

**MOTIVATION AT WORK : A CASE STUDY IN
AMMERCHANT BANK BERHAD SARAWAK**



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CHAPTER ONE

INTRODUCTION

1.0 Introduction

Employee's performance is frequently described as a joint function of ability and motivation, and one of the primary tasks facing a manager is motivating employees to perform to the best of their ability (Moorhead & Griffin, 1998). In fact, motivation has been described as "one of the most pivotal concerns of modern organizational research" (Baron, 1991: 1).

But what exactly is work motivation? Pinder (1998) describes work motivation as the set of internal and external forces that initiate work-related behavior, and determine its form, direction, intensity, and duration. Work motivation is a middle-range concept that deals only with events and phenomena related to people in a work context. The definition recognizes the influence of both environmental forces (e.g., organizational reward systems, the nature of the work being performed) and forces inherent in the person (e.g., individual needs and motives) on work-related behavior.

An essential feature of the definition is that it views work motivation as an invisible, internal, hypothetical construct (Pinder, 1998). We cannot actually see work motivation nor can we measure it directly. Instead, we rely on established theories to guide us in measuring the observable manifestations of work motivation. For some theories (e.g., equity theory), work motivation is expected to manifest itself in both attitudinal (e.g., satisfaction) and behavioral (e.g., performance) measures, whereas for other theories (e.g., goal-setting) the primary manifestation of work motivation is behavioral (e.g., enhanced performance when ability is held constant).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter will discuss on the past research and theories which has been done and introduced by past researchers on the scope of motivation and its factors. The concept of motivation, the concept of motivation at work and its variables will also be discussed in this chapter. The research dimension on variables of motivation will also be discussed.

2.2 The Concept of Motivation

Motivation is the concept used to describe the forces acting on or within an organism to initiate and direct behavior. The concept of motivation can be used to explain the differences in the intensity of behavior. Intensity is directly proportional to levels of motivation. It is concerned with how hard a person tries. However, high intensity is unlikely to lead to favorable job-performance outcomes unless the effort is channeled in a direction that benefits the organization. This concept helps to explain why behavior occurs in one situation but not in others.

It also explains further the definition given by Luthans (1995) which defined motivation as a process that starts with a physiological or psychological deficiency or need that activates behavior or a drive that is aimed at a goal or incentive.