

Essential tips and tactics of motivation

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ABSTRACT

Every manager should understand the basic idea of motivation and apply on his/her subordinate; so that, they can work sincerely and meticulously, efficiently and effectively. The common formula for success is, set a goal and a time-frame for achieving it. The older we get, the stronger our resistance to change becomes and the stronger our desire for greed becomes. This paper will briefly discuss about the recent development of some important issue of motivation; such as, goal, dream, reality, perseverance, elements, failure, successes, dead end point etc. at the end, paper will discuss about the few tips and tactics of motivation, which we can be practiced in our day to day and in many aspect of life. This research work is based on secondary data/information collected and analyzed mainly from books, article, paper, electronics media, website and contemporary research work. However, practical concept and experiences of successful leader and manager also provide guideline to conclude this research with a good finishing.

Key Word: Motivation, behavior, incentive, goal, dream, reality, perseverance, failure, successes, dead end point, tactics.

INTRODUCTION

Prophet Mohammad (SA) said knowledge is like a fruit. When a fruit grows on a branch of a tree, its weight causes that branch to bend and bow. Similarly, when knowledge increases in a person, it causes him to become humble and not proud and boastful. Aristotle said we are what we repeatedly do. Excellence, therefore, is not an act but a habit. We all are manager in our domain. An officer manages his office, a house wife manages her house, a worker manages his work place, and an industry owner manages his industry and so on. Likewise we are always busy to manage something. But as a manager we should motivate ourselves first and then our employees, subordinates and fellows (Drucker, 1993). Otherwise we will fail to manage our work and human resources; as well as raise dissatisfaction among them. Now, what is motivation? The word motivation was derived from the Latin word "Movere" that means "to move". Professor Vroom defines it as the process governing choices made by persons or lower organizers among alternative forms of voluntary activity (Graham and Bennett, 1998). Professor Pulin K Garg defines

motivation as attempt to mobilize the self to apply it in the pursuit of one's goal or objective. However motivation to work or achieve certain goal means, all the drives, influences, steps, actions and understandings both conscious and unconscious which causes the employee to want to achieve that particular aim or goal (Leigh, 2001). A simple motivation model or process of Motivation has been shown in Figure 1.

Every manager must understand the basic idea of motivation and apply on his/her subordinate; so that, they can work sincerely and meticulously, efficiently and effectively. Before we can motivate our subordinate/employee, we need to be self-motivated toward our set goals (Hersberg, 1971). Organization should maintain team spirit with greater moral and enthusiasm. This research work shall discuss about goal, dream, reality, perseverance, elements of motivation, step of motivation, tools of success and failure, tips and tactics of motivation and consequence of failure to motivation. The aim of this research is to highlight the contemporary concept of motivation and find some easy

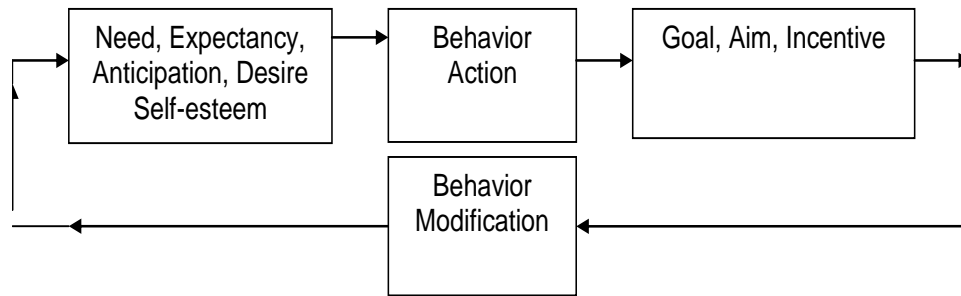


Figure 1. Model or process of motivation.

tips and tactics to practice in practical field.

Goal and Motivation

A goal is a journey of decisions. A goal is a desire that sends us on a journey using decisions to transport us to an unknown destination. Very often, this destination is vague because we encounter opportunities or experiences that change our thinking which changes our direction. One thing is certain, the destination will be exhilarating or discouraging. On this journey, we set priorities and make decisions, which will prevent or create problems. Journeys of unknown destinations require experiments. Every reasonable idea must be tried and tested. Testing ideas, results in gaining experience, which increases our knowledge (Valdosta, 1999). Very often, decisions give us an uncomfortable gut feeling long before we know the results. Bad feelings are intuitive forces that are signaling us to consider other options. If our lives were not filled with so many emotions, gut feeling would be a reliable alert-flag that would prevent problems or lead us to opportunity. In reality, every decision is a success. The results may not be what we had in mind, but we gain valuable experience, that will influence future decision making.

In our imaginary journey the path winds around an imaginary lake named Lake Success. On the other side, we see potential customers moving around and we want to get over there fast. The path around Lake Success requires that we acquire many skills. The only way we can safely arrive is to stay on the path and learn what it takes to make every step right. At the end, we will have quality information to make quality decisions. While swimming across the lake we focus on the money and off the service that first motivated us (Hull, 1993). We make costly unwise decisions that created many costly problems. We must stay focused on what we want to accomplish, not the money. Money, power, and influence are rewards only, not goals. Only winners reap the rewards, because winners focus on doing jobs right.

Some people will succeed in crossing the lake, taking shortcuts, but they never learn how to do jobs' the right way. People, who had some success with shortcuts, will always use shortcuts. They thought once shortcut worked, it will work again, so they consider their approach is right. For them, rewards will be limited and they will not groom correctly, because a shortcut is the wrong way to handle any problem.

Dream and Reality

Harvey Mackay said a dream is just dream, but a goal is a dream with a plan and a deadline. Socially acceptable dreams are based on professional skills that are looked upon, by society, with high esteem. Wishful thinking is the start of all dreams. It is the starter to get the motor running. For many, wishful thinking is used for all the wrong reasons, because their dreams are based on greed, to get something for nothing in return. There is no way to learn how to buy a winning lottery ticket and opportunity does not fall into people's lap without giving something in return such as a skill (Whitbourne, 2013). Many professionals seem to think their learning days are over when they master the basics and revert to wishful thinking. Original ideas attract criticism and are considered unrealistic until proven valid. Many people cannot face criticism; therefore, they avoid innovative ideas. This is where innovators find opportunity.

Perseverance and Motivation

The common argument for failure is "I lost interest or I didn't have enough money." While true, neither one is valid. Motivation depends on many factors with the primary factor being the power of our dreams. Money is one of the barriers that can be overcome. Achievement requires developing attitudes/habits that keep us on track. Develop a habit of getting jobs done with resources available. With this skill, creativity will eliminate many money problems. Persistence is a combination of factors

such as a burning desire and pride that programs the comfort zone to pressure us to keep bouncing back. We try again, but in a different direction. It is important to implement many motivational tools so the project will keep moving when we don't feel like it. In time, motivation will drive us even when the going becomes strenuous and we wish the project would go away. We all have times of weakness. Persistence may seem steady in others, but in reality, it flows like the ocean tide. Fantasizing is a startup tool to precondition the mind to believe it must achieve a clearly defined goal. It is creating pictures in our mind on how we would react to events if our dream were real. Fantasizing creates a burning desire. It prepares our mind to accept opportunity when it arrives. It is a type of business plan written in our head. People, who seem to make quality decisions when everything goes wrong, had fantasized these problems during the years when their idea was just a dream. We all have a basic desire to be lazy (Hull, 1993). This is a powerful motivating force because we dream of being lazy and we work hard to fulfill that dream. It doesn't sound right, but it's true. People work hard to be lazy. However, there are two types of laziness.

a.) **Constructive laziness:** Increases creative skills because we don't like to do more work than necessary. People search for the easiest way to get jobs done. We also work hard for opportunities, to enjoy what life has to offer. That's why the desire to be lazy is a motivating force.

b.) **Destructive laziness:** Is associated with people who are not motivated; the desire to do less takes over. They feel robbed of opportunities.

Three Basic Elements of Motivation

American president Harry Truman said it's amazing what you can accomplish if you do not care who gets the credit. Lauren Appley said management means helping people to get the best out of themselves, not organizing things (Maslow, 1987). Motivation starts with the desire to be free, to be free from dependency on others, freedom to live the lifestyle we dream of, freedom to explore our ideas. Total freedom is not possible or desirable, but the struggle to achieve that ideal is the basis for motivation. There are three elements of motivation:

i.) Motivation starts with a need, vision, dream or desire to achieve the seemingly impossible. Creativity is associated with ideas, projects and goals, which can be considered a path to freedom.

ii.) Develop a love-to-learn, become involved with risky ventures and continually seek new opportunities. Success is based on learning what works and what does not work.

iii.) Developing the ability to overcome barriers and to bounce back from discouragement or failure. Achievers learn to tolerate the agony of failure. In any worthwhile endeavor, barriers and failure will be there. Bouncing

back requires creative thinking as it is a learning process. In addition, bouncing back requires starting again at square one. Steve Jobs of Apple is the real example in this subject, as he returns back and helm the Apple to bring it back to success.

Seven Step of Motivation

Albert Einstein said we cannot solve our problems with the same level of thinking that created them. There are seven distinct steps for motivation found in most of the cases. They are:

i.) We need to set a major goal, but follow a path. When anybody learns to succeed at mini goals, he will be motivated to challenge grand goals.

ii.) We should finish what we start. A half-finished project is of no use to anyone. So we should develop the habit of finishing self-motivated projects.

iii.) Socialize with others of similar interest. Mutual support is motivating. To be an entrepreneur we must associate with entrepreneurs.

iv.) We must learn how to learn. Man has the ability to learn without instructors.

v.) Harmonize natural talent with interest that motivates. Natural talent creates motivation; motivation creates persistence and persistence gets the job done.

vi.) We need to increase knowledge of subjects that inspires. The more we know about a subject, the more we want to learn about it.

vii.) We must take risk. Failure and bouncing back are elements of motivation. Failure is a learning tool. No one has ever succeeded at anything worthwhile without a string of failures.

Failure as Learning Tool of Motivation

Thomas Edison failed a thousand times before he invented the light bulb. Failure is trying to do things others have not considered. It is a temporary byproduct of creativity. The learning process is challenging. It is experiential education at work. The real winners in life tolerate failure and the agony it produces. Success is achieved by those who are willing to take risk and lose. Our first reaction to failure is to blame anyone/anything but ourselves. If we perceive others are to blame, then there is nothing we can do to correct the problem. We cannot change people's personalities, neither can they change ours (Vroom, 1994). If we assume responsibility, then we can analyze what went wrong and take corrective action. This is the art of bouncing back from failure. We may learn a lot and next time we may get it right and succeed. No achiever has arrived without failure. Failure is discouraging, it drains energy and resources, but it forces us to do things right. Failure separates those who think they want success from those who are determined to win. It narrows the playing field.

The first people out are those that blame others, next out are those who lost interest. The weak go first. The strong learn to hang in there and keep bouncing back until they win. Lack of proper research leads to disaster. There is no way to learn how to buy a winning lottery ticket. Sometimes failure is telling us, we are going in the wrong direction. When the mind is free of pressures, realistic planning emerges. When we try again, chances are, we will get it right. New outlook's is the result of bouncing back from failure.

Formula for Success

Sir Isaac Newton said, if I have seen further, it is by standing on the shoulders of giants. The common formula for success is, "Set a goal and a time-frame for achieving it." The goal is what we want to achieve and the time-frame is to help we stay focused on the goal. Perseverance brings success. In the statement, the term "time-frame" has conditions. Three basic elements must be under full control - skills, resources and support. A completion date cannot be established with weak or missing elements. We must understand these three elements.

i.) Skills mean knowledge, experience, and natural talent. Super achievers have ambitions and goals that are in harmony with their natural talents. Someone who has natural a talent for framing a computer program will have a low efficiency rating developing mechanical designs. It is important to discover our natural talent and set goals that are in harmony with it. This discovery may be difficult, but it is generally related to personal interest or what motivates us.

ii.) Resources mean ownership, resources, money. Money is a very important resource that must be managed wisely. We cannot control resources if creditors are in control. Super achievers have learned to live within their means.

iii.) Support means people, organizations. Socializing with people who have similar interest.

Contractors, which bid on jobs, must have required skills, resources and support in place. Success depends on accurate estimates of cost and job time. Businesses that succeed have all three basic elements in place. Many new entrepreneurs fail because they lack one or more of the elements. Study says that, lack of knowledge and experience is the primary reason for failure. But, failure is a learning tool, persistence will acquire all the elements for success. Education organizations also apply all those elements needed for student success (Das, 2003). There is a goal and a time-frame to reach that goal. Money, power and influence are not goals; they are rewards only for personal achievement. When inexperienced person observe a professional achieving results, they think, "I can do that, look how easy it is." Should they try to do the same thing, they soon discover that success is the result of hard work and persistence.

This is why people fall for get-rich-quick offers.

Some Motivational Dead-end Path

Williams Shakespeare said to climb steep hills requires a slow pace at first. A steady diet of feeling-good does not produce winners, but it produces wealth for the promoters. A steady flow of emotional hype is a cover up that leads us into a false sense of progresses. There is no creativity in emotional hype other than ideas sound good. People don't remember ideas; they remember only good feeling (Dilworth, 1988). Many people spend money and time getting an emotional high rather than trying ideas and taking risk. They lose sight of their primary goal. Motivation is a complex subject and it is easy to go in the wrong direction. Some dead-end paths to consider are:

i.) Everyone has a goal of more money, but few are willing to develop a plan, provide a service, or take risk to make it happen.

ii.) Money is not a goal; money is a reward for achieving a goal that provides service to others.

iii.) Goals of money (greed) become self-destructive. Money by itself is not motivating; we always want more which leaves no sense of accomplishment.

iii.) Most people turn off their desire to learn after they acquire a professional skill that meets basic needs. At that time, motivation is replaced with wishful thinking. They dream but don't act with a hundred reasons why they can't act.

Some Self-motivating Goals

Winston Churchill said success is not final, failure is not fatal, it is the courage to continue that counts. What is true for organizations is also true for individuals. The older we get, the stronger our resistance to change becomes and the stronger our desire for greed becomes. We do not want to learn new skills that could bring the desired lifestyle, so we embrace methods that show the illusion of achieving results. Greed is in control, not self-development. This is not the way winners are made. Winners continually analyze what they are doing right and wrong and learn how to correct the wrong. They acquire knowledge by taking risk, trying different ways to achieve the desired results. They learn to bounce back from discouragement and failure without outside help. If you love what you are doing, you are not dependent on others for motivation. But, an occasional motivational seminar can be extremely inspiring. Coupling this with a learning process that's related to our goal and, we will be a winner. Some self-motivating goals are:

i.) Advancing in an organization goal. Each step should be clear and must be recognized by others. Recognition is a powerful motivating force.

ii.) We should help and respect others for developing

ideas. Creativity is a natural self-motivator. We want to prove to ourselves that we can do it.

iii.) Most people like adventure. Exploring is learning more about the world we live in. Exploring is a high-powered learning environment.

iv.) We should provide the required service that others want and are willing to pay for.

v.) We should seek continual change and adapting to it. Very often, this is related to achieving a goal, then going after another. This requires the desire to maintain a continual learning environment.

Some Tips and Tactics of Motivation

Ask any person who is successful in whatever he or she is doing what motivates him/her, and very likely the answer will be "goals". Goal Setting is extremely important to motivation and success. Interest is an important motivator for a student. So is a desire to learn. When we link these two things together, we create success. Often success in an endeavor leads to more interest and a greater desire to learn, creating an upward spiral of motivation toward a goal we have established. If we want to make things happen the ability to motivate ourselves and others is a crucial skill. At work and home in between, people use motivation to get results. Motivation requires a delicate balance of communication, structure, and incentives. There are four tips and tactics (as we found in research study from secondary data/information collection and analysis) that will help us to maximize motivation in ourselves and others. Any manager what so-ever his position or working environment will be benefited by studying/learning of these four tips and tactics of motivation.

a.) Allah says in the Quran "So remind them, you are only a one who reminds. You are not a dictator over them." [88:21-22]. we should only convey the message of Allah to the people; rest is in the hands of Allah. As a manager we should always considers all employees as human being. Man and machine are two different things. Feelings, emotions, believe, values, norms of employees must be considered. We should give due respect to others personnel matters.

b.) We should give due shear and respect to the employees contribution toward organization. Their recommendation must be justified. We must act as firm, fair and friendly with our subordinates.

c.) Earning need to be standardized judicially so that it can fulfill the requirement of employee's primary need. However employees' payment should be such that he/she can maintain minimum living standard (as satisfy by Maslow need theory).

d.) There must be some definite goal for every organization and which must be well known and adequately circulated to every member. We should set challenging goals by allocating duty to employees; by using limited resources of the organization (Dilworth,

1988). We should ensure the working environment for the attainment of the targeted objectives.

e.) Job satisfaction to the employees is paramount for all organization. Labor turnover and absenteeism can be reduced by ensuring job satisfaction.

f.) Job security of the employees must be ensured. Whatever possible we must provide to workers to ensure his/her job as a secured one.

g.) We must design every job scientifically so that it can be accepted by all workers. We must represent all works as interesting as much as possible and we must develop a mechanism so that worker can see the end result of their activities.

h.) As per Vroom's expectancy theory, the efforts which can satisfy human needs will depend on the individual perception that he or she can expect and that will be followed by a certain outcome and some desirable rewards. So rewards usually satisfy employee's needs. Reward system such as pay, benefit, promotion, etc, should be lucrative and should be well known by every members of the organization.

i.) Organization policy should be well circulated and relations among the members need to be healthy and friendly. We should have both short and long term goals to guide the action process and create an overall philosophy.

j.) We must ensure well physical working conditions in the organization. Subject like light, air, humidity, temperature, sound and cleanliness need to be considered. Today safety health and environment (SHE) issue is the most discussed subject in the world (Kotlen and Armstrong, 2013).

k.) Money can simultaneously satisfy many needs. So, wage plays a vital role determine motivation of the employees. We must think about "good payment of the employees" judicially and meticulously.

l.) We must remember worker belongingness to the job and the organizations always improve the job quality.

m.) We must create such working environment so that all employees feel that they are valuable and part of the organization. We should ensure some rational working environment so that employees feel comfortable among them and feel free to discuss any matter with higher management.

n.) Senior and superior, need to set up some good example and ultimately that will influence the employees, followers and subordinates.

o.) In every level of management, there should be all ways of (vertically up and down, diagonally and horizontally right and left) communications. All the important decision and happening in the organization should be well known by every members of the organization. We must ensure that all managers must share, listen and consider of employee's views, opinions and ideas (Ivancevich and Matteson, 2008). We must keep the communication channels open. By being aware of potential problems you can fix them before a serious dispute arises.

p.) We must create healthy organizational culture so that, any effort made by employees can be recognized by fair rewards.

q.) We must treat people as responsible human beings rather than resources. Human resources should be exploited dynamically and judiciously.

r.) We must give respect, keep trust and give responsibility, so that employees are empowered. It ultimately improves the productivity.

s.) We must create such mechanism so that rapid feedback of employee's performances can be received and evaluated by the manager in a quicker way.

t.) We must create such environment so that, employees can exercise and discharge their full range of abilities.

u.) We must provide leadership training to all managers and supervisors.

v.) We must tell and explain to people about what exactly they need to do in order to achieve their career aspirations.

w.) We must establish fair employees complaint procedures so that, employees feel free to share their personal complain and problems. This should be traveled upward and solved or explained rationally on a regular basis.

x.) We must give opportunities to worker/subordinate so that, they can acquire new skills. We must promote suitable and qualified people in the organization.

y.) We must recognize employee's effort and give them reward and responsibility so that, they can satisfy their higher needs. There are two types of reward system and every manager must understand both reward system: (a) Extrinsic (Such as pay, allowance, benefit, good houses, desire vehicles, tours, foreign visit, pension, monetary incentives, etc). (b) Intrinsic (Such as job satisfaction, sense of achievement, higher responsibilities, rank, good appointment, position, etc) (Dracker, 2011).

z.) We should arrange meetings, seminars, picnics and informal gatherings, within the organization in regular basis, so that each member of the organization can share their feelings and emotions. By this way we can improve our inter personnel skill, team spirit and belongingness to the organization.

aa.) We should give people the opportunity to advance. Let them know that hard work will pay off. We should not ask people to do the same boring tasks all the time. A stimulating environment creates enthusiasm and the opportunity for "big picture" thinking.

ab.) Often people don't realize what they're doing wrong. Let them know. Most people want to improve and will make an effort once they know how to do it (Elliot et al., 2001). We should not allow people stagnate. Each time someone advances raise the bar a little higher.

ac.) As per Herzberg's theory, job satisfaction elements are achievement, recognition, responsibility, promotion, and prospect and work itself. On the other hand, the elements in a job which produced dissatisfaction are; pay relations to others, type of supervisions, company

policies, physical working conditions and fringe benefits. So we must consider all those elements to satisfy our people.

ad.) A job is enriched when the employees are given greater responsibilities and involve decision making process (James, 1975). As a result they can use their skill. There must be a compromise between efficiency and job satisfaction.

ae.) We must create and practice corporate culture of management in the organization. We must remember that, team spirit is essential to achieve the goals of the organization.

af.) We should never use threats. It will turn people against you. But making people aware of the negative consequences of not getting results (for everyone involved) can have a big impact. This one is also big for self-motivation. If you don't get your act together, will you ever get what you want?

ag.) People are happy when they're progressing towards a goal. We should give them the opportunity to face new and difficult problems and they'll become more enthusiastic.

ah.) Pleasure is the old carrot on a stick technique. Providing pleasurable rewards creates eager and productive people. Performance incentives motivate employees (Peter and Robert, 2004). It appeals to people's selfish nature. We should give them the opportunity to earn more for themselves by earning more for us.

ai.) If we want a specific result, give specific instructions. People work better when they know exactly what's expected.

aj.) We should not expect everyone to do things our way. Allowing people to be creative; creates a more optimistic environment and can lead to awesome new ideas.

ak.) We must get people on our side and they'll want to help us.

al.) Many people are most productive right before a big deadline. They also have a hard time focusing until that deadline is looming overhead. We must use this to our advantage by setting up a series of mini-deadlines building up to an end result.

am.) We need to create an environment of teamwork (Forbes, 2012). People work more effectively when they feel like part of team; they don't want to let others down.

an.) We should make a point to recognize achievements one-on-one and also in group settings. People like to see that their work isn't ignored.

ao.) We should think about the personal stake of others. What do they need? By understanding this we'll be able to keep people happy and productive.

ap.) No one likes to work with someone standing over their shoulder. We should focus on outcomes; make it clear what we want and how to get it done on their own.

aq.) Work is most enjoyable when it doesn't feel like work at all. Let people to enjoy the work place and the positive environment will lead to better results.

ar.) We should never expect things to happen, struggle

and make them happen. We should never expect ourselves to be given a good value, create a value of our own.

Consequence of Failure to Motivation

Ship is always safe at shore, but it is not built for it. The fragrance of flowers spreads only in the direction of the wind. But the goodness of a person spreads in all directions. However, if management failed to motivate the employees, the result is frustration and dissatisfaction (Tracy, 2012). As a result employees react negatively and ultimately, their behavior taking some undesired forms. These undesirable behaviors by the de-motivated traits are expressed by:

- i.) Increase lateness, absenteeism and turn-over.
- ii.) Deterioration in quality of product.
- iii.) Increase dissatisfaction.
- iv.) Decrease in employee's willingness to take responsibility.
- v.) Increase rate of quarrels with colleagues and disputes with management.
- vi.) Increase accidents, and damage of equipment or product.
- vii.) Reduce employee's belongingness.
- viii.) Reduce productivity, efficiency and profit.
- ix.) Collapse team-spirit.
- x.) Company may fail to sustain in the competitive market.
- xi.) Increase dispute.
- xii.) Increase mistrust and misunderstanding.
- xiii.) Employees become aloof, hostile, cruel, selfish and abnormal toward the management and organization.

CONCLUSION

Francis Bacon said a wise man will make more opportunities than he finds. Motivation is bringing out the best in people. Motivation is an internal drive, a conscious voluntary choice, a positive attitude to work, with purpose and high expectation of success. Motivation is the outward manifestation and ultimately is the behavior of the employee: If we like to be creative and love to learn but cannot face up to failure, we will not go back and try again. Persistent is associated with bouncing back. There must be something in our life that turns us. We need to remember, money is not a goal, and it is a reward for achieving a goal. Money alone cannot buy a lifestyle. A desired lifestyle is the result of a vision with a burning desire to reach a goal. Achievement is the result of planned action to bust through barriers to make desired events happen. Success, money and resulting lifestyle are definitely rewards, not goals. What is success, money or a desired lifestyle? Our society measures success with money. Actually lifestyle of personal achievement is real success - money is a reward or byproduct. Henry Ford said, there is no

happiness except in the realization that we have accomplished something. We must understand and learn the tips and tactics of motivation. We all as a team needs to be self-motivated towards the organizational goals. As a manager our prime responsibility is to motivate our people by realizing the psychology, desire, environment and overall situation of the organization, society and time. There is a Japanese proverb, life without endeavor is like entering a jewel mine and coming out with empty hands. If a drop of water falls in lake there is no identity. But if it falls on a leaf of lotus it shines like a pearl. So we should choose the best place where we would shine. We have to make sure that when we call or motivate anybody towards the right path; it should be done in polite manner. As Allah says in the Quran "Invite to the way of your Lord with wisdom and fair preaching, and argue with them in a way that is better" [16:125].

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