CHAPTER 19

MOTIVATION

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Introduction
Motivation functions to arouse a person to act towards a desired goal, which in the process elicits, controls, and sustains certain goal-directed behaviours. It also reinforces an action towards a desired goal. Motivation theories can be categorised into two phases, namely early theories of motivation and contemporary theories of motivation. The former provided the foundation for the latter stage of theories, which mostly concentrated on the needs of individuals. The relevant theories are Maslow’s hierarchy of needs, Alderfer’s existence, relatedness and growth theory, theory X and theory Y, the two factor theory and McClelland’s theory of needs. The contemporary theories of motivation have relatively better support in terms of research conducted. Among the related theories are goal-setting theory, self-efficacy theory and reinforcement theory. All of the theories above may differ from one another in terms of their strength of prediction, so managers may need to promote their interrelationships in motivating employees at the workplace. The practicality of those theories is that they complement each other in explaining the concept of motivation, including its applicability in organisational workplaces.

Early Theories of Motivation
Maslow’s Hierarchy of Needs
Maslow’s theory of motivation assumes that in every individual there exist