

آن کس که بداند و بداند که بداند اسب شرف از کند کردن بجماند
آن کس که بداند و نداند که بداند بیدار کنی‌ش که بسی خفته ماند
آن کس که نداند و بداند که نداند لنگان خرک خویش به مثل برساند
آن کس که نداند و نداند که نداند در جهل مرکب ابدالدهر ماند

(شعر پارسی)

He who knows and knows that he knows is wise, follow him.

He who knows and knows not that he knows is asleep, wake him.

He who knows not and knows that he knows not is a child, teach him.

He who knows not and knows not that he knows not is a fool, shun him.

(Persian Poetry)

**EVALUATION OF THE WESTERN LITERATURE ON MOTIVATION FROM
ISLAMIC FAITH-BASED PERSPECTIVE**

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To my beloved mother and father

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ABSTRACT

Needs satisfaction is the common cornerstone of all motivation theories, but the needs and ways to satisfy the needs widely vary among individuals. Motivating employees is not an easy task and requires proper appreciation of the law of individual differences. Islam, according to its multidimensional aspect, has the most influential factor in formation of Muslims' needs and the ways to address those needs. However, most of the current literature on motivation is basically reflecting to western understanding of human being without paying attention to the religious and spiritual aspects of employees. This paper aimed to investigate, identify, compare, and contrast the nature of man and his needs as it is pictured in western and Islamic perspective. It also aimed to show similarities and variation of roles of work in fulfilling needs of employees in both perspectives in order to see how and to what extent the western motivational literature address the needs of believing employees. To fulfill its purpose, qualitative data collection techniques based on textual analysis adopted to review the secondary sources of western and Islamic Literature. Western literature utilized for this research included recent managerial and psychological articles and text books in the field of motivation published from 20th century onward. Quranic verses, Prophetic Hadiths, and work of both early and recent Muslim scholars using terms familiar to contemporary psychology selected as the source of data of Islamic perspectives. The result found significant difference in the understanding of man and identification of human needs in western and Islamic perspective. In western image, man is mostly limited to his biological and psychological aspects while in Islamic understanding man is recognized as a spiritual being whose biological and psychological properties are accidental in nature. The study also found noteworthy similarities and consistency between biological and psychological needs of man from secular worldview with *sawwala* and *ammara* personality types of individuals in Islamic perspective. And finally the study found similarities and consistency between two perspectives regarding instrumental roles of work in fulfilling both lower and higher order needs of employees. On the other hand, the Islamic worldview contradicted and rejected the idea that work itself can become the supreme and ultimate source of motivation.

ABSTRAK

Memenuhi keperluan merupakan perkara asas bagi semua teori motivasi tetapi keperluan dan cara memenuhi keperluan adalah berbeza antara individu. Memotivasikan pekerja bukan tugas yang mudah dan ia memerlukan penghayatan yang mendalam dari segi perbezaan individu. Menurut pelbagai dimensi Islam, ia mempunyai faktor yang paling berpengaruh dalam pembentukan keperluan umat Islam dan cara memenuhi keperluan tersebut. Bagaimanapun, kajian semasa terhadap motivasi asasnya mencerminkan pemahaman barat, tanpa memberi perhatian kepada aspek keagamaan dan kerohanian pekerja. Kajian ini bertujuan untuk menyiasat, mengenal pasti, membandingkan, dan membezakan sifat dan keperluan manusia yang digambarkan dalam perspektif barat dan Islam. Kajian juga bertujuan untuk mengenal pasti persamaan dan perbezaan peranan kerja dalam memenuhi keperluan pekerja dari kedua-dua perspektif bagi melihat bagaimana dan sejauh mana penyelidikan motivasi barat mengenal pasti keperluan pekerja yang dipercayai majikan. Tujuan kajian dicapai melalui teknik pengumpulan data kualitatif berdasarkan analisis teks iaitu mengkaji sumber-sumber sekunder dari penyelidikan barat dan Islam. Penyelidikan barat yang digunakan untuk kajian ini adalah artikel pengurusan dan psikologi yang terkini. Buku-buku teks dalam bidang motivasi dari abad ke-20, ayat-ayat Al-Quran, Hadis Nabi dan hasil kajian ulama Islam awalan dan terbaharu yang menggunakan istilah psikologi kontemporari dipilih sebagai sumber data perspektif Islam. Kajian menunjukkan perbezaan yang signifikan antara pemahaman manusia dan cara mengenal pasti keperluan manusia dari perspektif barat dan Islam. Dari sudut pandangan barat, kebanyakan manusia terhad kepada aspek biologi dan psikologi manakala dari segi pemahaman Islam, manusia diiktiraf sebagai makhluk spiritual yang mempunyai sifat-sifat biologi dan psikologi secara semula jadi. Kajian juga mendapati persamaan yang perlu diberi perhatian dan keseragaman antara keperluan biologi dan psikologi manusia dari pandangan sekular dengan jenis personaliti individu *sawwala* dan *ammara* dari perspektif Islam. Akhir sekali, kajian mendapati persamaan dan keseragaman antara dua perspektif mengenai peranan penting dalam memenuhi keperluan pekerja yang kurang penting and lebih penting. Namun begitu, pandangan Islam bercanggah dan menolak idea bahawa kerja itu sendiri boleh menjadi sumber yang paling besar dan muktamad dalam memotivasikan pekerja.

CHAPTER 1

INTRODUCTION

1.1 Background of the Study

Employers want highest possible productivity from their employees. In other words, they want their employees to perform at the highest possible level. Ensuring that work performance of employees will be at the expected level is a critical task. This is because work performance depends on a host of intricate factors, both human and nonhuman. Employee abilities, for instance, is a determinant of work performance. Employees need skills, knowledge and competencies to achieve the results required by organizations. If employees lack the skills to do a particular job, then performance will be less than optimal. Again, the work environment in which employees find themselves is another factor that influences, positively or negatively, their performance behavior. If employees are not given opportunities to utilize all of their skills, then the employer may never have the benefit of their performance potentials.

Another very significant dimension of performance is motivation which entails the willingness of employees to achieve the target results. Organizational competitiveness is directly linked to the level of commitment among workforce and their determination to do a good job (Mullins 2005). A research carried out by Sears in the early 1990s also suggested a direct link between employee motivation and work performance (Rucci et al., 1998). According to former CEO of BP, “*Technologies can be bought, what we need is the talent to implement them and that requires people that want to do it*” (quoted in Mackay, 2007).

In affirmation of the immense importance of the motivation for improved work productivity and competitiveness of today’s organizations, motivation occupies a conspicuous space in management literature. No matter what managerial position one holds, the aspects of motivation are mostly concerned with how to apply motivational theories on the job and how to get the most out of it. Thus, managers have to seek a deeper understanding of what motivates their people if they are to build a motivated team that is committed to get the job done and achieve the results that the organization requires. However, the question that still bugs the managers is what motivates employees or how to motivate them. Motivation theorists and experts have provided variegated answers to this vexing problem.

Motivation is a process that starts with a physiological or psychological need that activates a behavior that is aimed at a goal. Motivating is the act of stimulating a person or oneself to get desired action. Motivation begins with the needs that exist within us. If these needs are unsatisfied we establish a goal either consciously or unconsciously and take action to achieve that goal. Robertson et al (1992) stated that motivation provides the driving force behind our actions. Accordingly we show a particular behavior which leads us toward a specific goal that fulfills our needs or expectations. McClelland (cited in Pardee, 1990, p. 14) proposes that when a need is strong in a person, its effect is to motivate the person to use behavior which leads to

satisfaction of the need. The main theme of McClelland's theory is that needs are learned through coping with one's environment. Since needs are learned, behavior which is rewarded tends to recur at a higher frequency. Hamner et al. (1978, p. 137) stated that, in order to understand how to motivate their subordinates managers need to know what energizes human behavior. Since human beings are demanding creatures, human behavior is determined by unsatisfied needs.

From this brief reference to some authors in the above paragraph, it can be understood that *need satisfaction* is the cornerstone of human behavior and motivation. And all process of motivating begins with the desire of human being to satisfy innate drives or unmet needs that he has to satisfy. In fact, the classical hierarchy of needs theory of Maslow (1987) has explicitly recognized the different levels of needs of an individual satisfaction of which motivate him. The current study is mainly concerned with an evaluation of the western motivational literature in recognizing and addressing human needs in a comprehensive manner.

1.2 Statement of the Problem

Motivating employees requires proper appreciation of the law of individual differences. While satisfying needs is the common cornerstone of motivation, the needs and ways to satisfy the needs widely vary among individuals. Kitchin (2010) asserts that there is need to know each of the employees individually to fully motivate the workforce. In the same vein, O'Reilly et al, (1980) maintain that individuals significantly differ in the way they perceive their jobs, even if the job description and the tasks they have to perform remain constant. The concept of valence in the famous expectancy theory of motivation (Vroom, 1964) suggests that the same thing cannot motivate different individuals equally. This recognition of individual differences points to the fact

that there is no universal principle for explaining everyone's motivation (Hofstede 2001). The recognition also implies a critical task for a motivator. He or she must understand what makes the individuals different. Understanding the differences would have been easier if human beings were just physical bodies and biological systems. But with bodies and biological systems, humans are intellectual beings whose nature demands the satisfaction of their reasons. Thus, the human behavior and motivation are not governed just by physical forces; rather they are subject to influence of many variables, both physical and nonphysical. Pointing to significant source of difference for motivation at work, we must realize that different people with different beliefs and definitions of life want various things from their job (Stanton, 1983; Morin & Aranha, 2008).

Above assertion, in fact, echoes the fact that environment, cultures, or religions are critical in the formation of human phenotypes. People with different forms of lifestyles, beliefs, and religions, may have various needs and different ways of fulfilling their need. Religious people derive meaning and wisdom from their religion and those meanings are constructed on innate human foundations which give meaning and purpose to their life (Kirkland, 1976). Given that understanding of the nature of man and of the concept of work differs in secular and religious worldviews, the western literature on motivation, which has been developed in a secular ambience, is to conform to the secularized nature and needs of the human being. Since needs satisfaction is the cornerstone of motivation and religions are a critical factor in shaping the needs of people, how and to what extent the western motivational literature address the needs of believing employees warrant an evaluation. The present master dissertation (mix-mode) intends to undertake this evaluation by employing Islamic faith perspective.

1.3 Purpose of the study

The general purpose of this qualitative study, as follows from the problem statement above, is to carry out an evaluation of the western literature on motivation to ascertain its adequacy and appropriateness in term of identifying and addressing the needs of employees who happen to be practicing Muslims.

1.4 Objectives of the study

The objectives of this study are as follows:

1. To identify the nature and needs of man as mirrored in and addressed by the western literature on motivation.
2. To describe the nature of man in Islam and identify the needs that the man in Islam presents.
3. To determine how the two sets of needs (as will be identified in objective 1 and objective 2) differ from each other.
4. To compare and contrast the roles of work in fulfilling needs of employees in Islamic perspective and secular perspective.
5. To outline motivational implications of the study for managers.

1.5 Research Questions

This study will answer the following questions:

1. What are the attributes and needs of the modern secular man in western literature?
2. What's the understanding of man and his needs from Islamic perspective?
3. To what extent two sets of needs identified in Islam worldview and western literature differ from each other?
4. How the concept and role of work are defined and vary in secular worldview and Islamic worldview?
5. What are the motivational implications of the study for managers?

1.6 Significance of the study

The findings of this study are important because it helps its readers to get a clearer and more comprehensive view of man and his attributes from secular and Islamic perspective. This study will be a significant endeavor in overview of the current major motivation literature developed mostly in twentieth century until present time. This study will also be beneficial for giving its audience an understanding of man and his nature from a faith-based perspective of Islam. Moreover, this study will be helpful for managers of either western organizations employing Muslim workers or organizations with Islamic structure. It helps managers to become familiar with their employees' various levels of needs and have a deeper understanding of work and its significant role in the process of motivating their Muslim employees. We believe that this new understanding will assist them to rethink about their organizational settings, workplace and design of the work itself in order to make the job and workplace a more satisfying

place for a Muslim employee. Despite the fact that numerous numbers of studies have examined motivation issue from geographical, demographical, and cultural perspectives, no serious attempt have been made to critically analyze and evaluate the current western literature on motivation from faith-based perspective of Islam.

1.7 Scope and Limitations of the Study

The focus of this qualitative and text-based research is on evaluating current motivation literature in a time period spanning from twentieth century until the present time. Nature of man in Islam will provide reference and framework of this study and other religious perspectives will not be covered. The source of data and necessary information are mainly based on relevant journal articles, books, and religious texts.

1.8 Chapter Organizing

Chapter 1 has presented the introduction, statement of the problem, purpose and objectives of the study, research questions, significant of the study, Scope and limitations of the study. Chapter 2 contains the review of related literature on motivation from secular perspective and research related to the problem being investigated. The chapter entails the link between employee motivation and organization performance, definition of motivation, historical review of motivational theories, need satisfaction and individual difference, influential factors in the formation of human needs and behavior (including micro and macro environmental factors, cultural factors, values, and religious

factors), and chapter conclusion. The methodology, procedures used to gather data for the study, and conceptual framework of the study are presented in Chapter 3. An in-depth discussion of research objectives including the explanation and comparison of needs and nature of man from secular and Islamic perspective, the concept of work, and comparison of its role in fulfilling needs of employees in Islamic perspective and secular perspective are provided in Chapter 4. And finally Chapter 5 contains a summary of the study and findings, conclusions drawn from the findings, and recommendations.

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