

Original Article

Factors Affecting Job Motivation from the Viewpoints of Staff and Managers in Semnan Welfare Organization

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Objectives: Regarding the type of service receivers as well as the technicality of the services provided, these services often bear high complexity and difficulty which can eventually lead to job burnout and shortage of motivation in the staff. In this study, the factors affecting job motivation from the viewpoints of staff and managers of Semnan Welfare Organization have been identified and possible differences have been analyzed.

Methods: In the present study, based on Herzberg's model of job motivation and considering several assessment tools produced according to this model, a draft of a researcher-designed questionnaire was prepared in order to determine the factors affecting job motivation in the staff and managers of the State Welfare Organization in Semnan province. The content and face validity of the questionnaire was determined and approved by 10 experts, 5 managers and 15 staff members of the Semnan Welfare Organization who were selected purposefully, using the Lawsche's method. The reliability of the questionnaire was assessed and approved by test-retest correlation coefficient determination. After informed consent was obtained, all staff and managers conforming to the inclusion criteria were invited to participate in the study and to complete the questionnaire.

Results: In contrast to Herzberg's theory which considers intrinsic factors as more important than extrinsic factors in causing motivation, our results demonstrated that staff and managers of Semnan Welfare Organization believed extrinsic factors provoked higher motivation.

Discussion: The major motivation factors for staff and managers of Semnan Welfare province were somehow related to management practices of managers and staff, both of which are categorized as extrinsic factors.

Keywords: Job motivation, factors affecting job motivation, staff, managers, Welfare Organization

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Introduction

Motivation means excitement, desire or willingness in someone which drives Him/her towards achieving a certain goal (1). Generally, motivation has been in the focus of two groups of theories. The first group or Content Theories try to specify things which motivate human behavior. These theories include Maslow's hierarchy of needs theory, Herzberg's motivation-hygiene theory and the McClelland theory. The second group of theories called the Process Theories focus on the actual process of human behavior. These

theories include the theory of Equity and the Theory of Expectancy (2). Different factors are involved in the life process of each organization. Some important factors are human resources, equipment and capital, among which human resources are the most important and effective because they can cause equipment, capital, materials and other factors be efficient (3).

One of the most popular topics under consideration in the management of human resources is the generation of motivation in the staff in order to increase their working quality (4). Human beings

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do things based on their needs and motivation. Therefore, it is necessary for every manager to know about factors effective on the motivation of its staff which will consequently influence their behavior. Knowing how to motivate the staff, the managers can achieve their organizational goals easily, whereas inaccessibility of the staff to motivation factors and unmet staff needs in any organization will ultimately result in low efficiency and unachieved organizational goals (5). The State Welfare Organization is a service-providing organization and is among the key elements of the health-care and social welfare systems in Iran. In fact, because of its service-providing nature and also its target groups which are usually the most vulnerable groups of the population, the organization's dedicated staff including those in managerial positions and those serving as simple employees may be considered its most important asset and tool for achieving its goals. On the other hand, regarding the type of service receivers as well as the technicality of the services provided, these services often bear high complexity and difficulty which can eventually lead to job burnout and shortage of motivation in the staff. Therefore it seems that keeping the staff motivated in this organization is really important and lack of motivation may impair their performance and consequently that of the organization.

The determination of factors affecting motivation of staff and managers in welfare organization was considered as a priority for the authors and since no research had been previously conducted on this issue in the Welfare Organization of the Semnan Province the objective of the present study was set to determine the factors affecting job motivation from the points of view of the staff and managers of Semnan Welfare Organization, and then to compare the possible differences between the view points of the two groups.

Methods

This study was a cross-sectional descriptive-analytic study and it was performed in two phases (phase 1 or the qualitative phase, and phase 2 or the quantitative phase). In the first phase a questionnaire named "effective factors in job motivation" was developed by the research group according to available resources and based on Herzberg's motivation-hygiene theory. The face and content validity of the questionnaire was determined by a sample of 10 experts in the field

of management and also by a group of 15 Semnan Welfare Organization staff and 5 Semnan Welfare Organization managers, recruited purposively, and by using Lawsche's procedure. By performing the test-retest procedure and calculating the correlational coefficient of the two, the reliability of the questionnaire was evaluated

The authors developed questionnaire includes 75 questions the answer choices of which were set in Likert scale. Each question in the questionnaire refers to a factor affecting job motivation. The answer choices, consisting of "gives me lots of motivation", "gives me some motivation", "gives me little motivation", "does not motivate me at all", and "demotivates me". They were numerically valued from 5 to 1, respectively. In the second phase of the study, the questionnaire was completed by a sample of participants, recruited by cluster sampling regarding the five different deputies of the Semnan Province Welfare organization, as clusters. The initial sample calculation lead to 100 staff and 30 managers in Semnan Welfare Organization. Participation in the study was voluntary for staff and managers and informed consent was acquired from all. Personal information of staff and managers who participated in this study remained confidential for the researcher.

Results

Totally 105 people (79 staff and 26 managers) participated in the study, which shows a sample attrition of about 20% for the staff and 1.3% for the managerial positions. Table (1) shows the distribution of staff and managers according to demographic characteristics. As this table demonstrates, most of the respondents in both groups are older than 30 years; most respondents in managerial positions are males, while staffs are predominantly females. In terms of the educational degree of the participants, bachelor's degree shows highest frequency, while the lowest frequency belongs to the PhD degree in both staff and managerial groups. The highest frequency of participants in both staff and managerial groups belong to the "Rehabilitation Affairs Deputy" and the lowest frequency, to the Deputy of "Community Participation Affairs" Among all managers who participated, 22 (84.62%) had a total work experience of 15-30 years and the remaining 4 (15.38%) had a total work experience of 5-15 years, the highest and lowest frequencies

of work experience respectively. None of the managers had less than 5 years of work experience. In the staff group, the highest and lowest frequencies of work experience were 5-15 years (in 62.03% of respondents) and 15-30 years (in 13.92% of respondents), respectively. In terms of experience in management, 53.85% of participants in the managers group had a total managerial

experience of 5-15 years (the highest frequency) and 11.53% had a total managerial experience of 15-30 years (the lowest frequency). Also, in the staff group, 73.42% of respondents did not have any managerial experience at all. The highest frequency of participants worked in the city of Semnan and the lowest frequency worked in the city of Sorkhe in both staff and managerial groups.

Table 1. Distribution of samples according to position and demographic characteristics

variable	frequency		Percent		
	managers	staff	managers	staff	
age	Less than 30 years	1	26	3.85	32.91
	More than 30 years	25	53	96.15	67.09
sex	male	16	20	61.54	52.32
	female	10	59	38.46	74.68
Educational degree	Bachelor's	17	60	65.38	75.95
	Master's	8	18	30.77	22.78
	PhD	1	1	3.85	1.27
Deputy name	Rehabilitation Affairs	13	24	50	30.37
	Social Affairs	5	16	19.23	20.25
	Prevention Affairs	3	14	11.53	17.72
	Financial Affairs	3	16	11.53	20.25
	Community Participation Affairs	2	9	7.71	11.41
Total work experience	0-5	0	19	0	24.05
	5-15	4	49	15.38	62.03
	15-30	22	11	84.62	13.92
Total Managerial experience	0	0	58	0	73.42
	>5	9	19	34.62	24.05
	5-15	14	2	53.85	2.53
	15-30	3	0	11.53	0
city	Semnan	14	45	53.84	56.96
	Shahrud	3	13	11.54	16.45
	Damghan	3	8	11.54	10.13
	Garmsar	3	7	11.54	8.86
	Mahdishahr	2	5	7.70	6.33
	Sorkhe	1	1	3.84	1.27

Table (2) shows the statistical characteristics of the

5 most motivating factors from the points of views of the staff, ordered from highest to lowest.

Table 2. Statistical characteristics of the 5 most motivating factors among the staff

Factor Affecting Motivation	Factor Category	Mean (SD)	Participants' Opinion (percent)				
			Lots of motivation	Some motivation	Little motivation	No motivation	De motivation
working rules and regulations in the organization are rational	Organization strategies and management	5.00 (0.00)	100.0	0	0	0	0
Salaries be commensurate are with type and amount of work	salary	5.00 (0.00)	100.0	0	0	0	0
Salaries are be commensurate with life needs	salary	5.00 (0.00)	100.0	0	0	0	0
recreational amenities are offered to the staff	working conditions	4.97 (0.15)	97.5	2.5	0	0	0
authorities involved in technical areas have sufficient technical knowledge	supervision	4.97 (0.15)	97.5	2.5	0	0	0

Table (3) shows the statistical characteristics of the 5 most motivating factors from the points of views of the managers, ordered from highest to lowest.

Table 3. Statistical characteristics of the 5 most motivating factors among the managers

Factor Affecting Motivation	Factor Category	Mean (SD)	Participants' Opinion (percent)				
			Lots of motivation	Some motivation	Little motivation	No motivation	demotivation
The organization values things which are valuable to you	Organization strategies and management	5.00 (0.00)	100.0	0	0	0	0
working rules and regulations in the organization are rational	Organization strategies and management	5.00 (0.00)	100.0	0	0	0	0
salary is equal to other people having similar jobs in other organizations	salary	5.00 (0.00)	100.0	0	0	0	0
Organization sticks to moral work principles	Personal interrelationships	5.00 (0.00)	100.0	0	0	0	0
authorities constantly pursue and protect the rights of staff	supervision	5.00 (0.00)	100.0	0	0	0	0

Discussion

The results indicates that according to the points of views of our study samples, external motivational factors are more likely to be considered effective in motivating staff and managers than internal factors. This finding is in conflict with Herzberg's motivational theory in which internal factors are known to be more motivating than external factors. The reason for the difference may lie in the fact that according to Herzberg, external factors are factors the staff usually take for granted due to their somehow basic nature. In other words, external factors are required and expected to exist and be provided effortlessly and even before any internal factors occur, in a normal organization. However, the actual situation in many governmental organizations in Iran, of which the present research setting is an example, is that external factors are usually not ideally present. Therefore, it seems appreciable that the staff does not think of and expect anything else preceding that.

Five factors which received the highest scores in terms of job motivation according to the points of views of the staff, belong to the following categories, in order of preference: "Organization Strategies and management", "salary", "working conditions", and "supervision". However, 5most popular motivating factors in the managers' points of views belong to the following categories: "organization strategies and management", "salary",

"personal interrelationships", and "supervision". Consequently, the only differences between managers and staff in the categories their motivational factors belong to are the "working condition" and the "personal interrelationships" category, the former pertinent to the staff and the latter to the managers. The difference may be due to the possibility that satisfactory "working conditions" already exist for managers and thus the managers no longer consider this factor as one with a high motivational priority. However, this is not true about staff. On the other hand, "personal interrelationships" seems to be an important motivational factor for managers, which may be due to the managers' actual need to establish good relations with others, due to their position.

Similar results (external factors proving to be more motivating than internal factors) have been obtained in other studies, such as that conducted by Bakhshi Ali Abad et al in 2004 on University of Medical Sciences' faculty members of Rafsanjan city in Iran (6) and that carried out by Pushne et al in 2008 on teachers of Tehran city (7). Unlike our results, the results achieved by Akhilesh Chandra et al in 2011, studying on the factors motivating American teachers, showed that internal factors were more important than external factors in job motivation. This difference may be due to differences in the target group, the countries in which the researches were conducted and also the tools used (8).

Conclusion

In sum, the research results suggest that according to both staff and managers of the Welfare Organization, one of the most important job motivating factors is the rationality of working rules and regulations in the organization. Also, it seems that the most job motivating factors among staff and managers working in Semnan Province Welfare Organization are somehow connected to upstream management practices. It is suggested that for complementary studies, analytical and

particularly interventional researches be carried out taking advantage of the most job motivating factors determined in the present study.

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