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Review

Acknowledging, accepting, appreciating and achieving, are these really motivating?

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Abstract

The purpose of this paper is to examine the influence of 4 A's (acknowledging, accepting, appreciating and achieving) or motivation in Bruneian and Singaporean organizations. This is a qualitative research study by nature on Knowledge Management and interviews were conducted to collect responses from the employers and employees from the Small and Medium Enterprises (SMEs) in Bruneian and Singaporean organizations. The findings indicate that the 4As (acknowledging, accepting, appreciating, achieving) is important for motivation. It is reasonable to conclude, on the finding that acknowledging, accepting, appreciating, and achieving should be used to improve motivational level in an organization. And to draw a general conclusion, future investigation is required as it focuses on selected respondents' interview outcome only. The paper reinforces the body of knowledge relating to motivation in Bruneian and Singaporean organizations.

Keywords: Motivation, acknowledging, accepting, appreciating, achieving.

INTRODUCTION

Leadership is "about creating the climate or culture where people are inspired from the inside out" (Wilson, 2008: 9). Leaders who know how to influence and inspire their people would effectively motivate them to achieve their companies' goals. And, more so, if this influence is coupled with employees who are enthused, motivated and fired up to work diligently, this positive organizational behavior can then become the company's competitive edge. Very surely, the corporate leaders can then get their people to do more, faster and with better results; these leaders can thus lead their corporations/companies to better their performances and compete against their rivals in the marketplace.

The objective and purpose of this paper are to examine the influence of the 4As: acknowledging, accepting, appreciating and achieving on motivation in Bruneian and Singaporean organizations.

Literature Review

Definition of Motivation

Motivation refers to the process by which a person's efforts are energized, directed, and sustained and toward attaining a goal (Steers, Mowday and Shapiro, 2004).

Motivation can be divided into two types namely intrinsic and extrinsic. Intrinsic motivation is the spontaneous personal satisfaction individuals derive from the performance of the activity itself. On the other hand, extrinsic motivation requires tangible or verbal rewards from other parties. This finding is also supported by Low and Robertson (2006) study on motivation among hospital employees in Singapore. Indeed, satisfaction is not just the result of performing the activity itself but also from the extrinsic responses and consequences to which the activity leads (Ankli and Palliam, 2011). In this study, the researchers consider and factor in two theories approach to explain employees' motivation in organizations. They are the content and the process theories. The content theories of motivation explain what motivate people at work. These theories identified needs, incentives and work as important key factors (Maslow, 1943; Herzberg et al., 1959; McClelland, 1988). The process theories describe how behavior is initiated, directed and sustained. These theories are more concerned with the dynamic interaction between the variables involved that shape behavior (Adams, 1963; Vroom, 1964 and Locke, 1968).

Motivating Employees

Motivating and improving employees' performances as well as keeping loyal employees are of great concern for the leaders and managers in a fast changing world. Low

(2006) has indicated that low employee motivation is one of the commonly occurring blockages and problems in managing people at work and getting high productivity in many organizations. Moreover, in our changing workplace and competitive market environments, motivated service employees and their contributions are vital for an organization's survival and success (Chan, 2004). The assumptions of motivation include: people having the capacity for responsible action, a natural aspiration to learning and understanding things and also the desire to do at work (Ankli and Palliam, 2011). More specifically, motivation is often orientated towards satisfying certain needs and expectation (Luthans, 1989; Mullins, 1993; Maslow, 1943). Other researchers such as Low (2010; 2006), Analoui, (1999), Hofstede (1980) and Campbell at al. (1970) have indicated that managers should be concerned with employee needs and can motivate them by paying attention to their needs in terms of acknowledgement and acceptance ("teamwork" and "involvement"; Analoui, 1999; "relatedness" and "connection"; Humphreys, 2007; Low, 2010; "communicating" and "connecting"); appreciation and achievement. Since motivation is difficult to measure, researchers try to investigate the relationship between acknowledging, accepting, appreciating, achieving and motivation. A research model was developed and Figure 1 shows the research model of motivation developed in this study.

RESEARCH METHODOLOGY

The method used in this research is the qualitative research method (interviewing method), and the researchers adopted a semi-structure form of interview. The key informant interviewing method helped the authors to have a deeper understanding of the interviewees' thinking and perceived values. This interview approach differs from other forms of interview largely because the respondents are selected based on their specialized knowledge instead of being randomly chosen to sample the issue the researcher candidate is investigating. This research is based on a series of interviews – each time appropriately 45 minutes though some interviews might stretch to an hour plus – conducted with a total of forty-four employers and employees from Small and Medium Enterprises (SMEs) in Singapore and Brunei. These interviews were done during the period from 16 December 2008 to 31 June 2010.

The study relies on the qualitative research method. It is heartening to note that similar to Low's (2006, 2006a) studies, being assured of confidentiality and anonymity, the interviewees expressed themselves freely. This interview method is helpful since it enables much qualitative data to be collected from the interviewees. To get more information and data from the various interviewees, open questions were deployed (Cavana, Delahaye and Sekaran, 2001); they were crafted as follows:

1.   What are your views on being motivated (e.g. getting excited in a project; being on-the-ball on your new assignment)?
2.   What are the ways in which you are motivated?
3.   What do you like or feel motivated about being acknowledged?
4.   What do you like or feel good about being accepted? Or how does it feel to be accepted?
5.   To motivate or make their people feel good or "fired up", how can leaders show appreciation?
6.   What do you like about having achieved?

Pilot-testing was felt necessary, as it was not easy to predict how respondents would interpret and react to the questions (Gill and Johnson, 1997). Checking was also done during the pilot testing to ensure that all the questions were understandable (Haworth (ed.), 1996: 47). They were also enquired to suggest additional questions and to identify any highly relevant questions. To increase comprehension and improve clarity, this list of questions was then modified based on several respondents' feedback; for example, the above Question 5 was modified from "What do you like about being appreciated?" Interestingly, these questions also allowed the researchers to gather more information on the various sources of motivation from the interviewees. In this way, the authors attempts to find out and understand the interviewees' perceived values of being "acknowledged", "accepted", "appreciated" and "having achieved".

To clarify further, it is interesting to note that the researchers conducted this 45 minute-long (at least and at times stretched to an hour plus) in-depth interviews with each of them. They attempted to formalize-regularize the process as much as they could. However, they knew before they started that the more they would attempt to control the process, the less real wisdom they would get from the discussions. So the tension between doing "legitimate" (formal) qualitative research and getting the deepest possible responses from their interviewees became one the most interesting challenges that they confronted. Admittedly, the researchers at times strayed from the format; they then asked probing questions in the interviews where formal methods for generating data collection could easily be sacrificed in response to the richness and spontaneity of the intimate, unhurried conversational inquiry that permitted probes for additional clarification, examples, and so on.

An example of a probing question asked is that of: "For what reasons do you think your followers are motivated when you accept them (him or her)?", after the interviewees were answering this question: "What do you like about being accepted?"
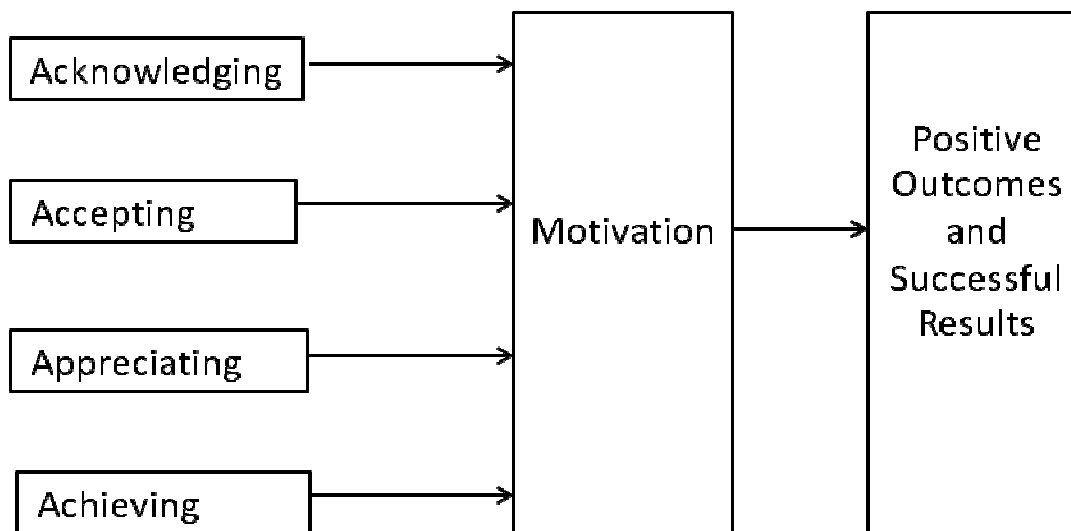
Figure 1.A Research Model on 4 A's (Acknowledging, Accepting, Appreciating and Achieving)

FINDINGS

Forty-three interviewees or 97.7 percent of the total number of interviewees agreed that to be acknowledged is a good basic source of motivation. Other remarks include these: "To be acknowledged is to be given recognition."; "it is an ego-booster."; "I feel that I am part of the team if I am being recognized for the job."; "I'm motivated if I am being acknowledged the work I am asked to do"; "it is important that I understand and clarify the work before starting to do it"; "before accepting the job, I need to have known that I have the potential and skill to do it "we are not treated as PNG: persona non grata, this means that we have to acknowledge our capability and role before we start our work"; "there is no point of asking us to participate without acknowledging our contributions to that piece of work afterwards."

Forty-three interviewees or 97.7 percent of the total number of interviewees voted that to be "accepted" can be an easy source of motivation; and they feel good to be accepted and in being accepted, they feel connected; and most gave the remarks, such as "When I accept the job, I am committed to doing it"; "I would make sure that I appreciate the work before I accept it"; "I do not like it when it is so impersonal", "we want to feel part of the family"; "one feels good to be accepted"; "being accepted is a positive stroke"; "To be accepted is to be given a role (and I feel good)"; "I feel happy to be accepted"; "There's this in-group feeling"; "being a cautious manager, I must have good preparation and great confidence in my team before I accept the new contract or challenges"; "I dislike impersonality"; "we want to have that familial feeling."

Thirty-nine interviewees or 88.6 percent indicated that they liked "appreciation" and their remarks are: "I feel good when other especially my bosses show their appreciation of me." "I feel happy or satisfied when my work is praised."; "I would appreciate the work in order to complete it"; "if you don't appreciate the work then it is better not to accept it" "I normally appreciate my work. If I don't appreciate my work why and for what am I to do it"; "I feel good when others especially my bosses show their appreciation of me"; "believing in us shows that the leaders or managers' trust of us, it also shows their appreciation"; "money is valued; giving monetary rewards is one way of showing appreciation."; "it's like getting a hug or a kiss"; "of course like anybody else, I always expect an appreciation of words/token from my boss when I have done well with my work"

Thirty-seven interviewees or 84 percent expressed that they want to achieve and they give comments such as, "achievements are energizing"; "I'll go all the way to achieve it when I accept it"; "I normally… …accomplishing things… completing a project successfully makes me feel great"; "I want to achieve, achievements energize me."; "achievements are energizing"; "I enjoy working and achieving things and goals". "I like taking actions"; "I always feel great when I've delivered my products/services on time and within budget" Table 1

ANALYSIS AND DISCUSSIONS

Acknowledging

Acknowledging means accept or admit the existence or truth of; or recognize the fact or importance or quality of situation e.g. work or performance (http://dictionary.reference.com/browse/acknowledge). If one acknowledges a fact or a situation, one accepts or admits that it is true or that it exists. On one hand, if

Table 1. Shows some key responses verbalized by the interviewees

Table 1: The Interviewees' Responses on Being Motivated By:		
Responses	**Number of Interviewees**	**Percentage (%) of Interviewees**
Being Acknowledged	43	97.7
"To be acknowledged is to be given recognition."; "it is an ego-booster."; "to be acknowledged is a "good basic source of motivation";"I feel that I am part of the team if I am being recognized for the job."; "I am motivated if I am being acknowledged the work I am asked to do"; "it is important that I understand and clarify the work before starting to do it"; "before accepting the job, I need to have known that I have the potential and skill to do it"; "we are not treated as PNG: persona non grata, this means that we have to acknowledge our capability and role before we start our work"; "there is no point of asking us to participate without acknowledging our contributions to that piece of work afterward"		
Being Accepted	43	97.7
"When I accept the job, I'm committed to doing it"; "I would make sure that I appreciate the work before I accept it"; "I do not like it when it is so impersonal", "we want to feel part of the family"; "one feels good to be accepted"; "being accepted is a positive stroke"; "to be accepted is to be given a role (and I feel good)"; "I feel happy to be accepted"; "there's this in-group feeling"; "being a cautious manager, I must have good preparation and great confidence in my team before I accept the new contract or challenges"; "I feel good to be accepted"; "in being accepted, we feel connected"; "I dislike impersonality" and "we want to have that familial feeling."		
Being Appreciated	39	88.6
"I would appreciate the work in order to complete it"; "if you don't appreciate the work, then it is better not to accept it". "I normally appreciate my work. If I don't appreciate my work what for I do it"; "I feel good when other especially my bosses show their appreciation of me"; "believe in us shows the leaders or managers' trust of us, it also shows their appreciation"; "money is valued; giving monetary rewards is one way of showing appreciation."; "it's like getting a hug or a kiss"; "of course like anybody else, I always expect an appreciation of words/token from my boss when I have done well with my work" "I feel good when others especially my bosses show their appreciation of me." "I feel happy or satisfied when my work is praised."		
Having Achieved	37	84
"I'll go all the way to achieve it when I accept it"; "I normally… …accomplishing things… completing a project successfully makes me feel great"; "I want to achieve, achievements energize me."; "achievements are energizing"; "I enjoy working and achieving things and goals". "I like taking actions"; "I always feel great when I've delivered my products/services on time and on budget"; "achievements are energizing."		

someone's achievements, status, or qualities are acknowledged, they are known about and recognized by a lot of people, or by a particular group of people. In this respect, it is important to have a good and thorough understanding of the work scope; this would help a person to be motivated and to work with full confidence in achieving the goal.

How does it feel to be acknowledged? What is to be acknowledged?

"To be acknowledged is to be given recognition." (Several interviewees' input; mentioned 61 times).

To acknowledge is to give recognition. What is really critical is to acknowledge the strength(s) or strong point(s) of one's employees, and make them aware of the strength(s) that (s)he possesses. The Roman philosopher Emperor Marcus Aurelius once wrote that "man must be arched and buttressed from within; else the temple wavers to the dust." When we repetitively depreciate and devalue ourselves through lack of acknowledgement, we are setting a certain standard to which we will function. As long as people fail to acknowledge themselves, they are likely to be confined to this level of sub-standard functioning (Barrow, 1992).

Who is to be acknowledged? A good performer is to be acknowledged; whoever is acknowledged would feel motivated.

Note people are normally alright, they work well and each person has validity, importance, and equality of respect. Normally those who are acknowledged feel

respected. And this is a Dale Carnegie classic; indeed, leaders need to show respect for the other person's (follower's) opinions – that is one of the best ways to acknowledge, win and influence your people. Never say, "You're wrong" (Carnegie, 1982, 1936).

On the other hand, from the Chinese perspective, Low (2006, *italics authors' and their emphasis*) interestingly spoke of: "In Confucius' teachings, *jen** means humanity (love to all men; de Bary, Chan and Watson 1960, cited in Low, 2006: 84); and a wise leader practices 'jen'. He pays attention to the people around him. The analogy used here is water. A leader should be just as responsive as water is, to its surroundings. He needs to (acknowledge) listen, and show care and concern to the people around him. After all, there's a Chinese saying that goes, 'a person's success is dependent not on the number of servants he has, but on the number of people the leader serves'. 'We admire such a leader; his behavior is very motivating' (an interviewee's input)".

Of significance is what Hall (2010) has related – how an Indian store proprietor in Vienna, Pravin Cherkoori, taught him the significance of an ancient Hindi word "Genshai"; basically, one should never treat another person in a way that one would make them feel small or insignificant. Pravin then made clear that should he toss a coin to a beggar in the street, he would not be practicing "Genshai". He should instead kneel down and look at the beggar in the eye when placing the coin in his hand; and that coin became love. He made Kevin promise that he will never, ever treat himself small again. As a leader, consider this anecdote when dealing with people. Respect and value them to motivate or inspire them to reach greater heights. Indeed respect yourself and you too can have super powers.

Suppose one's work is not acknowledged or not talked about, would one be happy or satisfied? If a work is not acknowledged or recognized, it can be taken as non-performing; the work is not agreed or seen as performing or good.

Not to be acknowledged at all is equal to zero strokes, and that can be very de-motivating, this is worse off than negative stroke. It is as if the person does not exist, the person feels as if (s)he is a non-person. On the contrary, to be acknowledged is tantamount to be given positive strokes and these can indeed be very encouraging and motivating (Hunsaker and Alessandra, 1986; Muriel and Jongeward, 1996; 1971). Strokes can be (are) the acknowledgement or recognition, attention or responsiveness that one person gives another. Strokes can be positive (nicknamed warm fuzzies) or negative (cold pricklies). Praise, for instance, can be an acknowledgement of an employee's effort.

To acknowledge the employee's strength(s) is to grow the employee, and increase his (her) confidence in doing the job. It would also boost his or her confidence and self-esteem.

In this study, forty-three interviewees or 97.7 percent of the total number of interviewees agreed that to be acknowledged is a good basic source of motivation.

Accepting

Accepting can be defined as consent to receive; agree to undertake an offered position or responsibility (http://dictionary.reference.com/browse/accept). When one accepts the work, one must have sincere thought, intention and action; this also means that one must be clear in thinking and sincere in intention; being sincere in one's action. When one is sincere and clear on what one wants, it is easier for one to achieve what one wants.

How does it feel to be accepted? What is to be accepted?

Not to be accepted is to feel not connected or not personal to the other party. Several interviewees spoke of "I do not like it when it is so impersonal", "we want to feel part of the family". These coincide with Low's (2006; 2001) studies which indicate that people like to feel connected or be related to; they also like to feel part of the family. Interestingly, this also matches with Low (2010: 3) study which highlighted that, "To Sun Tzu, communicating within and among the rank and file is critical. It is tantamount to the Chinese saying, making the clothes to fit the body. It is not a matter of making the back of the gown longer since one will bow down to meet higher officials; it is also not a matter of making the front of the gown longer because one will stand with one's chest out and head held high when meeting junior officials. It is, all in all, a matter of making the back and front of equal length; the gown is made for upright people who meet others on the same level."

The leader must first accept his or her follower(s). When the leader accepts the person, a follower, (s)he finds a use for the person; (s)he also finds a role for each of his followers to play, and taps on his (her) strengths.

"There's this in-group feeling." (Several interviewees' input; mentioned 56 times). To be accepted is to be received or accredited; only good work is accredited. As an employee, if one is accepted, it means one is part of the group, an in-group as opposed to the out-group. If one is not accepted as part of the in-group, one would not feel belong, and there would be a lack of or no sense of belonging; the affected person would also not have a sense of ownership, and hence would not be motivated and committed.

To be accepted is also to be trusted. And to be trusted can be very motivating while not to be trusted cannot be motivating. Where work is concerned, not to be accepted means the work is not accredited, taken as sub-standard. The superior cannot trust the staff.

Even trust onto a system is necessary and vital; if there

is no trust of it, there is little motivation to use or apply it. Lim and Low (2010) speak of a case study where there was no trust in the staff leave systems –it was then left untouched in the department without anybody using it. The system had nothing to do with the previous system; and there was no continuity. The staff questioned, "If there is nothing wrong with the previous system, why fix it?" There should thus be a continuity as well as acceptance.

One of the ways of accepting a person or an employee is that of having "An Employee of the Week/Month" program and this helps to make the employee feels part of the Company as well as having a sense of ownership and pride in working in the organization. If a person feels outside or not part of the group, (s)he would not be motivated. (S) he needs to feel as part of or be a member of the in-group.

Interestingly, from the outcome of this research, forty-three interviewees or 97.7 percent of the total number of interviewees voted that to be accepted in working can be an easy motivational source; and they feel good to be accepted and in being accepted, they feel connected to the team.

Appreciating

Appreciating means recognize the full worth (quality, significance or magnitude of); be thankful/grateful (for something); to admire greatly, value (http://www.thefreedictionary.com/appreciating).
Therefore, it is important for a person before performing an act or a job, to carry out and to appreciate the process of understanding the depth and breadth of a subject matter. Going through this process will enable one to be prepared with confidence in facing the challenges of the work ahead. When doing the job, it is also essential for a sincere and upright individual to focus and to be committed on achieving the foal or completing the work.

How does it feel to be appreciated? What is to be appreciated?

If one's work is appreciated, one's work is seen as good, excellent or of quality, and one would feel satisfied. It is both critical and useful to remind ourselves of this old Chinese proverb that speaks of, "when one drinks the water, one should forget the people that helped one dug the well." This means leaders and supervisors need to show appreciation of their people, cherishing their efforts in completing the tasks while producing output or getting results for the organization.

"When one is appreciated, one is likely to feel happy"; "this is so obvious or axiomatic" (several interviewees' input; mentioned 50 times). And one would be motivated and contribute more to the organization.

Not to be appreciated can be taken that one's work is not liked and most likely due to the fact that it is not up to standard. The output or the work is not cherished for after all, it is of low quality. The worker is not valued. One's efforts are not recognized. If one works hard, output is attained and yet one's effort is not recognized – then one is not rewarded but is punished. Here, a performer is punished, and it can be de-motivating to perform since one is punished for performing.

To value your people is also to trust them. To trust your people is to believe that they can, have contributed and would continue to contribute to your Company. A leader should trust his or her people to get the best out of them. However, giving people your full trust is easier said than done. Uncertainties or worries creep in – "Can that person really cope with this?" "This information is decidedly confidential; if I tell that person, might not she disclose it to others?" It is surely true that no one is 100-percent reliable. Yet, in a crisis or a delicate situation, people will only trust you if their trust is reciprocated. If one, as a leader, cannot conquer one's doubt, and has to make pretense of trusting people by going through the motions of delegating work, one will not be able to create good working relationships with one's people. Here, Konosuke Matsushita (1991) argued that as a leader, one should aim to create a basic bond of trust with one's people. As long as this exists, then people will accept that the leader's motives are good or noble, and keep their faith in the leader, even if occasions arise when their faith was actually unjustified. The modern world is beset by distrust on many fronts, and this gives rise to strife and stress, and in its most severe manifestations, can lead to physical destruction. This makes it all the more critical that leaders everywhere should base their dealings with people on a sense of trust.

Another good way of showing appreciation is that giving of the employee time off even for a few hours or a day in respect of their hardworking efforts or high productivity. And this can be motivating for the worker.

True, money is not everything yet giving monetary rewards help; monetary incentives can be a powerful motivational aid in showing appreciation of the employees. The distribution of even modest cash incentives can trigger off and spread the enthusiasm among employees. And that enthusiasm can be contagious within the organization.

Even more important is a word of "Thanks" coming from the supervisor; the employee knows that her efforts and work is cherished by the supervisor. If, say, the supervisor has little time or no opportunity to meet the employee, the word "Thank You" in a form of a Post-It note coming from the supervisor helps; it makes the employee feels valued.

What more, as Heathfield (2010) has indicated, people who feel appreciated are more positive about themselves and their ability to contribute. People with positive self-esteem are potentially your best employees.

"I like being appreciated" or "praised"; "I want to be praised or complimented" (Several interviewees' inputs; mentioned 47 times). Praises can also be seen as recognition, and they can be very motivating. May Kay-Ash, the founder of Mary Kay Cosmetics was cited by Gostick and Elton (2005) as saying, "There are two things employees want more than sex and money: recognition and praise". The leader's appreciation (recognition and praise) is indeed motivating, as several interviewees spoke of, "Appreciation shows and tells the employees that 'I care and you matter to me'."

Achieving

The last but not the least of the 4As is that of achieving, and that can be very motivating. What is achieving? To achieve is to complete. Achieving is taking action, to achieve is to fulfill as well as to get or attain output or produce results.

"I like achieving"; "I like taking actions" (interviewees' inputs). Achieving is indeed action-orientated, and things get done. Leaders are self-driven and capable of self-direction (Theory Y as opposed to Theory X, as in McGregor, 1960; 2006); they are full of energy, energizing, action-oriented and competitive as well as having the will to win (Kramis, 2005). Achievement means people work hard to assure themselves (McCelland, cited in Trompenaars, 1994). Managers and supervisors allow their people to achieve and be energized; they attain greater things. "Achievements energize" (Several interviewees' inputs).

Low (2002; 2009) has indicated that the Chinese Value Survey (CVS) has particularly identified the value of achievement. Here, the values of industry (working hard) and protecting one's face as dimensions of measuring culture and one can argue that industry here also implies meritocracy. Meritocracy has its relevance in achievement as not as a value, but as a motivational source; it also denotes one's efforts or self-enhancement. Indeed, meritocracy was not new to the Chinese since Confucian scholars, having done well in the State examinations, would be accorded official positions in the Chinese bureaucracy — they became the Mandarins, ruling ancient China.

Similarly, Chang and Wong's (1998) study also supplied the cultural explanation of the achievement phenomenon in Neo-Confucian cultures such as in Singapore. Singaporeans were said to be hardworking, and had the drive to excel. Hence, there is the need and relevance to allow people to achieve rather than holding a commanding or controlling stance over the people.

To be motivated, the people should be allowed to be empowered, making their own decisions and being self-directed.

Creating an Abundance Culture

Certainly, when people are motivated, the authors believe that there is an abundance culture. Three things which make up such an abundance culture are: positive deviance, virtuous practice and an affirmative bias (Cameron, 2009). Let us explain. Firstly, a positively deviant organization is a special one that is always successful and benevolent to its people; it generously honors people and their contributions, and it focuses on creating an abundance of good and positive things. Secondly, virtuous practices and actions have positive impacts on others and these actions are conducted regardless of reciprocity or any reward beyond that which is natural or inborn in the act. Examples of someone acting virtuously are like helping a stranger in difficulty; forgiving someone who had made mistake or has done one wrong; and offering wise counsel to others even though one would not benefit from the result. Thirdly, a leader who has an affirmative bias means he or she positively focuses on the best rather than the worst. Organizations that display an affirmative bias put more weight on their strengths, capabilities and possibilities rather than on threats, problems and weaknesses.

Benefits and Limitations of the Study

The benefit of this research study is that it illustrates and highlights an important and positive relationship between leaders/managers and followers through the understanding of motivational process of acknowledging, accepting, appreciating and achieving.

However, the key limitations of the research are the sample of forty-four employers and employees from Small and Medium Enterprises (SMEs) in Brunei and Singapore may limit the depth of analysis, certainly if time and costs permits, the researchers would like to expand the sampling size to further enrich the data and analysis.

Another key limitation of the study is that it focuses on only selected respondents' interview outcome only; a further research is necessary. Nonetheless, based on the study's findings, it can be taken or viewed that acknowledging, accepting, appreciating, and achieving are important motivational behaviors, and they should be used to improve motivational level in everywhere not only in Singapore and Brunei.

CONCLUSION

Acknowledging, accepting, appreciating and achieving can bring about much human feeling and thereby build much social capital, the quality of relationships and interactions within the organization. Given it as it may be,

leadership is about creating the positive atmosphere or setting where people, feeling belonged or connected to, and that they are happy, motivated and inspired. And leaders should translate that inspiration into action and results. Leaders indeed need to and continue to ensure that their people are duly acknowledged, accepted, appreciated and allow to achieve.

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