their responsibilities. Employees can be motivated to pay/ wages. They must be offered a perceived fair rate of pay as it will act as a lasting motivational effect. After achieving this effect, they would be able to provide them with different opportunities to learn and grow.

**McLelland theory:**

McClelland used Maslow’s work to propose his theory in the early 1960s. He described three human motivators; need for achievement, affiliation and power. Achievement refers to accomplish something and show competence in that. Affiliation refers to the need for love and belongingness. Power is a need for controlling ourselves and others. A person behaviour is the result of the prioritization of these needs. These motivators are acquired and learnt with time. However, these do not depend on gender or age. This theory is different from Maslow’s as it has focused over creating the need rather than satisfying them.

Organisations can use this theory to produce motivation in their employees. They can produce achievement motivation in their employees. For example, organisations can set challenging goals for their employees and provide them with regular feedback on their progress and achievements. Training can be used to enhance employees need for achievement and these then can become the best leaders (Ganta, 2014). Then there can be the use of affiliation motivation to motivate other employees in an organisation. Power motivation can also be used in an organisation by offering high power positions of these employees who have these. There can also be the use of job enlargement to motivate employees.

Thus, management can use all these theories to motivate their employees by learning their behaviours. They can use financial, non-financial, and other types of motivation. They can change the culture of the organisation by offering different motivational factors to them. A single factor may not serve the purpose. For effective motivation, different factors can be combined. Different strategies can be used by managers for this purpose. A manager must have the leading quality (Ganta, 2014). He must have the skills to understand different human’s behaviours. He must know which employee has which need and try to satisfy them to get the desired results.

**Conclusion**

In a today competitive world, managers have to fulfil multi-faceted duties. Their task is not only to hire employees but also to motivate them so that they can perform well. Companies are using employees as their competitive advantage. Thus, to compete effectively every organisation is required to do this. Managers can use different motivational theories; theory X and Y, Herzberg two factor theory and McLelland theories depending upon the situation and nature of work to motivate employees. Once motivated, employees will perform their duties well and increase company productivity.

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