Contemporary theories of Motivation in Organizational Leadership and Behavior

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ABSTRACT: Humans are mainly different from each other. Their demands are not equal and their values, norms and beliefs are also different from each other. Therefore, we should look at the people around us such that everyone has some shortcomings like us and if others are important for us, we should try to remove and correct their shortcomings. An organization or a company is not excluded from this rule because tranquility, security, intimacy and unity will be certainly of the most important factors of success in each organization or a company. Motivation is one of the main subjects and concepts in human capital management and many works and writings about it have been introduced by different scientists. Theorists regard effective management of human resources as the key to organizational success and role of human has been considered as critical and strategic factor of organization despite rapid movement of organizations toward technology. For this reason, it is of special importance to secure consent of personnel and make them more interested in the job and fulfill organizational goals.

Key words: Motivation, need, job satisfaction, efficiency, personal differences

INTRODUCTION

One of the important responsibilities of manager of organization is to find out the potential talents of staffs and to provide the context for their growth and flourish which leads to the promotion of productivity. It is now impossible to take steps toward sustainable development without taking productivity level and effective factors on its increase into account. As human-being plays a key role in the development as its realization factor, eliminating his mental and psychological needs is of vital importance. Therefore, one of important duties of manager is to motivate his forces to achieve organization objectives. Generally, motivation is categorized into physical, social and mental motivation. Physical motivation is referred to the needs of individuals in work environment like well-fare facilities (adequate work area, climate, light, etc.). Those human needs which are associated with behavior of others and manager in particular and satisfy social needs are referred to as social motivation. The needs that lead to mental satisfaction are mental motivation. The research methodology of this study is descriptive. The required data were collected through library research. Obviously, as the research is comprehensive and complicated, it was impossible to analyze all the theories in deep. Theoretical framework and literature review

The concept of motivation

Motivation was taken from the Latin word ‘move’ for the first time. Motivation is the why of behavior. In other words, all human behaviors are stimulated by a motivation or need. Human motivation, whether conscious or unconscious, stems from his needs. Therefore, in defining motivation it can be stated that motivation or need is an inner state and shortage or deprivation which makes the individual to carry out something (Seyyed Javadin, 2007). In another definition, motivation is the desire to make considerable effort in order to meet organization objectives so that this effort is directed toward satisfaction of some personal needs (Robbins, 1998).

One of the first duties of manager is to provide the grounds for motivation of staffs in high levels of performance. That is to say, the manager must ensure that employees are busy, attend the organization regularly, and possess a positive share in the mission of organization. Job performance is associated with ability, environment and motivation (Mohammad zade and Mahrooazhan, 1996).
Motivation is a chain process which is initiated with the feeling of need, shortage or deprivation. It is followed with desire and leads to tension and action toward an objective whose outcome is the behavior of movement toward objective. Continuity of this process may lead to the satisfaction of need. Therefore, motivation encourages and persuades people to do something or to show a behavior. However, motivation reflects a general desire. The position of punishment and encouragement as strong motivations is clear in all studies. In this regard, money is considered as a tool for giving rewards, but it is not the only motivational factor (Seyed Javadin, 2007).

**Hypothesis development and Conceptual Framework**
Contemporary theories of motivation

**Hierarchy of Needs Theory**

In 1943, Abraham Maslow presented his human motivation model according to his clinical experience. He classified human needs into five categories and describes them hierarchy of needs. They are:

1. Physiological needs: satisfying thirsty, hunger and sexual needs.
2. Safety needs: protection from external harms, external intense changes.
3. Belonging needs: willingness to have emotional relationships, i.e. affection and personal support from others.
4. Esteem needs: respect and esteem from others.
5. Self-actualization needs: the opportunity to satisfy basic abilities to approach more closely to the real self.

The followers of classic school believe that if the physical needs of subordinates are satisfied, they do their best to achieve the objectives of organization. These managers usually ask themselves why the productivity of organization does not increase while the salary is high and job status is great. In fact, the money paid to staffs so that they can satisfy their physical needs like clothing and house is spent when they aren't in organization. Generally, nobody spends his money while working. Therefore, money cannot be the only motivation of staffs. What motivates the individual is the satisfaction of needs which are of higher order in hierarchy of needs. In other words, needs like security, social protection, belonging, respect, etc. are rarely completely satisfied in particular in those who are in lower ranks of organization and rely on rewards and bonus. Satisfying esteem needs, make the individual feel self-confident, valuable and qualified. In the contrary, if this need is not satisfied, the individual feels weakness and lack of support and he would suffer from nervous disorders (Seyed Javadin, 2007).

- Murray theory of actual needs

Another interesting structure of needs is Murray theory of actual needs. The assumptions of this theory were identified by Murray and developed by Atkinson. Like Maslow's theory of hierarchy of needs, theory of needs assumes that people have needs that motivate their behavior. Mechanisms which activate these needs are somehow more complicated in this model. According to Murray, some levels of need are important for most people. Some of these needs may be active simultaneously and in varying degrees. In other words, double needs provoke simultaneous behavior and pre-determined sequence is not necessary (Mohammadzade and Mahroozhan, 1996).

Table 1. Some needs which Murray considers them as important are:

<table>
<thead>
<tr>
<th>needs</th>
<th>features</th>
</tr>
</thead>
<tbody>
<tr>
<td>success</td>
<td>The individual is eager to carry out difficult tasks. He chooses high standards and is willing to make effort to achieve challenging objectives and obtain virtue.</td>
</tr>
<tr>
<td>belonging</td>
<td>The individual enjoys companionship with others. He tries to make friends and maintain social relationships.</td>
</tr>
<tr>
<td>aggression</td>
<td>The individual enjoys quarrel and dispute but he is hurt rapidly. Sometimes, he hurts others to achieve his own objectives. He may revenge whoever hurts him.</td>
</tr>
<tr>
<td>independence</td>
<td>The individual tries to avoid every kind of limitation and constraint. He enjoys independence, freedom, not belonging to people, places and requirements.</td>
</tr>
<tr>
<td>show off</td>
<td>The individual wants to be the focus of attention. He enjoys having listener and carries out activities that attract the attention of others.</td>
</tr>
<tr>
<td>excitement</td>
<td>He desires to take action without consultation and evaluation. He states his feelings and hopes eagerly and enthusediastically. He does favors freely and may feel excited.</td>
</tr>
<tr>
<td>nursing</td>
<td>The individual empathizes with others and condole with them. He helps others as much as possible. He is interested in taking care of children, disables and the sick.</td>
</tr>
<tr>
<td>discipline</td>
<td>The individual is willing that his personal belongings and surrounding area be tidy and organized. He hates untidiness and lack of organization in affairs.</td>
</tr>
<tr>
<td>power</td>
<td>The individual tries to dominate the surrounding area and exert influence on others or guide them. He expresses his opinion with emphasis or compulsion. He enjoys being leader or may accept leadership willingly.</td>
</tr>
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</table>

**theory of motivation and mental health**

This theory was proposed by a psychologist named Fredrick Hertzberg. His objective was to recognize motivational and environmental factors. He exerted considerable influence on the management of
human resources. Concepts like occupational enrichment, personal development and job satisfaction evolved from this opinion and based on the fact that motivation arises from human deep feelings, not imposed policies of organization. This has influenced the method of payment and awarding bonus. Hertezberg believes that the motivation must be selected that is the most important for individual. Many organizations believe that money is the only motivation for employees, but Hertezberg indicates a more comprehensive approach (Hertezberg et al., 1959). His question was "what do people want from their job?" and then asked them to explain in detail about the situation or condition that may be very good or very bad regarding their job. He classified their responses and concluded that the responses that assure good feelings about job are considerably different from those that assure bad feelings. Some of these characteristics have constant relationship with job satisfaction, while others have a negative relationship. Inherent factors like development, familiarity or fame, type of work, responsibility, growth and progress correlate with job satisfaction. In the theory of motivation and mental health, human nature is of double characteristic regarding the quality of satisfying his needs. One of the human characteristics is that if he lacks the required conditions and factors, he feels dissatisfaction. If the factors and conditions are met, the feeling of dissatisfaction reduces and leads to indifference gradually. Most physiological factors have this kind of effect which can be called healthy factors or maintaining existing situation factors. Another human attribute is the existence of needs which lead to success and satisfaction in one hand, and lack of them leads to dissatisfaction or indifference. Meeting these needs satisfy the employee. These needs which are satisfied by occupational and inner factors not environmental ones are success, praise, more responsibility and job growth. If these satisfactions are accompanied adequately with job contents, they will be sustainable. According to these two-fold factors, the manager can restrict these dissatisfying factors and develop satisfying ones (Seyed Javadin, 2007).

Human two-side theory: X-Y theory
Mcgregor divided managers' understanding, attitude and viewpoint regarding nature and motivation of people into two categories. In order to avoid pre-judgment, he named them X and Y.
McClelland's theory of needs
David McClelland carried out studies on motivation in early years of 1950s. He proposed three motivational factors regarding needs. They are:
- Achievement: trying to achieve objectives according to plans and standards that guarantee success.
- Power: obtaining the ability to exert influence on others and control them.
- Affiliation: the willingness to make friends, others' support and making close relationships.

Theory of existence, relatedness and growth needs
Clayton Alderfer proposed a theory in response to the criticisms to Maslow's theory. It had considerable similarity with theory of hierarchy of needs. The only difference was that he didn't consider hierarchy to manifest needs; he considered them in a continuum. In this theory, existence needs are Maslow's physical and security needs; relatedness need pays attention to needs like affection, respect and esteem. Growth need refers to human need of perfection and sublimity (Seyed Javadin, 2007).

Process needs
These theories are mostly cognitive and provide the response to whys. Effective factors on motivation are not taken into account by process theories. This theory pays attention to behavioral processes of living creatures. In other hand, they examine the manner of initiation and continuation of behavior and identify the reason of its stop. All process patterns try to identify major variables that are effective in selection of activity level. Usually variables like needs, expectations, rewards and reinforces are considered. In addition, these patterns try to find out the interaction between these variables and dependent variables like employees' job content (Nayeli, 1994).

Expectancy theory
It is a complicated motivation theory which is associated with the manner of selecting the method of doing tasks. It describes the reason that people prefer a behavior over another one and determines the motivation by following factors:
- Individual's perception or expectation from outcomes or reward given from a specific behavior
- The attraction of that reward in satisfying his need
Therefore, motivation is influenced by two factors: expected results x the attraction of outcome = motivation
As a result, motivation is dependent on both expected outcome and its attraction (Seyed Javadin, 2007).
Theory of expectancy and justice
Performance is the function of motivation and ability: ability (A) x effort (E) = performance (P). In addition, satisfaction is the function of obtained results and individual's understanding from justice and fairness depends on the realization of these results. There are two kinds of reward: Inner rewards like assessment nature of task, satisfying the need of fame by performing the task, etc. External rewards like money, status and the like.

The criterion for justice and reward is whatever the individual feels he must receive after considering what others get from doing the same task. This theory implies to managers that the objectives of subordinates are not major problems which are associated with their skills and abilities and rewarding system must be related with their dominant needs (Por Trolavor, 1968).

Equity theory
It is a cognitive theory which explains behavior in organizations and was first developed by Adams. It is based on the simple assumption that people want to be treated fairly. The general assumption of this theory is that individual calculates the relative value between his input and output with the relative value between the input and output of comparable individual or individuals and compares these ratios. The justice exists just when the proportion of individual's input and output is equal with others' input and output (Nayeli, 1994).

Attribution theory
According to this theory, the behavior of people is because of either personality traits or their situation. Therefore, attribution theory explains cognitive processes and responsibilities based on which people interpret the reason of their behavior or others'. It tries to state how the individual attempts to identify specific behaviors according to internal or external attributions (Barron and Greenberg, 1990).

Goal-setting theory
According to this theory, if a goal is established for individuals, they will be motivated to achieve that goal. In fact, those with specific goals try more than those who have no specific goal. In addition, the people with competitive and challenging goals try more than the people with simple and easy goals. Scholars believe that although setting the goal increases productivity, it does not provide an analyzable pattern for absenteeism, turnover and job satisfaction (Seyed Javadin, 2007).

Reinforcement theory or conditioning factor
The above mentioned theories are mainly cognitive and concentrate on emotions, states, assumptions and expectations, but reinforcement theories focus on the relationships between internal needs of individual and tangible results and response like positive reinforcement, negative reinforcement, punishment and extinction (Seyed Javadin, 2007).

Positive reinforcement: it is the reward given to a desirable response. The aim of this behavior is to approve the desirable behavior and increase rewards so that the behavior is repeated.
Negative reinforcement: the individual's attempts to obtain desirable results by removing undesirable behaviors. In other words, the individual shows the required behavior to avoid undesirable results. For example an employee displays the desirable behavior to avoid the criticisms of his superordinate.
Punishment: undesirable results are for undesirable behaviors, for example the result of delay is suspending, and punishment, etc. Unfortunately the proper behavior is not taught to the individual.
Extinction: it is employed to remove all reinforcements in consequence of an undesirable and inadequate behavior. Neglecting weak staff implies that he must make more effort to improve and promote himself.

In order to apply the strategies of theory of reinforcing behavior, the situation must be analyzed according to effectiveness theory which leads to desirable results.

MATERIALS AND METHODS

The present study is descriptive-analytic. As the present study discusses motivation and contemporary theories of organizational behavior and leadership, different sources of motivation and organizational behavior were referred to. In addition, the related books, journals and articles were studied and analyzed. The population of this study is all the available sources of motivation and organizational behavior. The sample includes all the sources available to the researcher.

Data analysis
Implementation of motivation theories
Now the question is that in the abundance of theories of motivation how to obtain a more adequate understanding. The experts believe that a systematic and compound attitude leads to the practical effectiveness of motivation theories. In other words, in order to carry out a systematic and compound examination all the effective factors on the motivation of laborer or employee must be taken into account. Accordingly, managers will be able to employ one of the content, process or reinforcement theories (Seyed Javadin, 2007).

RESULTS

Motivation strategies and their application in the organization

After discussing the theories, the question may come into mind that what is their use and which one must be employed by managers? Although the concept of motivation is complicated and is in fact personal and there is no definite answer to this question, some motivation strategies are presented below (Iran Nejhad Parizi and Sasan Gohar, 2994).

Financial and money rewards

Money is a complicated motivation because it is interwoven with other needs especially physiologically-related needs in such a way that its importance can be emphasized in different ways. By carrying out comprehensive studies on money, William F. White came to this conclusion that this old, reliable and motivational factor is not that much powerful especially for generative laborers. According to the findings of Mayo, another key factor for laborer is the group in which he works.

Motivation through job design

There are several ways to motivate employees through job design which are:

- Job independence: it simply means that the task should be undertaken by the staff from beginning to end so that he can observe the outcome of his effort.
- Job development: to add activities to the current job of employee which are at the same level with his current activity so that monotony be removed from his job.
- Job rotation: if employees are given familiar similar tasks, job rotation is created. Consequently, they get familiar with more jobs and enjoy more diversity and their job motivation increases.
- Job specific characteristics model: it is another model to increase motivation which identifies how to recreate jobs so that the employee consider himself and his job important and have a sense of importance. According to this model, every job can be explained by five basic dimensions which are: diversity of skill, task identity, independence in work, significance and feedback.
- Job engineering: its goal is to find out the best strategy by studying the work, timing and assessing the method. It helps the individual to work rapidly and with less tiredness and obtain more productivity and output.

Adjusting weekly work

Implicit advantages of adjustment for employees are clear. Their leisure time increases, they spend more hours with their family and they can have another job. Reduction of commuting to work is another advantage of compressed week work. It improves urban traffic. It addition, some countries have recently tried by resorting to adjustment create job satisfaction and consequently increase performance and productivity (Nayeli, 1994).

Floating working hours

One of the strategies of improving the quality of working conditions is to float working hours as employee's desire. In recent years, innovations of some countries have changed the fixed weekly schedule. Flexible work schedule which floats work hours is one of these changes. Consequently, employees can control their working hours as they wish. Increasing control and flexible working hours have some advantages. For example employees can organize their personal affairs.

Setting goals

Managers who are successful in motivating employees usually design the environment in such a way that there are adequate goals to satisfy needs.

Cooperation

Employees in every organization level must cooperate in decision-making. They may be able to make decisions to increase productivity according to their experience and expertise. Therefore, participation leads to motivation. In addition, it is a recognition and acknowledgement tool of employees.
**Modifying behavior**

It is believed that reinforcing the desirable behavior leads to its repetition. The closer the positive reinforcement is to the time and occurrence of behavior, the more the probability of its repetition. Behavioral scientists have suggested that as there is interval between desirable behavior and reinforcing factors like money, other reinforcing factors like praise, recognition, acknowledgement and other verbal means must be used (Iran Nejhad Parizi and Sasan Gohar, 1994).

**Justice in payments**

Generally, employees compare their efforts and rewards in similar tasks with efforts and rewards of others. In other words, we compare our input to organization (like experience, education, effort) and our output from it (salary, benefits and bonuses) with other employees' and if they are equal, we feel equity (Robbins, 1998).

**CONCLUSION**

As one of the important duties of managers of organizations is to identify the potential talents of employees and to provide the context for their growth and flourish, the managers are inevitably bound to form the internal and external environment of organization in such a way that they choose suitable goals to satisfy the needs of employees and take steps to motivate them. In order to motivate employees, it is necessary to identify needs and take action to satisfy them. The main challenge of an organization is to establish equivalence between the general and explicit needs of organization and personal values of its employees. Therefore, motivation is the outcome of participation and interaction between the individual and his situation. Each of the presented theories has potential advantages for management which can be employed in combination with each other. The similarity between these theories indicates that duty of manager is to create a work environment which is answerable to employee's needs. Poor performance, undesirable behavior and reduction of satisfaction can be explained somehow by blocked needs or unsatisfied work needs. The motivational value of needs can be assessed as active areas. The general guidelines of content theories are: Understand the personal needs from the viewpoint of work needs. Try to provide the answer to these needs. Know how to create a work environment which provides the opportunity to satisfy needs in such a way that it helps the performance of organization. In addition, equity and expectancy theories have special abilities. Personal motivation establishes directly effort and skill of management in creating a work environment compatible with needs and objectives of people. However, creating work motivation depends on the possibility of rewards. When the individual experiences inner reward, his motivation is influenced positively and directly. Generally, reviewing the above mentioned theories implies that: Motivation is a complicated issue which cannot be easily clarified. Personal differences of people influence the structure of their needs. The environment of organization influences motivation. Desirable work environment and considered reward lead to job satisfaction, high productivity of employees and their motivation.

**Suggestions**

As various factors lead to motivation, managers must seek strategies and techniques to increase the motivation of their employees. Some of these techniques are:

Taking personal differences of employees into account is one of the most significant factors which must be met in the productivity of human resources. One of the important and basic requirements in achieving the objectives is to motivate those involved in the task. Therefore, awareness of personal differences can help the manager to become familiar with his employees and take steps whose result is the satisfaction of basic needs of employees.

The correct and appropriate selection of employees is another important factor in the success of organization. The experts of human resources must design jobs in such a way that they are desirable and satisfactory for the employees. Proper job is explained by knowledge, skill, experience, interest, personal characteristics and abilities in performing a specific task. Job separation must be done according to personal abilities. Distribution of responsibilities must be based on expertise. Monetary motive is another motivating factor. In this regard, the following programs can be implemented:

Programs which are based on variable salary. They include sharing employees in interests and giving rewards and bonuses. According to this program the salary changes as the performance changes. As time passes those who show poor performance receive lower salary and those who have high performance observe higher salary in parallel with the increase in the interests of organization.
Programs which are based on expertise and merit. They encourage employees to acquire various skills and become skillful.

Programs of flexible advantages. They are in such a way that the employee can choose among various advantages. The objective of this program is to enable the employee to choose the advantage which is most compatible with his needs, condition or state.

Another important factor in encouraging and persuading employees to work better and become motivated is organizational promotion which is often based on superiority. Studies indicate that promotions based on considerations except ability and merit often lead to incorrect results. Therefore, proper measurement of employees’ abilities and merits in any job stage and assessment of development methods are important. It seems necessary to continuously evaluate the performance of employees of an organization. The data obtained through the assessment of performance can be used to plan human resources, recruitment and selection, training and education of employees, selecting job path, salary and compensation and identification of potential talents of employees.

Implementing goal-based management in organization is one of motivating tools. Researches done in this regard indicate that most state and national organizations in western countries are officially using goal-based management to motivate their employees. According to this program, each employee plays a particular and specific role in his unit. If all the people of organization achieve their goals, the goals of that unit are met and consequently organization achieves its general goals.

Using participatory management programs leads to the participation of individuals in decision-makings. Therefore, they try more motivated to achieve the objectives which they have set. This attitude increases the productivity, commitment, motivation and job satisfaction of employees.

Training process is another motivating factor. The objective of training is to direct the behavior and attitude of employees toward achieving the goals of organization through increasing the knowledge of employees. Therefore, the recruits must possess not only general and formal knowledge but also expert and professional knowledge.

There must be a specific relationship between performance and reward and the employees observe this relationship clearly.

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