# Approach Based on Motivation Theories

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**Abstract:** Motivation theories and their application constitute one of the broadest issues among researchers of organizational behaviour of which motivation is the most fundamental issue.Therefore, in this paper, four new theories of motivation are studied to explain the effects of these theories in organizations. The results show that applying these theories in the organization improves employee performance and job satisfaction, and that using these theories, can be justified, the rate of productivity, absenteeism and staff mobility, in the use and application of these theories needs to be carefully because the only motivating factor in the break back, will not be enough to boost performance. These theories are three needs theory, equity theory, expectancy theory and attribution theory.
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## 1. Introduction

Motivation is the desire to strengthen the effort to achieve a goal or objective. The overall motivation for all categories, including stimulant, desires, needs, and forces are similar, and attaining a goal can be achieved without enthusiasm. In order to encourage people to do the best with excellent results requires identifying the motivational force, and understanding how the motivational forces behave with such concepts, goals, and needs and their relationship with the concept of motivation.

Motivation is the force that causes people to behave in a certain way. Motivating employees so that it leads to the highest level of organizational performance is an important management task, thereby enabling someone to reach a high level of motivation to decide to take action (Moorhead & Griffin, 2003). Subject motivation is the most basic issue of organizational behaviour issues under study and implementation is a means of motivation to respond to confusing questions about humans and human behaviour, such as why some employees in organizations have more than others and have better performance and why an organization's employees do not have equal performance under the same conditions.Actually, motivation causes behaviour and direction is determined by their behaviour. Motivation for the consensus of the employees of the organization in respect of the organizational goals and the staff's ability to facilitate the maximum output of employees in organizations is important in organization and management theories (Jahromi, 2005).

For many people, motivation is not a personality trait that they possess. Motivation is the interaction with the situation and the individual. Thus, individuals differ in terms of motivational dynamics, and the amount and level of motivation, varies not only between individuals, but also at different times (Robbins, 2004).

Motivation is of importance not only for economic organizations, but many psychologists (Glover & Bruning, 2008; Greenberg, 1989). Consider motivation as a factor for increasing the capacity of individuals.

## 2. New theories of motivation

The 1950s was very rich in terms of presenting the concepts of motivation. During this decade, three major theories – Maslow's hierarchy of needs (1954), MacGregor's motivation theory (1960), and Herzberg's hygiene theory (1966), were formulated. Although they constituted the cornerstone of theories that were presented later and practiced by managers, critics have attacked their credibility and trust (Frederick, 1966; Maslow, 1954; McGregor, 1960). Criticisms against the early theories of motivation will lead to changes in the concept of motivation. Many researchers (Adams, 1965; Mcclelland, 1976; Vroom, 1964) have found that previous models fail to easily explain the motivation of staff. In fact the difference between the content and the process of the separation of the two theories is that early theories of content tend to suggest reasons to describe the behaviour, whereas the new theories tend to have processes that describe the behaviour. Previous theories received wide recognition but could not gain enough credibility and trust. However, this does not mean that they will be forgotten when the new theories are introduced. This is because the new theories owe their existence to the documentation of the previous theories. Modern theories of motivation in the status quo are used by organizations and managers to raise staff motivation or to explain the staff's motivation.

**3.Three Needs Theory**

David McClelland's theory (1976) has three motivation factors (three needs):

**A**. Need to achieve success (trying to shine)

McClelland thinks that successful people have distinguished themselves, and have always wished to do things to the best of their ability. These people choose challenging targets for themselves. They are personally responsible for their failure and success, and are not willing to accept and engage in work that has a high probability of failure.

**B**. The need for power. (Tendency to manipulate and control others) These people are always trying to influence others. They prefer to work in competitive conditions and are always seeking to gain reputation.

**C**. The need to belong (tendency to interact with others)

| Groups | Characteristics |
|---|---|
| Need to achieve Success. (McClelland1961) | High personal responsibility, challenge, attracted to moderate risk, high creativity |
| Need for power | Due to the high position and reputation, attracted to competitive work, authoritarian, high self-control |
| Need to belong | Due to feeling for others, attracted to cooperation work,establish relationships based on mutual understanding. |

The shared friendship with others is the third need that researchers have considered and to which McClelland gave special attention. They always try to get others to accept and they like to work in collaboration and in activities that are not competitive. The aforementioned characteristics are listed in the table below for convenience (Mcclelland, 1976). This theory in the organizational environment is extremely important. Especially the need to achieve success, which is also a personality trait. Those who feel the need to assume personal responsibility want to see results quickly, and tend to do commercial and entrepreneurial activities and manage business units; however, business success does not necessarily mean that a person is a good manager. Nevertheless, to develop friendship and gain power through a close relationship can result in successful management. In fact, the best managers are those who need to gain power and have little sense of belonging?
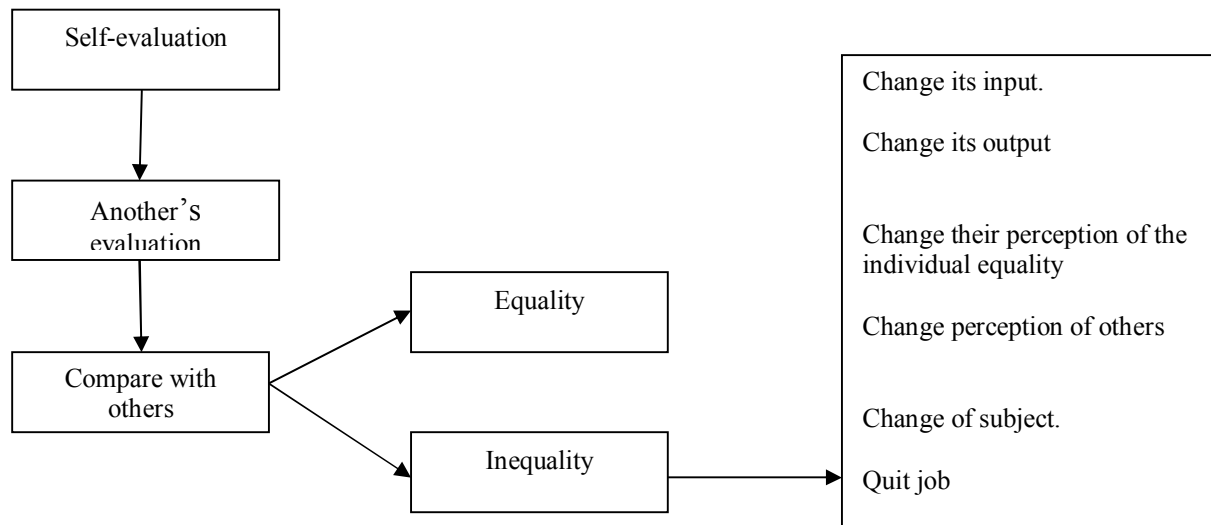
**4. Equality theory**

This theory was first proposed in 1965 by Stacy Adams. The main point of this theory is equivalent (fair treatment of individuals in the organization) to the inequality of the four sub-processes obtained.

-How individuals evaluate their organizational behaviour with themselves.

-How individuals evaluate their organizational behaviour with others.

-How individuals compare the organization behaviour of another person and themselves.

-The outcome is compared to the feeling of equality and inequality (Adams, 1965).



**Figure 1.** Equality theory

If someone offers a different reaction to inequality when a person makes sense of inequality, they have a different reaction, and may adopt one of the following six behaviours.

1. Reduce the amount of activity.
2. Change production rate.
3. Revise their perception.
4. Change the perception of others about themselves
5. Change their comparison of reference
6. Leave office.

In the equality theory, a member compares the level of their own activity, experience, education and competency with their rights and the reputation of the organization, even if this comparison can be generalized to others. Therefore, if the person observes oppression, inequality and injustice between their input and the output of others, they may suffer from stress.

This tension is caused and motivates people to look for something that they assume is inequality. Generally, the equality theory contains three important messages for managers:

_ All members should be aware of the basis of payment

_ All members have two views (tangible and intangible) of their rewards

_ Members activities are based on their perception of reality (Adams, 1965).

**5. Expectancy theory**

The expectancy theory is a complex motivational model. This theory is a very complete than theory of equality. The original theoretical model belongs to Kurt Lewin (1930). However, Victor Vroom (1964) used this theory in the workplace for the first time. He thinks that the expectancy theory is: How the work is done by others

This theory has the following three variables:
1. Effort and performance (the expected performance of individual effort)
2. Performance and reward (expect to achieve results through individual performance)
3. Outcome (the relationship between personal goals and rewards)

In this theory, the motivation for work is related to the topic that people believe in doing the work and success, if the person is to reach an acceptable practice and whether they will receive an appropriate reward, and whether this reward meets their personal goals.

Thus, the four major steps in the expectancy theory include:
1. What is the result of the work and reward for the individual? The result can be both positive (salary, security, marginal benefits) or negative (anxiety and stress, fear of dismissal and expulsion), however, what is important is that as a result the work is done.
2. Do employees know the importance of work outcomes and results? If the work is important for a person, this gives a positive charge and they try to meet it. Conversely, if the work is not deemed important the individual thinks negatively, and does not do it. People sometimes think that this is natural.
3. What kind of behaviour should people display to achieve important results?
4. What kind of luck is important for a person at work? And, what is the role of competence and qualification?

Therefore, the idea of competence in the expectancy theory understands the relationship between effort and performance, performance and rewards, and, ultimately, the rewards and personal goals it provides. Victor Vroom's (1964), motivational model was revised several times. One idea and a new issue – satisfaction – were presented by Porter and Lawler (1968). They claimed that a high level of performance in organizations leads to satisfaction, and that individual performance depends on both internal and intangible rewards (feelings about work, feeling successful) and on external or tangible rewards (salary and promotion) (Porter & Lawler, 1968; Vroom, 1964).
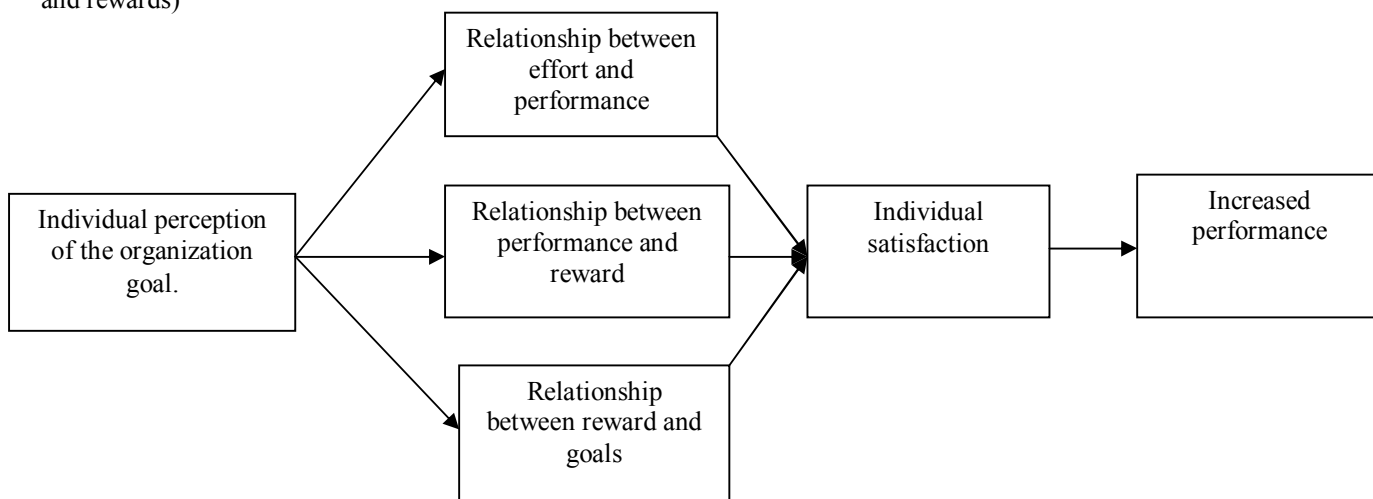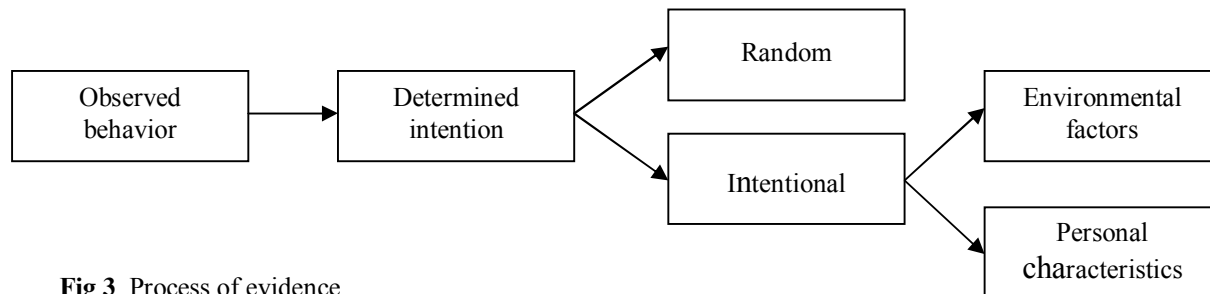


**Fig 2.** Expectancy theory

**Fig 3**. Process of evidence

## 6. Theory

Theory is an important factor in understanding social events and determining responsibility for human behaviour. In fact, this theory examines the cognitive processes that humans have interpreted the reason for their behaviour and others, and whether humans are responsible for the behaviour is related to personal characteristics or the surrounding circumstances.

The evidence theory is based on Kurt Lewiens (1930) work. In 1951, he claimed that human behaviour is formed from a combination of a series of external (fortune, environment) and internal (ability, effort and knowledge) forces. Shaver (1975) believes that the process of evidence occurs in three stages:

1. When individual behaviour is observed in position (by him or others).

2. When individuals determine that behaviour is random or premeditated and the intent. In this stage, the first phase of the behaviour reasons begins if thebehaviour is happening for no particular reason. However, if the behaviour is premeditated (intention) then it is guided to the next stage.

3. When a person gives reasons for the behaviour, the effect of environmental factors or personal characteristics of each will be determined at this stage (Shaver, 1975)
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## 7.Conclusion

Organizations can run multiple programmes and the aim is to increase staff motivation, increase productivity, efficiency, productivity and job satisfaction, and, the most important point is that these programmes are based on the theories of motivation. Motivational theories are criticized for simply being theoretical. Although management and daily operations are available, they are less practical. There should be no gap between the principles of motivational theories and the methods of their use of the board of directors, which is possible through the application of the concepts of motivation in an organization. All motivation theories have potential applications in the workplace.

According to McClelland's theory there is a high correlation between a need for success and good performance (Winter, 1992). A successful manager is one who possesses the following three conditions:
– Power exercised in the interest of the organization
– Paid relatively low and does not form friendships
– Relatively little attention is paid to the spill and the need for strict control

The equality theory is an appropriate guide for management reward systems. These systems are a tool that managers can use to direct their employee's motivation. In this regard they use a series of programmes such as variable pay (skill-based, salary-based). Under these programmes the amount received depends on the person to change his performance. This means that poor performance is equal to less wages and salary; however, strong performance is equal to the increase in wages and salary. Furthermore, this factor has a positive impact on the outcome of motivation in an organization. Another project that has an effect on employee motivation is flexible benefit plans. In conclusion, the application of the equality theory, for most employees, is that their motivation is influenced by the relative salary (the absolute salary). According to this theory, equal salary can have an important role in the motivation of employees. This plan is consistent with expected theory, which requires that organizational rewards are associated with individual goals. Therefore, each member of the organization selects a set of objectives that can provide its current needs. This project was implemented in the early 1990s in American companies and more than 80 per cent of its members use it. The expected theory has limited application because of its complexity (Muchinsky, 1977). This theory is ideal (House, Shapiro, & Wahba, 1974). According to Steers and Porter (1983) the research expectancy theory is a promising approach to understanding work motivation. They stated that this theory provides a suitable framework to deal with the complex behaviour of employees (Scott H.) in studying the relationship between structure and motivation (Steers & Porter, 1979). In a study by Scott Herrick (1973) the relationship between organizational structure and motivation was

examined. He found a strong negative correlation between power motivation and concentration. Therefore, organizations that are very concentrated have staffs who are less motivated. The whole expectancy theory is a good predictor of job satisfaction (Herrick, 1973).

Most of the research results supported this theory because when people think that working in an organization is good it is likely to lead to a desired reward and they work very well. There is no doubt that the documents theory has promise for understanding organizational behaviour, because knowledge of attribution errors leads to better judgement.

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