

# Parry goal in order to fulfil some

[Business](#), [Management](#)



Parry and Kelliher (2009) emphasise that staff are one of the most important assets in NPOs and managing paid and volunteer staff is a valuable skill for HR managers. This is the part that strong motivational skills are needed to go through the problems. Employee Motivation in NPOs can be demonstrated as a core successful factor as they are more employee-oriented and both paid and volunteer staff have an important role in achieving organisational success and goals. Despite for-profit organisation that money has driven employee motivation, in NPOs people are treated differently, they are motivated by financial rewards; instead, they are motivated and working for altruistic reasons or to gain skills and experience. Therefore, in this regards HRM has a vital role to keep and remain staff motivated and retain them for longer period in the organisation (Wisner et al., 2005). It is not easy to define the terms of motivation due to very high level of its subjectivity (such as psychology and management) and dependency of individual's will which is significantly differ.

According to Mullins, (2016, p. 253) "motivation is the driving force within individuals by which they attempt to achieve a goal in order to fulfil some need or expectation." Motivation is an expression of a person's need; hence it is personal and internal (Davis, 1981). In McKenna's words (1994), motivation refers to the driving forces behind both the actions and behaviours of an individual 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 or within a person that causes the arousal, direction, and persistence of goal-directed, voluntary effort". For Latham (2007), motivation

involves three separate factors: a person's choice of what to do, how hard they try and how long they keep trying.

He states that motivation is both a concept and a process and that it controls behaviour. Along with Latham and Pinder (2005), they had earlier defined it as the interaction between an individual and the environment. According to Luthans (2011) motivation is the process that initiates, guides and maintains goal-oriented behaviours.