



International Journal of Advanced Academic Studies

E-ISSN: 2706-8927

P-ISSN: 2706-8919

www.allstudyjournal.com

IJAAS 2021; 3(4): 82-84

Received: 06-08-2021

Accepted: 09-09-2021

Nasibullah Zaky

Assistant Professor,
Nangarhar University,
Jalalabad, Afghanistan

Janat Gul Zazai

Assistant Professor,
Paktia University, Gardez,
Afghanistan

Corresponding Author:

Nasibullah Zaky
Assistant Professor,
Nangarhar University,
Jalalabad, Afghanistan

Investigating the role of motivation in organizational development

Nasibullah Zaky and Janat Gul Zazai

DOI: <https://doi.org/10.33545/27068919.2021.v3.i4b.640>

Abstract

The purpose of the present study is to investigate the role of motivation in the development and development of the organization. In the present era, in fact, the discussion of the role of motivation in all organizations is one of the most important issues of interest to management scientists. Motivation encourages employees and leads to a fundamental change in organizations. This research is a descriptive study, which has been used from various sources to gather information about the role of motivation in the development and development of the organization. In order for an organization to thrive, its leadership must value motivation and have accurate information on the needs of its employees. Motivation is one of the most important tasks of a manager because the growth of an organization depends on motivating and satisfying staff needs. Ways to motivate an organization to grow include giving money, admiring and helping subordinates. In general, organizations need motivation for their growth and development, which also leads to employee satisfaction in the organization.

Keywords: Motivation, progress, development, organization, staff

Introductions

Motivation is one of the most important factors in the growth and survival of an organization. In an organization, many tasks, such as setting goals, setting goals, coordinating and directing subordinates' activities, and other things, can be done successfully when the leadership is capable and within the organization to improve as well as achieve. The goals of that organization are to motivate its employees. Motivational managers are actually transformational leaders who make significant changes in the organization. Motivation has to do with human life and how to achieve the goals of life. If we find that people are struggling and working with happiness and hope, it is because people feel alive and living and find a meaningful relationship between their work and their lives and their lives. In fact, motivation and motivation are concepts that can explain the behavior of any human being and help us to interpret and validate the flow of human life. The central theme of motivation is to understand human behavior and the factors that influence it. Achieving such a sensitive subject and a wide range of other issues are involved. Understanding the human being and his needs, understanding the environment and the environmental factors associated with his needs, the experiences and events that occur in people's lives to meet their needs, the management styles and methods that provide the context for the needs. Constructing, adapting to the goals of the organization and the needs of the human being, and finally the relationships between the human beings, are issues that need to be addressed in the context of motivation (Mirkamali, 1392, 290 - 292) [8]. In fact, the inefficiencies and shortcomings of organizations, especially in Third World countries, which have been caused by a lack of attention to motivation, have become a serious problem. Therefore, it is necessary for organizations to see different changes in different fields and use motivation to motivate employees to achieve the desired goals in the organization. In fact, an uninspired organization is an endless organization, and interpersonal relationships are dry and cold. Therefore, it is necessary to discuss the role of motivation in the development of the organization. In this study, it is attempted to answer the following two basic questions: What is the role of motivation in the development of the organization? Does employee motivation matter in the workplace?

Importance and necessity of research

Motivation plays an important role in the development of different organizations today and is one of the factors related to the development of organizations.

As it is, today's society is an organizational society and the people in this organization are growing and fulfilling their needs. This growth and fulfillment of needs will occur when the CEO or leader of an organization motivates his subordinates and strives to meet their needs. So motivation is one of the important factors in the list of developer issues. It is important to address this issue because a large number of organizations in third world countries, especially in Afghanistan, do not pay special attention to motivate or motivate their employees, in fact they do not understand the motivation role in development. Organizes Therefore, the issue of the role of motivation in the development and development of the organization is studied, so as to pay attention to those organizations that do not care about this important issue, to motivate their subordinates as well as to satisfy their needs within the organization. Take care and strive to improve the affairs of the organization. Therefore, this research is of particular importance.

Background research

In his book *Philosophical Foundations and Theories of Leadership and Organizational Behavior*, Sayed Ali Akbar Afjeh (1388, 192) ^[1] quotes Chester Barnard (1930) as saying that he proposed an equilibrium mode to motivate employees and workers, describing this mode as follows. It stated: "Complete and pure satisfaction in which workers do not quit their job and know the organization so that the benefits of working in the organization outweigh the disadvantages". In the book *Human Resources Adaptive Management*, Nasser Stanikzai (1391, 38) ^[11] writes: Employee motivation factors and their needs and attention to the individual differences of each employee is one of the most important management issues. The job is to motivate and motivate people to do the job, mainly through incentive payments, written appreciation, or job change. David E. Astat, translation of Kamal Kharazi (1392, 111) in *Psychology's application of management training*, states that managers should encourage their employees to believe that the needs and goals of the organization are really similar to their needs and goals. Nasser Stanikzai (1391, 38 - 39) ^[11] in his book *Adaptive Human Resource Management*, quotes Friedrich Taylor as saying that "subordinates are essentially motivated by money, which is mostly given to the general level of livelihood".

Research Method

The present study is a descriptive review, using online books, resources and articles in order to gather information on the motivational role of organizational development.

Define motivation and organization

Motivation is a set of forces that make people behave in a certain way (Griffin, n.d). Hellerigel, Slocum, and Woodman see motivation as a set of forces within the individual that cause one to behave toward a particular purpose. The motivation to manage is to create the desire, passion and desire to do the work, to encourage, satisfy, and satisfy employees by satisfying their rational material, social, and psychological needs (Mirkamali, 1392, 294) ^[8]. Motivation is the part of psychology that is associated with motivating and guiding behavior (Cardwell, 2002). The

word motivation expresses words such as stimulation, movement, and emotion or feeling. All these words imply some state of activity and movement (Birjandi and Merhrgan, 2011) ^[2]. An organization, group, or group of individuals and individuals who collaborate to achieve specific goals (Perch, Roozbahani, Diedavar & others, 1397) ^[9]. Organization is a social unit (groups of people) that are consciously constructed and restructured to achieve specific goals (Hall, quoted from Atzioni, Translators: Parsayans and Erabi, 1384, 50) ^[6].

The Role of Motivation in Organizational Development

(Afjeh, quoted by Chester Barnard, 1388, 192) ^[1] Proposed a balance between motivating employees and workers, stating: "Complete and pure satisfaction in which workers do not quit their jobs and leave the organization to know themselves so that the benefits of working in an organization outweigh the disadvantages." Employee Motivation Factors and Their Needs and Considering the Individual Differences of Each Employee Is One of the Most Important Issues in Management One of the key factors in achieving the goal of motivating and motivating people to do the work is mainly paid for. Encouragement, written appreciation, or change of duty (Stanikzai, 1391, 38) ^[11]. David E. Astat, Translation: Kharrazi (1392, 111) Managers should encourage their employees to believe that the needs and goals of the organization are really similar to their needs and goals. The subordinates are essentially motivated by money, which is mostly attributed to the general level of livelihood (Stanikzai quoted by Friedrich Taylor 1391, 38-39) ^[11]. Satisfying the need and motivation for self-esteem will lead to feelings such as self-esteem, the value of power, competence, adequacy, and usefulness. But ignoring this need can lead to feelings of inferiority, weakness, and helplessness. These feelings, in turn, will create discouragement and despair (Mirkamali, 1392, 297) ^[8]. According to the theory of human relations, the task of the leader must be to facilitate the attainment of goals by helping their subordinates, and at the same time, to provide opportunities for their personal growth and development. The leader's attention is mainly on the needs of the individual, not the needs of the organization (Hersy & Blanchard, 1972, Translator: Alaqaband, 1394). Another factor in the organization's development is the creation of a positive organizational culture, one that focuses on empowering employees, rewarding more than punishing them, and emphasizing the vitality and growth of individuals. Creating a positive organizational culture means hiring subordinate managers to do the right thing. Skillful admiration is also part of creating a positive culture (Robbins, 1943, Translator: Zari, 1393) ^[10]. Worm, the inventor of the theory of expectation, believes that it is not enough to motivate a person to satisfy his most important needs because he must be reasonably convinced that he is capable of receiving rewards, such as when he is told if sales increase in his area of operation, he will be assigned to sales management, and if he finds this to be practically impossible, he will probably find no incentive to do so (Shariatmadari, 1395, 120) ^[12]. Motivation is therefore important because of its importance as a determinant of performance and because of its intangible characteristics. The motivational framework in the diagram below, a good starting point is to understand how motivational behavior occurs. The process of motivation begins with a deficiency or need. For example, when a worker feels that their pay is low, they experience the need to earn more money. Instead,

workers are looking for ways to satisfy needs, such as trying to find a new job or looking for a new job. He then chooses an option to follow. After choosing an option, the employee strives to work longer and longer hours, for example,

evaluating his success. If her hard work raises salaries, she will probably feel good about things and will continue to work hard. We will probably try another option if there is no increase (Griffin, n.d).

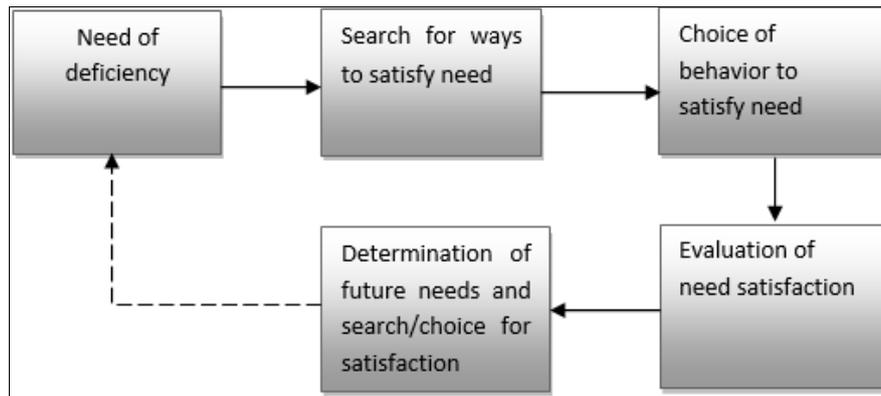


Fig 1: The Motivation Framework

Motivation and Job Satisfaction

Generally speaking, job satisfaction means a person's overall feelings about their job and whether or not they like their job and its results. Although various factors affect job satisfaction, in most researches and opinions of the experts, motivation has been emphasized as the main factor of job satisfaction. Abraham Maslow, and especially Frederick Herzberg, have placed a great deal of emphasis on the relationship between needs and motivation on job satisfaction. Among the various tools designed to measure job satisfaction, the majority emphasize the factors that meet a person's needs and motivations. For example, the Minnesota Manhattan Job Satisfaction Questionnaire (MSQ) contains factors of working conditions, opportunity to progress, freedom to express opinions and judgments, rewards for doing well, and the feeling of accomplishment at work, most of which are related to meeting needs (Mirkamali, 1392, 299 - 300) [8].

Discussion and conclusion

This article discusses the role of motivation in organizational development. From the foregoing discussions, we have come to the conclusion that organizations need motivation to grow and develop, and this is one of the most important duties of a manager or leader in an organization. Motivation, in fact, is a condition that forces individuals to behave in a certain way to achieve the goals of the organization. As Nasser Stanikzai pointed out in his research to motivate employees by paying incentives, writing gratitude, or job change. But the research found that satisfying the need and motivation would lead to self-esteem, self-esteem, and value for power, competence, efficiency, usefulness, productivity and productivity. Another study by Nasser Stanakzai also states that: The subordinates are basically motivated by money, which is mostly given to the general level of livelihood. Unless, in the present study, it was found that providing support to subordinates and, at the same time, opportunities for their personal growth and motivation also motivated and promoted the organization. On the other hand, it can be said that motivation also leads to job satisfaction among subordinates, in which Maslow and Herzberg emphasized on the relationship between needs and motivation on job satisfaction. Whatever the basic needs and motivations of the employees are met, the same will lead to the

development of the organization. In general, I think managers need to be learners and transform the organization into a learning organization, in order to learn many ways to create motivation. If an employee is incapable, the manager can train or replace the employee. If there is a resource problem, the manager can fix it. But if motivation is the main problem, the task of the manager is challenging. Individual behavior is a complex phenomenon and the manager may work hard to determine the exact nature of the problem and how to solve it. Motivation is therefore important because of its importance as a determinant of performance and because of its intangible features.

References

1. Afjeh, Sayed Ali Akbar. Philosophical foundations and theories of leadership and organizational behavior. Sixth Edition. Tehran: Samt Publications 1388.
2. Birjandi Parviz, Merhragan Kamran. English for the Students of Psychology. Tehran: Sepahan Publications 2011.
3. Cardwell Mike, Friends. Psychology for A Level. Second Edition. Thailand: HarperCollins publishers Limited 2002.
4. Griffin Ricky W (n.d.). Management Principles and Applications. Tenth Edition. Texas A & M University.
5. Hersy Paul, Blanchard Kent. Managing Organizational Behavior Using Human Resources. Forty Editions. Tehran: Amir Kabir Publications 1394.
6. Hall Richard H. Organization; structure, process and approaches. Translators: Ali Parsayans and Sayed Mohammad Erabi. Fourth Edition. Tehran: Office of Cultural Research 1384.
7. Hui Wayne Key, Miskel Cecil J. Education Management. Translators: Nader Solimani & others. Tehran: Samt Publications 1394.
8. Mirkamali, Sayed Mohammad. Educational Leadership and Management. 19th Edition. Tehran: yastoron Publications 1392.
9. Perch, Mehrdad others. Comprehensive management book. Tenth Edition. Tehran: Mehraban Publishing Institute 1397.
10. Robbins Steven, Jaj Timothy. Organizational behavior. Translator by Mehdi Zari. Volume II. Third edition. Tehran: Nass Publications 1393.
11. Stanikzai, Mohammad Nasser. Adaptive Human Resource Management. Kabul: Sayeedi Publications 1391.
12. Shariatmadari, Mehdi. Fundamentals and Principles of Management. Fifth Edition. Tehran: Koohsar Publications 1395.