Adopting Distal Constructs and Proximal Constructs to Increase Workplace Productivity

Dr. Adrian Low*

Hong Kong Association of Psychology, Hong Kong

*Corresponding author: Dr. Adrian Low, Hong Kong Association of Psychology, Hong Kong. Email: adrian.low@live.hk

Adopting Distal Constructs and Proximal Constructs to Increase Workplace Productivity

Abstract

Muchinsky and Culbertson (2016) [1] postulate eight motivation theories at work. They claim that for the first three theories, (1) Genetics / Heredity, (2) Flow Theory and (3) Self-Determination, they are classified under uncontrollable "distal constructs"-a distanced "conceptual proximity to action", such as the innate and uncontrollable personality of an employee exerting indirectly on his or her own behavior. On the side of the spectrum, we have (6) Goal Setting, (7) Self-Regulation and (8) Work Design Theory that are classified under a motivational-inducing "proximal constructs"-a closer "conceptual proximity to action", that have direct influences over an employee's behavior. There are no one-size fits all to which motivational theory is the best. However, Muchinsky and Culbertson (2016) [1] postulate the interplay between three chief determinants to human behavior that suggest leaders to adopt the most appropriate motivational strategies to increase workplace productivity. They are (1) Ability, (2) Motivation and (3) Situational Factors which include "constraints". Muchinsky and Culbertson made a stark point that the first thing leaders should do is to remove the constraints as they obstruct the variety of employees' behavior.

Introduction

Muchinsky and Culbertson (2016) [1] postulate eight motivation theories at work: (1) Genetics / Heredity, (2) Flow Theory, (3) Self-Determination, (4) Expectancy Theory, (5) Equity Theory, (6) Goal Setting, (7) Self-Regulation and (8) Work Design Theory. Additional motivational strategies will be discussed too. Each of these theories and strategies will be discussed in light of how leaders in organizations influence groups and individuals to increase workplace productivity.

In order to synthesize these theories, Muchinsky and Culbertson (2016) claim that for the first three theories, (1) Genetics / Heredity, (2) Flow Theory and (3) Self-Determination, they are classified under uncontrollable "distal constructs"-a distanced "conceptual proximity to action", such as the innate and uncontrollable personality of an employee exerting indirectly on his or her own behavior. On the side of the spectrum, we have (6) Goal Setting, (7) Self-Regulation and (8) Work Design Theory that are classified under a motivational-inducing "proximal constructs"-a closer "conceptual proximity to action", that have direct influences over an employee's behavior.

Genetics / Heredity

This theory looks at the "genetically predisposed" physiological make up and "inherited traits such as the Big 5 personality dimensions" of the employee. Interestingly, employees having a high personality factor of "conscientiousness" display high aspirations. He or she is very detail-oriented and is a follower of rules. Honesty and positive affect are also important traits of "conscientiousness" leading to better performance. A person with "conscientiousness", from a biological standpoint, will have an appropriate amount of dopamine in his or her brain as "too little and the person lacks initiative and motivation…too much and the person is easily bored and frequently seeks new adventures", hence the solution is stemming from the differentiation in personality [1]. The researcher postulates that leaders adopting this motivation theory will be heavily testing their staff in the area of "conscientiousness" and if they are not already recruited, leaders will probably only recruit people who score high ratings in "conscientiousness" into their team.

Flow Theory

Flow theory is "a theory of motivation that suggests that individuals will experience an intense level of enjoyment, concentration, and lack of self-awareness when actively engaged in activities that have clear goals, unambiguous

feedback, and a match between one's skills and the challenge of the task" [1]. Muchinsky and Culbertson puts in a metaphorical way that flow theory is like "intrinsic motivation on steroids." Mao, Hsieh, and Chen (2012) put that "intrinsic motivators have longer-lasting effect while extrinsic ones secure only temporary compliance."

Self-Determination

The self-determination theory is an intrinsic motivation that is experienced after the following three basic needs are met: (1) Autonomy, (2) Competence and (3) Relatedness. For (1) Autonomy, employees "want to feel like they have a say in what it is they do. When they feel like they have the discretion to make their own choices, they are more likely to derive enjoyment from a task" [1]. Interestingly, if the employee is pressured with "time pressure, insecurity and work overload", known as "high job demands", the employee will have "lower engagement or disengagement" [2]. For (2) Competence, employees "prefer to feel capable of doing things. When they feel like they are able to perform successfully and experience mastery over a task, they are most likely to gain a sense of enjoyment in doing it." Finally, for (3) Relatedness, when employees feel "connected to others...[they] have a desire for interaction and belongingness, and when they feel connected to others they are more likely to experience intrinsic motivation" [1]. Kordbacheh et al. (2014) [2] propose that if one goes deeper into the self-determination theory, he or she will find a deeper level of intrinsic motivation known as "meaningfulness" which connects "workplace motivation, employee commitment and employee engagement" and "meaning is what employees seek from their jobs...meaning in this case focuses on the purpose of the work itself to the individual versus the gratification that follows the performance of a particular task." If there is meaningfulness as the employee's intrinsic motivation, Kordbacheh et al. further postulate that with meaningfulness, employees will have a "sense of self, sense of meaning and the work itself" known as "meaningful work" which is an innate state where these employees will "express the meaning and purpose of their lives by engaging in activities that compromise their working hours...cognitively, physically and emotionally."

Kordbacheh et al. (2014) [2] encourage leaders who practice the self-determination theory of motivation to consider "when hiring younger employees for positions that require a greater level of engagement...a greater focus on enhancing young workers' intrinsic motivation should be considered in organizational initiatives...[for older employees, 55 years and older,] training motivation declines as a function of age...older individuals are less intrigued by novel situations and are open to scenarios that build on their existing knowledge...it is suggested that training initiatives [for older employees] that build on existing knowledge and mastery skills (which are intrinsic work components) would be more welcoming to older employees...implying that situations which provide a sense of competence, a necessary component of intrinsic motivation, can enhance engagement in training for those activities."

Expectancy Theory

The expectancy theory is "a theory of motivation based on the perceived degree of relationship between how much effort a person expends and the performance that results from that effort." Moreover, the notion of "instrumentality" exists too if the employee not only sees the relationship between effort and performance, but the relationship between "performance" and "outcome". If the employee believes that the outcomes are "valued", it is known as "valence" [1]. A leader using expectancy theory will try to get the employee to think that if he or she tries harder, his or her performance will improve. Also, if his or her performance has improved, he or she will get a reward. The final step of the expectancy theory is to allow the employee to feel that the reward is valuable [1].

Shultz (2014) [3] provides a parallel analogy between consumer-business and employee-business that "the employer-employee relationship is someone similar to the consumer-business relationship, even though the agencies that motivate the employee and the consumer do not necessarily play the same role. In the consumer-business transaction, the motivated agent is the one receiving the output (goods or services) and in return provides the business with a certain reward (payment), while in the employee-business transaction the motivated agent, the employee, provides the business with an output (work) and receives some reward (salary) in return. It is therefore reasonable to assume that discussions in the context of marketing, whose practices are aimed at motivating consumers to buy certain goods or services can supply us with some interesting perspectives on the parallel practices used in human resources management whose goal is to motivate employees to contribute to the benefit of the organization and to the achievement of its goals. Since employment relationship is usually relatively longer and more extensive than the marketing interaction, the effect of the practices on the former should only be greater. Nevertheless, since practices of consumption have been integrated into the everyday labor process both from the management standpoint (for example, viewing employees as consumers of benefits) and from the employees' standpoint viewing themselves as commodities that need to market themselves continuously increase their employability..."

Reza et al. (2013) [4] propose creating an "empowered environment" where the successful managers or leaders who are utilizing the expectancy theory are required to first seek to "understand [the] organization's values an philosophies, applied policies and practices related to a particular job...[next,] identify employees' potential capability and provide growth and prosperity to them...[With the acquisition of] such knowledge may help to improve utilization of organization's resources...[causing leaders or] managers to shape inner and outer environments governing organization so that they choose appropriate goals to satisfy the employees' need and be successful in motivating their employees...[Interestingly, they utilize] several different tools and programs to create

the motivation in the employees that some of them includes 1) Management Based Objective (MBO) 2) Modifying the behavior 3) Employees' participation 4) Variant rights-based programs 5) Skill (competence)-based payment plans [and] 6) Flexible benefits' plans." Hence, the employee perceives the connection between how much one's efforts can bring fourth his or her performance and achieve a valuable and desired outcome.

Equity Theory

The equity theory is "a theory of motivation based on the comparison of one's inputs to outcomes with those of another person to determine if a situation is fair. These determinations of equity dictate subsequent actions taken." The employee will try to seek justice by either (1) slacking, (2) demand for more pay or unethically stealing from the organization, (3) "distorting [one's] perception of the situation…for example…modify [one's] thinking so that you believe your coworker is actually doing more than you originally believed…[or] your coworker is required to perform tasks that nobody likes to do" or (4) "changing the person to compare" or (5) resign the organization [1]. Shultz (2014) warns that "if a motivational practice makes people believe that work is going to fulfill whatever needs they have, accomplish meaningful tasks, or make their lives better, but in reality, it does not, the practice could be immoral."

Goal Setting

Goal setting theory is "a theory of motivation based on directing one's effort toward the attainment of specific goals that have been set or established" [1]. Goals can be either "learning goals" or "performance goals". Employees who are given goals that are "difficult and attainable" tend to be motivated and perform better. Moreover, performance is also correlated to the level of commitment by the employees. Interestingly, employees more committed to "self-set or participative-set and publicly declared" goals. Another aspect of goal setting that is very important is "feedback…because it helps individuals know if they need to adjust the level or direction of effort or utilize different strategies to reach their goals" [1]. Metha and Divya (2013) [5] postulate that "challenging goals may communicate high levels of confidence in the abilities of employees and increase self-efficacy and performance and the positive feelings may also manifest in enhanced employee commitment."

Self-Regulation

Adding on to goal setting is self-regulation as employees proactively "[monitor] their own behavior, seeking feedback, responding to the feedback, and forming opinions regarding their likelihood of success in future endeavors…self-regulation has been most commonly used to try to understand how goals are set, the process by which goals influence behavior, the reasons for goal attainment or nonattainment, and how goals are revised or new goals are set" [1].

Work Design Theory

The work design theory model is "a theory of motivation based on the presence of dimensions or characteristics of jobs that foster the expenditure of effort" (Muchinsky & Culbertson, 2016). Muchinsky and Culbertson postulate that there are five attributes in the work design theory:

- **Skill variety-**the extent to which a job requires a number of different activities, skills, and talents;
- **Task identity-**the degree to which a job requires completion of a whole, identifiable piece of work – that is, doing a job from beginning to end, with visible results;
- **Task significance-**the job's impact on the lives or work of other people, whether within or outside the organization;
- **Autonomy-**the degree of freedom, independence, and discretion in scheduling work and determining procedures that the job provides; and
- **Task feedback-**the degree to which carrying out the activities required results in direct and clear information about the effectiveness of performance.

Hence, work design theory declares that "it is properties of the job or the workplace that foster motivation in people. In short, motivation is not a durable personal attribute or a trait that some people possess more of than others, but rather a variable attribute that can be enhanced if properly and intentionally designed within a work environment" [1].

Where work design theory is concerned, Hilliard (2013) [6] warns that the following matters pertaining to motivation must be taken into account:

- Organizational Structure-Both scholars and practitioners have long been interested in understanding why seemingly similar organizations and work systems produce very different outcomes. A considerable part of the answer stems from differences in underlying processes used, organizational culture, information collection and use, levels of centralization and decentralization, incentive and reward systems, senior management roles, and much more. A number of concepts have been identified as being of key importance in terms of organizational implementation, chiefly the role of incentives, the decision-making apparatus, and evaluation systems.
- Crowding Out-The use of sanctions tends to produce shirking, as workers see the threat as a trust issue. Agency theory suggests that workers will respond to increased monitoring with increased effort, whereas crowding out theory argues the opposite, that the fact of being monitored leads to lower motivation due to perceived lack of trust, in situations where a personal relationship exists between the principal and the agent. However, this is not the case in situations of abstract relationships.
- Free-riding-A common economic issue, and of particular concern to CSR/CSP scholars and practitioners, this concerns a situation where individual

members of a group gain from the actions of the group without providing any effort themselves. In the case of group productivity, an individual may calculate that his proportion of the group rents may not increase sufficiently to warrant the effort, and thus shirk. Two additional points here are that (i) the bigger the group the greater the incentive to shirk will be, and (ii) freeriding is possible with output-based [Equity Theory] but not action-based motivation [Goal Setting].

Additional Motivational Strategy: Organizational Citizenship Behavior

Organizational citizenship behavior also known as "pro-social behavior, extra-role behavior, and contextual behavior", is going above and beyond the call of duty at work. It is an action, or set of actions, that while not necessary to complete the individual employee's functioning, nevertheless benefits the company as a whole [1]. Sarikwal and Gupta (2013) [7] list the following types of organizational Citizenship Behavior:

- Altruism (Helping) may be regarded as the selfless concern for the welfare of others. It includes displaying voluntary actions to help another person with work related problems. For example, instructing a new hire on how to use equipment or helping a coworker catch up with a backlog of work.
- Courtesy is aimed at avoiding actions that make colleagues' work harder and preventing work related problems with other co-workers. It includes the gestures to prevent interpersonal problems to emerge. For instance, consulting with other individuals' before taking steps that might affect them.
- Civic Virtue includes behavior which ensures a responsible participation in and involvement with life of the employing organization.
- Conscientiousness involves exhibiting behavior that goes beyond the minimum requirement of the work role.
- Sportsmanship consists of willingness to tolerate less than ideal circumstances without complaining about the same.

Sarikwal and Gupta postulate that employees who exhibit "a high degree of organizational citizenship behavior…could lead to reduced employee absenteeism, reduced turnover, employees' satisfaction and employees' loyalty."

On the similar side of the coin, Hilliard (2013) [6] believes that "talent retention" with "higher levels of motivation" and "improvements in organizational cohesion" can be discovered in the area of Corporate Social Performance (CSP) or Corporate Social Responsibility (CSR) that connote "actions that appear to further some social good, beyond the interests of the firm and that which is required by law" as part of a responsible management initiative of the firm. Furthermore, Hilliard researched that "over 90% of employees would prefer an employer which balances economic, social, and environment objectives, links such objects to overall organizational mission and values, and

that such a stance would influence their decision to join and stay with a company…employees will judge the CSP policies of the organization through the perception of overall organizational justice." Interestingly, "positive motivation and increased productivity are likely outcomes in organizations displaying high levels of social and environmental responsibility [such as]. work/family conciliation, occupational health and safety, human rights and child labor issues, labor/management relations, training and education, diversity and equal opportunity, non-discrimination, community development" [6].

Additional Motivational Strategy: Inducing Employees' Satisfaction via Environmental, Interpersonal and Psychological Means

With reference to Hawthorne studies, another perspective in looking at increasing workplace productivity is to "increase employees' satisfaction". Employees' satisfaction can be induced via environmental, interpersonal and psychological components [5].

From a psychological standpoint, the introduction of flexible working hours, having "no adverse impact on productivity showed "significant positive effects" using pre-test and post-test assessments [5]. Moreover, Kordbacheh et al. (2014) report that "flexibility at work" was correlated to elevated employee engagements with employees 45 years of age and older even more engaged than the younger employees. Other psychological interventions include a higher "quality of work life" such as "training, goal setting, financial compensation, participative supervision, and socio technical systems design" which led to "more favorable attitudes toward work [productivity]" [5].

In terms of leadership style, Metha and Divya (2013) [5] postulate that "democratic leadership has a moderate positive correlation with [employees'] satisfaction, [although]…this relationship may be moderated by task complexity." Additionally, "employee ownership" coupled with "employee participation" leads to higher level of workplace productivity. Nevertheless, "employee participation" alone is indirectly "influencing employee attitudes and behavior which have an impact on internal performance] and work place productivity which leads to "an impact on sales and profitability" [5]. Similarly, Antelo, Henderson, and Clair (2010) [8] suggest that it is the most important task for the leader to decide on the factors that impact work motivation. They further elaborate that leadership can be complexly defined as a "dynamic relationship based on mutual influence and common purpose between leaders and [employees] in which both are moved to higher levels of motivation and moral development as they affect real intended change." Hence, leadership is "mutual and collaborative" and interestingly, "it is not the leader who creates leadership; it is leadership that creates the leader…under this perspective the leading act generates the leader who is a resulting outcome of the leadership process…[and] is strongly influenced by the [employees] while they work together to achieve an important goal" [8]. Muchinsky and Culbertson (2016) [1]

would probably coin the above as "transformational leadership" which is the "highest end of the spectrum" of the "Full-Range Leadership Theory".

Metha and Divya (2013) [5] also postulate that "psychological well-being" and "work environments" influence the workplace productivity levels of the employee. Metha and Divya explained further that "workplace environment impacts employee morale, productivity and engagement, both positively and negatively…[negative are those that] are unsafe and unhealthy [such as]…poorly designed workstations, unsuitable furniture, lack of ventilation, inappropriate lighting, excessive noise, insufficient safety measures and lack of personal protective equipment…[employees] working in such environment are prone to occupational disease and it impacts on employee's performance."

Rajendran and Elizabeth (2014) [9] advocate a stress-free work environment because "workplace stress affects the performance of the brain, including functions of work performance, memory, concentration and learning…providing serious litigation for all employers and organizations, carrying significant liabilities for damages, bad publicity and loss of reputation." Rajendran and Elizabeth delineate the following roles to be played by leaders to create a stress-free environment for employees in order to increase workplace productivity for the organization:

- The attitude of the managers or superior should always be positive and emphatic. Recruitment and Selection of the employees should be done in most unbiased manner, each employee should be given right job, and all the other formalities should be followed to make the worker feel at home.
- Improve communication with the employees – Share information with employees to reduce uncertainty about their jobs and futures. Clearly define employees' roles and responsibilities. Make communication friendly and efficient, not mean-spirited or petty.
- Consult the employees-Give workers opportunities to participate in decisions that affect their jobs. Consult employees about scheduling and work rules. Be sure the workload is suitable to employees' abilities and resources; avoid unrealistic deadlines.
- Show that individual workers are valued – Offer rewards and incentives. Praise good work performance, both verbally and officially, through schemes such as Employee of the Month. Provide opportunities for career development.
- Promote an "entrepreneurial" work climate that gives employees more control over their work.
- Cultivate a friendly social climate – Provide opportunities for social interaction among employees. Establish a zero-tolerance policy for harassment. Make management actions consistent with organizational values.
- The superior should study each member under him, knowing each person's working capabilities, personal efficiency, likes and dislikes and their home environment and allot work accordingly but at the same time, should also see to it that the employees do not take undue advantage of the situation.
- The head should treat all the subordinates under him in an impartial manner. For him every one is important, irrespective of what position they hold.
- Performance appraisal of the workers should be done in an unbiased manner and after the appraisal, the employee should be taken into confidence, by making him feel that appraisal is not done to put them down but it is for the development and growth of the organization and if there is any negative appraisal, the employee should be called and given suggestions on performance improvement.
- The superiors should never talk about the negative traits of an employee to any other person except to the concerned person himself, so that the particular employee gets an opportunity to change him accordingly for the benefit of the organization and enhance his personal satisfaction.

Thus, if the employer or the boss abides by the suggestions given above, then the relationship between the employees of various levels of management will be cordial and there will be less or no wastage of various factors of production i.e. is men and material. Another motivational strategy that is coming from the interpersonal angle is from Mao et al. (2012) [10], in which they examine the hypothesis that "workplace friendship will have a positive relationship with perceived job significance, i.e., employees with more workplace friendship will perceive higher job significance." Mao et al. found that "workplace friendship facilitates the intrinsic motivation of perceived job significance". Hence, they suggest that "the design/redesign of [an employee's] task and/or standard operation procedures should take account of not only the job factors…but also the person factors, i.e., the perspective of employees' interactions and subjective perceptions." Mao et al. argue that "friendship involves positive and caring feelings for one another…[since] friends truly care about each other, and they pay attention to and fulfill each other's needs more than non-friends do…friends can offer more explanation to their partners…[likewise] workplace friends are more likely than non-friends to pay attention to and be aware of each other's work situation…[hence,] workplace friends would be more aware of the impacts of each other's jobs and thus perceive their jobs' significance more highly…on the other hand, friends tolerate each other's disagreements more than acquaintances do…[interestingly] workplace friends will exchange negative information/viewpoints that are related to their jobs/organization and are not exchanged in [a mere] work relationship." A workplace friendship will "increase mutual assistance and support, better communication and coordination, and community building among friends, and…increases work motivation" [10].

Parallel to workplace friendship, Lebbon and Hurley (2013) [11] establish the effects of workplace leisure behavior such as Internet usage for non-work activities have a favorable

impact on work productivity provided the time spent on workplace leisure is less than 15% of the total work hours.

Duari and Kumar (2013) [12] postulate that workplace happiness is the "key factor in motivation and productivity", as well as "retaining key people within an organization." Duari and Kumar further describe that it's impossible to get the level of "dynamism, efficiency and enthusiasm from someone who is unhappy." Workplace happiness is a choice and it cannot be forced because "if anybody creates a mood where it is right to be happy and wrong to be unhappy, people will rebel against that and actually become less happy" [12]. Duari & Kumar illustrate an example where people working at Honda go to work at the company to "enjoy themselves" and happy people are "more optimistic, outgoing, likeable, motivated and energetic…all essential qualities for business success." Duari & Kumar provide the following eight psychological techniques how an employee can be happy:

- **Optimism:** Optimism means positive self beliefs. It is about perspective, how a person can choose to interpret and explain the world to ourselves. If something challenging occurs and worker think, just my luck, bad thing always to me, the worker reducing their happiness. For this reason, worker always think positively that "I can able to do the work."
- **Gratitude:** Consciously, willing and deliberately take moments thought the day to feel gratitude and to express to others develop positive working environment, which leads to good relationship between co-worker and they performance their work efficiently.
- **Forgiveness:** In the workplace, if the any worker makes any mistake other co-worker help him, how to solve the mistake without quarrel. Letting go if ill with to word others and oneself surrendering resentments and regrets and making peace with the past clears the way for happiness to be felt more often and more deeply.
- **Improve Self-talk:** People self-talk transform the negative and punishing to positive and emerging in workplace. When worker make a mistake and thinking that "I am idiot". In this situation the worker takes a deep breath and ask himself a question like, "How can I use my smarts to make this better?" Positive self-talk diffuses stressful situation and when the brain relaxes it is more creative and better at problem solving.
- **Flow:** Being in a state of flow actually increases worker happiness. If the worker does any activity, interest or hobby enjoying so much that worker loses all his track of time when they are engaged in it? That state of being where worker forget about everything is called "flow".
- **Savor:** Savoring is about being in the pleasure moment. The workers do their work while they are enjoying the activity and they can savor their memories afterward. Savoring is powerful technique increase workplace happiness.
- **Reframe:** Reframing is another technique to shifting the worker perspective. In reframing the worker have to look at a stressful situation as if it were an actual photography and think about the different of ways to solve the problems. By reframing the worker creating a different view and perspective of the same picture, which can help them to transform negative feeling and responses into positive and happiness situation.
- **Build on strengths:** Different study shows that enduring happiness comes from spending time in one's strength then deliberately and creative build on them. If the worker uses their skill in works better at creative lasting happiness.

Duari and Kumar also suggest the following for leaders to "inoculate happiness in workplace" making it a little "fun" into your workplace as follow:

- Allow for flextime: Giving your employees some flexibility in their work schedules shows your concern for their personal lives. In addition, allowing employees to work from home occasionally can be a great motivator, making the days in the office a lot more productive and less stressful.
- Schedule exercise breaks: There are no reasons you cannot copy what many larger corporations are doing these days…. Squeezing in dance breaks throughout the day during which employees step out of their offices or cubicles to do a group stretch to music. Every week pick a new exercise and a new stretch leader to get everyone going.
- Cultivate fun: Make your office an exciting place to be by holding frequent contents, celebrations, and team building activities. Surprise everyone by ordering in lunch or by starting out the day with coffee and pastries in the kitchen.
- Lead with laughter: Understand that taking is minutes to laugh will increase productivity, not reduce it. People think more clearly and operate more productively when they have had a break that clears the cobwebs from their brains. Laugh a lot and encourage your team to do the same.
- Encourage mini time-outs: Encourage everyone to relive daily stress by taking a few minutes to do something they enjoy. A small break in the day's routine can really reinvigorate a person's though process. Take short break yourself and encourage others to take them. Do whatever helps you to disengage from the project at hand such as work on a crossword puzzle, listen to music, take a walk around the block, or browse through a nearby bookstore.
- Find the humor in negative situations: Lead the way in joking about difficult situations in the company. When people can laugh in the midst of an impending deadline, make fun of themselves after making a mistake, or share the story of a horrendous (but humorous) customer experience, then can defuse a lot of tension and stress. They also clear the way for themselves and other to work on those issue with greater enthusiasm and clarity.
- Create a fun squad: Ask for employees' ideas for ways to add fun to the work place. Consider creating a "fun squad" whose job is to dream up ways to bring lighthearted fun into the office. Let people use their

creativity to raise the level of laughter, and there will be creativity left over for more concrete business objectives.

- Acknowledge anniversaries: Celebrate the day each employee joined you team. Let them know much you appreciate their contributions with a small gift, Cake, or token of gratitude for the role they play in the company.

- Build a ''wall of frame '': Designate an area where you can post pictures of team members, thank you notes from clients and customers, and clippings about the organization's success. Celebrate your people whenever and wherever you can.

- Step out occasionally: Plan occasional group excursions to get everyone out of the office in a while. Have a group in a nice restaurant, hold an offsite meeting at a museum or botanical gardens, or everyone on an impromptus trip to the movies.

- Designate a humor corner: Transform one comer of your break room or other area into a humor comer. There you can post cartoons, funny quotes and pictures, and other illustrations designed to relieve stress.

Conclusions

There is no one-size fits all to which motivational theory is the best. However, Muchinsky and Culbertson (2016) [1] postulate the interplay between three chief determinants to human behavior that suggest leaders to adopt the most appropriate motivational strategies to increase workplace productivity. They are (1) Ability, (2) Motivation and (3) Situational Factors which include "constraints". Muchinsky and Culbertson made a stark point that the first thing leaders should do is to remove the constraints as they obstruct the variety of employees' behavior. An example is a "situation constraint" where the lack of technology such as computers that inhibits employee to use emails (behavior constrained). Assuming that the behavior is not constrained, Muchinsky and Culbertson propose the next determinant to look at is whether the employee has the necessary knowledge, skills, abilities or others (KSAOs) to facilitate the needed behavior. If there is a lacking of these KSAOs, a larger "motivational component" is needed to learn the required KSAOs to perform. Otherwise, other "several types of motivational issues" are to be considered. Muchinsky and Culbertson believe that if KSAOs are inherent but the employee feels "bored or indifferent", the motivational issue will be "arousal" to ignite the interest to engage in the task. On the other hand, if the employee has the interest but initiatives seem to fail, Muchinsky and Culbertson postulate that "energies are being channeled in the wrong direction." However, certain tasks require a harder amount of effort which "a high intensity of motivation" is required to generate this high amount of effort in order to reach the desired objective. Muchinsky and Culbertson also propose a final component to motivation, which is the "persistence

dimension" as some results may require perseverance and efforts dedicated over a long period of time. Nevertheless, additional motivational strategies have been discussed and how they were used to retain employees as well as enhancing their satisfaction.

References

1. Muchinsky PM, Culbertson SS (2016) Psychology Applied to Work: An Introduction to Industrial and Organizational Psychology (11th ed.). Summerfield: Hypergraphic Press, Inc.

2. Kordbacheh N, Shultz KS, Olson DA (2014) Engaging Mid and Late Career Employees: The Relationship between Age and Employee Engagement, Intrinsic Motivation, and Meaningfulness. Journal of Organizational Psychology, 14: 11-25.

3. Shultz T (2014) Evaluating Moral Issues in Motivation Theories: Lessons from Marketing and Advertising Practices. Employee Responsibilities and Rights Journal 26: 1-20.

4. Reza HA, Piran FN, Ahmadi MM, Mir MS, Hassan FN, Ahmad SH (2013) Study and Impact of Manager's Role in Improving Employees' Empowerment Process. Kuwait Chapter of Arabian Journal of Business and Mangement Review 2: 30-36.

5. Metha KJ, Divya J (2013) Psychological Impact of Human Resource on Productivity. TSM Business Review 1: 79-83.

6. Hilliard I (2013) Responsible Management, Incentive Systems, and Productivity. Journal of Business Ethics 118: 365-377.

7. Sarikwal L, Gupta J (2013) The Impact of High Performance Work Practices and Organizational Citizenship Behaviour on Turnover Intentions. Journal of Strategic Human Resource Management 2: 11-19.

8. Antelo A, Henderson RL, Clair NS (2010) Understanding the Process Model of Leadership: Follower Attribute Design and Assessment. Journal of College Teaching and Learning 7: 9-36.

9. Rajendran A, Elizabeth N (2014) Necessary Steps to be Induced and Followed for Creating Stress Free Work Environment in an Organization. International Journal of Organizational Behavior & Management Perspectives, 3: 704-707.

10. Mao HY, Hsieh AT, Chen CY (2012) The Relationship between Workplace Friendship and Perceived Job Significance. Journal of Management and Organization 18: 247-262.

11. Lebbon AR, Hurley DT (2013) The Effects of Workplace Leisure Behavior on Work-related Behavior. Journal of Behavioral Studies in Business 6: 1-18.

12. Duari P, Kumar SS (2013) Importance of Happiness at Workplace. Indian Journal of Positive Psychology 4: 453-456.