

BOOK REVIEW

Motivasi dan Kepribadian: Perspektif Islam tentang Dinamika Jiwa dan Perilaku Manusia

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**Title:**

Motivasi dan Kepribadian: Perspektif Islam tentang Dinamika Jiwa dan Perilaku Manusia

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The book discussed in this article is titled *Motivasi dan Kepribadian: Perspektif Islam tentang Dinamika Jiwa dan Perilaku Manusia*. This book was written by Dr. Bagus Riyono, M.A., a psychologist and lecturer in the Faculty of Psychology at Universitas Gadjah Mada and is currently president of the International Association of Muslim Psychologists (IAMP). This book is 284 pages long and consists of several chapters, all of which deconstructing pre-existing theories of motivation, as well as constructing pioneering theories of motivation using various research approaches, including qualitative approach using “meta-ethnographically-grounded-theory” and quantitative approach using experimental method (Riyono, 2020. p. 89). All this was done so that the researcher could achieve comprehensive research results.

The author focused on studies that addressed motivational concepts and were well aware of the pre-

existing theories of motivation developed by previous researchers. Well-known theories of motivation including Maslow’s hierarchy theory (1943), Herzberg’s two-factor theory, Alderfers’s existence, relationship, and growth theory (1972), McClelland’s need theory (1961), and other theories developed by researchers who are predominantly from Western countries. In this day and age, researchers can then opt for one of the theories of motivation that is most suitable to topic they were studying. It shows that the existing theories of motivation are not suitable to explain many different variables within the same context. However, upon closer examination, a theory of motivation at its core should be able to explain different behavioral contexts.

This book explains fundamental concepts using a variety of approaches. Readers are not only exposed to the results of a study, but also invited to learn research approaches that can be adapted for future studies. Within

the book, various approaches was used to build the theory. Some of the approaches used were meta-ethnography, grounded theory, and thought experiment.

In the first chapter, the author deconstructed the existing theories of motivation. Initially, the existing theories of motivation were elaborated, which showed their limits in explaining various relationships. The deconstruction was done by projecting criticism towards the existing theories. One of the elaborated theories acknowledges the existence of natural force. Natural force assumes that natural climate can influence human behavior. The next question is: is natural force the only factor in determining human behavior? On the other hand, this theory proves inapplicable to a more organized context, such as how several individuals create an organized social system, like a sociostructural force. In a sense, sociostructural force can explain how human civilizations have created a structured system and advanced civilization. However, even this view cannot explain a small human civilization, such as in a group. The group force can eventually explain this problem, although it has its limitations in explaining a narrower context, i.e., the internal force. Ultimately, all four forces influence each other when integrated. People's behaviors are likely to be influenced by all four of them.

Chapter 2 begins with a reconstruction of the theories of motivation. This section consists of three new theoretical discoveries, namely the motivational source theory, the motivational force theory, and the anchor personality theory. The motivational source theory was reconstructed by finding broader themes relating to urge. The first theme emerged from the inherent power of the individual and included instinct, which tends to be based on natural and urgent impulse; lack of need, which tends to be based on an impulse to satisfy needs; revenge, which tends to lead to negative impulses; and interest, which tends to be associated with fun. The second theme is freedom to choose, which consists of supportive components such as autonomy, independence, self-determination, and self-regulation. The next theme is challenge, which is an external incentive provided by others for the person to respond to the incentive. Another theme is the incentive, which consists of reward, achievement, support, and constructive feedback. The last theme is meaning, which highlights that the person possesses belief that their actions will lead to good deeds. This theme emphasizes how much a person thrives on proving their beliefs. Components of this theme include self-efficacy, contribution, self-actualization, pleasure, and valence. All of the themes identified from the basis for the model human motivation are presented below.

Freedom to choose is central to human existence. Impulses from the urge help the individual to fulfill his life needs. On the other hand, the freedom to choose also controls the urge to fulfill the individual's needs. These two things, which attract each other, make sense and are strong sources of motivation for the individual (Riyono, 2020, p. 113). Also, the interaction of the individual with his environment causes the individual to respond, which is called pressure. However, in his freedom, the individual also consciously seeks challenges. For those who love challenges, the presence of meaningfulness flows in a higher direction. A key difference between challenge and incentive is that challenge is usually due to something that precedes the behavior, whereas incentive is dependent upon the behavior of the individual. An individual will tend to repeat behaviors with positive outcomes, also referred to as reinforcements. In addition, an individual who expects something will be motivated to achieve the ideal incentive. Both reinforcement and expectation have instrumental effects on the acquisition of meaningfulness when the incentive is achieved.

Motivational force theory builds on the issues that drive an individual to avoid risks (*risk avoidance*) that could harm the individual. Another action an individual task is to explore an ambiguous state that has little chance to be determined (*uncertainty*). The individual will try to analyze possibilities that are certain and uncertain, where these things are neutral. In examining risks and uncertainty, the individual will also look at how much *hope* he has. These three things underline the RUH theory that caused the emergence of the motivational force. From all the processes, a motivational explaining all the conditions was obtained using a structured analysis technique.

Strength of the Force= (R-U)² x H

According to this, the strength of motivation is determined by the level of hope (H), and the square of the difference between risk (R) and uncertainty (U). The formula can explain motivated and demotivated individual behaviors. Motivated behaviours are the result of the mind being in a state of optimal chance and optimal challenge. On the other side, demotivated behaviours are the result of learned helplessness, fatalism, and being in a comfort zone.

After discussing how the RUH theory is the basic component of the dynamics of human motivation, the author built the anchor personality theory. This theory explains that people are always looking for something to use as a 'handle' to compensate for their instability.

That something can be specifically called an ‘anchor’. According to his findings, an ‘anchor’ is something that an individual believes to be a support in solving one’s life problems. Anchors consist of several layers including *God, Virtues, Self, Materials, and Others*. *God* is believed to be the ultimate anchor which has an unimaginable level of abstraction. *Virtues* can be described as values or human values. *Self*, in the next layer, is the most concrete anchor while *Others* are someone they could depend on. Last, *Materials* are the lowest positioned tool yet they are also concrete.

In chapter 3, Riyono tries to confirm the new theory by explaining the conventional theory of motivation from the perspective of the new theory. This process can also be called logical theoretical confirmation because the data used as the material to build this theory came from the conventional theories. In this section, three main ideas are described, namely the freedom to choose, the anchor, and the dynamics of RUH. This process of confirmation is well explained by the author by including three main streams of psychology, namely the humanistic school, the Freudian school, and the behavioristic school.

In chapter 4, the author claims that the new theory included in this book is a breakthrough, both in ideas and approaches. This new theory may cause controversy, specifically due to the inclusion of the divine variable in the analysis of the results of this study. In this section, the author also discusses the power of the new theory of motivation in explaining a variety of contexts. Furthermore, the author aims to demonstrate the power of a theory in explaining a phenomenon. Additionally, the author explains how the new theory of motivation can explain a variety of contexts, such as at the national level, and in the fields of education and law.

In the last chapter, the author concludes that the basic dynamic of ‘motivational force’ is the search for anchors, which is composed of two components, namely ‘in search’ as the effort, and ‘anchor’ as the goal that signifies stability. According to him, during the process of ‘in search’, man has the freedom to act on his ‘freedom to choose’. In the meantime, the ‘anchor’ represents the final goal, which has stable characteristics. Thus, the search for anchors is a dynamic that represents a paradox between dynamic freedom and the pursuit of stability. The paradox between freedom and stability arises because human freedom hides other dynamics, namely the dynamics of “risk avoidance”, “uncertainty tolerance”, and “hope reliance” (RUH). Human freedom is simply the freedom to choose, limited by the present time. The future is a mystery for human beings. The future can be lived for the individual only through anticipation, which is associated

with risk, uncertainty, and hope. With regard to the future, man is a weak being who tries to find anchors to achieve future stability.

Ultimately, this book is very good at explaining the systematic steps involved in discovering the new theories. The systematic steps laid out make it easy for the readers to understand that a new theory is in the making. Moreover, theory of motivation is a foundational theory that has been developed by many previous researchers. The explanations on motivation from these researchers seemed to have nothing to do with each other, e.g., McClelland (1961) with the need for achievement, Alderfer (1972) with the ERG theory, while Skinner (1953) suggested the need for a behavior modification program and Maslow (1943) suggested self-actualization. All these explanations are difficult to understand, even if they try to explain the same thing. To understand the common thread of this phenomenon, the reader can read this book and understand the dynamics of human behavior. The new theory described in this book is able to complement the weaknesses of the previous theories of motivation.

In the Indonesian context, this book also explains the strength of RUH theory when applied in different contexts such as economics, law, and education. This book explains clearly how the components of RUH theory can fit in the different conditions of this country. For example, the differences in the structure of the poor and the elite and the weaknesses of the law in Indonesia, which is full of injustice.

In the context of the COVID-19 pandemic, the RUH theory also has explanatory abilities for this phenomenon. It was known that COVID-19 would spread at the end of 2019. This situation intensified in 2020 when the global community was in a state of crisis due to the spread of the virus and systems in all areas were changing. The changes that occur are a way to ensure the survival of people in very uncertain and crowded conditions. No one knew whether or not the virus will disappear or if we still have to live with it. Moreover, it can be explained by the theory of mind itself. RUH theory assumes that several *nadir* points can explain the situation in Indonesia when COVID-19 began to spread. From the perspective of RUH theory, the Indonesian population is characterized by a combination of comfort zones, fatalism, and a learned psychological state of helplessness.

During the initial spread of COVID-19 in early 2020, the government and society were still in a comfort zone. There were strict regulations forcing us to close access to international routes that were particularly

vulnerable to the spread of the virus. The government was not necessarily violating freedom of movement within the country, and they were not making any decisions until they knew what was happening to people in other countries where the virus has already spread. Considering that Indonesia was still in its comfort zone, people still think that this virus is no cause for concern. This thought lasted for about three months, from January to March. In March 2020, WHO officially declared the corona virus a global pandemic (WHO, 2020). The official declaration by WHO prompted the government to take initial lockdown measures as the number of cases continued to grow. The rapid increase in the spread of the virus meant that the medical team became overwhelmed with treating patients, isolation rooms in hospitals are becoming less available, and health facilities such as oxygen were in short supply. This condition became evidence that there are things that can become very deadly when people are comfortable with the status quo even when times are changing. Both the government and society have not handled the spread of this virus using the best measures, and this has proven to have very fatal consequences. If this nation was more assertive in global issues, the affects can be minimized.

According to a report by CNN Indonesia (2021), Indonesia had the most cases in July 2021. For two consecutive weeks, there were more than 1000 deaths per day. In this condition, the country is in a psychological state of learned helplessness, that is, a bad situation with maximum risk. This state showed that this country was in dire need to do something to change the initially unsafe situation into a controllable situation in which the risks become more assessable. This book also explains how we can intervene when we find ourselves in a psychological state of learned helplessness. One of the ways offered is to focus on strengthening the element of hope. Strengthening the element of hope automatically reduces the perception of the lack of safety and at the same time puts the possible magnitude of the risk into perspective. In practice, some measures have been taken to change this bad situation, specifically that the government eventually restricted people's freedom of movement by imposing lockdowns, limiting transportation activities, promoting health protocols, and taking other measures that could suppress the spread of the COVID-19 virus.

The movement of the government and society, initially in a completely uncertain and risky situation, did not necessarily cause this nation to simply remain calm. The emergence of the spirit of this nation through the RUH theory can be explained by three elements known as the anatomy of the force, which are inextricably

linked, namely risk, uncertainty, and hope. Risk is a negative consequence or output that has not happened yet and is full of uncertainty. Uncertainty, in turn, is lack of sureness about someone or something. On the other hand, there is also hope, which is the faith and belief that uncertainty and risk can be minimized and better understood. This book explains that hope is the belief in the possibility of getting something good or lucky behind subjectively calculated uncertainties. Like risk and uncertainty, hope is subjective, namely the belief in the silver lining of uncertainty. Hope is the expectation of the government and society to rise from the downturn caused by COVID-19.

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