

# [Parry goal in order to fulfil some](https://assignbuster.com/parry-goal-in-order-to-fulfil-some/)

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Parry and Kelliher (2009) emphasise that staff are one ofthe most important assets in NPOs and managing paid and volunteer satff is avaluable skill for HR managers. This is the part that strong motivationalskills are needed to go through the problems. Employee Motivation in NPOs canbe demonstrated as a core successful factor as they are more employee-orientedand both paid and volunteer staff have an important role in achievingorganisational success and goals. Despite for-profit organisation that moneyhas driven employee motivation, in NPOs people are treated differently, theyare motivated by financial rewards; instead, they are motivated and working foraltruistic reasons or to gain skills and experience. Therefore, in this regardsHRM has a vital role to keep and remain staff motivated and retain them forlonger period in the organisation (Wisner et al., 2005). It is not easy to define the terms of motivation due to veryhigh level of its subjectivity (such as psychology and management) anddependency of individual’s will which is significantly differ.

According toMullins, (2016, p. 253) “ motivation is the driving force within individuals bywhich they attempt to achieve a goal in order to fulfil some need ofexpectation.” Motivation is an expression of a person’s need; hence it ispersonal and internal (Davis, 1981). In McKenna’s words (1994), motivationrefers to the driving forces behind both the actions and behaviours of anindividual or a group. It includes an amalgam of beliefs, perceptions, values, interests, and actions that are all closely related. Barnett (2006, p. 563)states that “ motivation can be broadly defined as the forces acting on orwithin a person that causes the arousal, direction, and persistence ofgoal-directed, voluntary effort”. For Latham (2007), motivation involves three separatefactors: a person’s choice of what to do, how hard they try and how long theykeep trying.

He states that motivationis both a concept and a process and that it controls behaviour. Along withLatham and Pindar (2005), they had earlier defined it as the interactionbetween an individual and the environment. According toLuthans (2011) motivation is the process that initiates, guides and maintainsgoal-oriented behaviours.