

## Organizational behaviour

Subject Code:- BBAD1-205

Class :- BBA 2<sup>nd</sup> Sem

Max. Marks 15

### Q 3: Understand the ways of using motivation theories in the organization

#### 3.1 Discuss the Impact of different leadership styles on employee motivation

Leadership style plays a great role in the motivation of the employees of an organization. [Lussier & Achua 2010, p.69] state that the success of individual careers and organizations is based on how effectively the leaders behave. The style of the manager leading them would create a positive or a negative impact on the employees according to the situation.

Different leadership styles in these two organizations impact the behavior of the employee in different ways. If we look into the autocratic styles of leadership from the managers of the Citizen Bank, it negatively affects the employee. The employees start to think in a segregated way. They feel like they are not the part of the company as they are excluded from the decision-making steps.

On the other hand, the democratic and participative style from the Tasty Chicken creates a very positive mindset in the mind of the employees, they start to feel at home because they were included in the decision-making stages. Moreover, it ultimately inspires them to do that work with a little bit more passion because they know at the end of the day it is their families work, not others.

#### 3.2 Compare the application of different motivational theories within the workplace

To create a better and competitive workplace, managers try to follow different motivational theories. There are different motivational theories in attaining this end. According to Mullins (2007), motivation is an individual phenomenon, multifaceted and intentional. Some of them are discussed below:

**Maslow's hierarchy of needs:** It is based on the humanistic approach that people tend to fulfill different needs at different levels, which is arranged as a pyramid-shaped model. The bottom where the bottom has physiological (deficiency needs) and the top has growth needs such as satisfaction. (DuBrin, 2009, p.375)

By applying this to the Citizen Bank situation, the management could first try to satisfy all employee needs on good workplace conditions and safety, and then move up on hierarchy by meeting the social needs of interaction and team building, together with applying a strong culture. Finally, the self-actualization needs of growth and development of employees could be looked into, to increase their motivation further.

**Equity theory:** John Stacey Adams' equity theory helps explain why pay and conditions alone don't determine motivation. It also explains why giving one person a promotion or pay rise can have a demotivating effect on others.

When people feel fairly or advantageously treated they are more likely to be motivated; when they feel unfairly treated they are highly prone to feelings of disaffection and demotivation.

**Expectancy theory of motivation:** Expectancy theory of motivation emphasizes the mental processes regarding choice, or choosing. It looks at self-interest in the alignment of rewards with people's wants and the connections among expected behaviors, rewards and organizational goals.

For organizations, it helps them to relate rewards directly to performance and to ensure that the rewards provided are those rewards deserved and wanted by the recipients.

### **Herzberg's motivation theory**

Herzberg's hygiene factors vs. motivators workplace motivation theory is one of the most empirical and compelling theories about motivation. It's the only motivational theory that splits out demotivating factors from true motivators; it introduces the concept of movement vs. motivation. And it's produced more replications than any other research in the history of industrial and organizational psychology.

Herzberg researched hundreds of employees and companies and determined that most companies use what he unceremoniously refers to as KITA, under the erroneous belief that it will motivate their employees.

### **3.3 Evaluate the usefulness of motivation theory for managers**

A motivation theory could be used to gain better performance. Managers from both of the organizations could try using Herzberg's two factor theory to ensure that his employee's needs are being met adequately. This would increase the productivity of the bank due to increasing employee satisfaction. Another thing that could be done for easier problem solving is to consider the motivational needs in the pyramidal form, to see which should come first. The remuneration could be tied to performance, and extra work and new ideas could be given special recognition in line with the achievement motivation theory. The manager's benefits could in turn be tied to the overall performance to ensure that he will be enthusiastic in making a positive change at the supermarket. A motivational theory would be highly valuable in transforming the attitudes and behaviors of the staff, and bring in even better performance from them to increase profits and customer loyalty.