



Relationship between Managers' Managerial Motivation and Organizational Health in the Tosee Credit Institution Branches

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Abstract

In this survey, we have examined the viewpoints of the managers and employees (33 managers and 180 employees) with Tosee credit institution branches to analyze the relationship between managerial motivation of managers (7 components) and organizational health. The survey was conducted by using Miner Sentences Completion Scale (MSCS) and Organizational Health Description Questionnaire. Data analysis was performed by using Spearman correlation coefficient and SPSS software. The results show that, with 95 percent confidence, there is a significant negative relationship between managers' managerial motivation and organizational health in the branches of TOSEE credit institution. Unlike the managers' authoritative personality, creating a competitive situation as well as playing competitive games and doing routine administrative functions by managers have a negative correlation with organizational health. In addition, there is no significant relationship of managers' assertive role, imposing wishes and standing out from group (employees) with organizational health.

Keywords: Managerial motivations, organizational health, Miner scale, TOSEE credit institution



1. Introduction

Preponderant management in dynamic organizations is an important agent in industrial development as the main axis of economic development. The implementation of a preponderant management system requires competent managers in the organization (Zangel, 1995). To this end, managers' psychological-behavioral characteristics are of key importance and have been the object of many theories over the last years. For example, addressing managers' managerial motivation and introducing Miner Sentences Completion Scale (MSCS), John B. Miner contends that individuals who deserve to take managerial jobs have high managerial motivation (Neelin, 2005). On the other hand, survival of the organization depends on the employee performance as well (Jazayeri, 2007). One of the key steps in improving employee performance is to expose them to an ambience where they feel job satisfaction and have composure (Khaghani Zadeh, 2008). In this regard, appropriate management leads to a sense of belonging, autonomy, responsibility and self-esteem in the employees and increase organizational effectiveness and efficiency through providing individuals with promotions, dignity and likely progress (Kazemi, 1996).

In other words, organizational health plays an important role in future organizational success such as the amount of sales or other short-term results (Miles, 2006). According to Barnard (2004), organizational health is one of the main factors addressed in manager evaluation and leads to perceived personal growth and development in the employees and contributes to their effectiveness and efficiency. Therefore, the present study aims to investigate the relationship between managers' managerial motivation and organizational health in Tosee credit institution.

2. Theoretical basis and literature review

2.1 Managers' managerial motivation

Management researchers tend to evaluate managers' managerial motivation as an important line of research. In fact, managers' managerial motivation is part of work-related motivations. As discussed, the most comprehensive instrument to measure managers' managerial motivation is MSCS. Miner (1973) included the subscales of authority figures, competitive situations,



competitive games, assertive role, imposing wishes, standing out from group and routine administrative functions in MSCS. The subscales are measured via open-end sentences written to examine managerial motivation:

1. Favorable attitude toward authority (authoritative figures): the manager expects to hear positive responses from the subordinates.
2. Desire to compete: constitutes competitive games and competitive situations and indicates the manager's desire to gain his and his group's rights through competition.
3. Assertive motivation (assertive role): is the manager's inclination to assert his role among employees.
4. Desire to exercise power (imposing wishes): is the manager's inclination to exercise power and direct the subordinates.
5. Desire to stand out (standing out from group): is the manager's inclination to display a distinctive behavior and standing out in order to be seen well enough.
6. Responsibility (routine administrative functions): refers to the manager's inclination to do routine administrative tasks such as participating in committees, telephone communication, providing legal suggestions, etc. and deriving satisfaction from such routines.

2.2 Organizational health

Organizational health is a situation where both employees and their organization have a performance beyond expectation or better than all their competitors (Toosi, 2003). In a review on literature, Zarei (2006) considered managers' leadership style and behavior as the main sources of organizational health. He contends that a lack of organizational health leads to decreased employee satisfaction, work and social failure due to poor performance or absenteeism, increased conflicts, failure to meet project deadlines, decreased innovation, cooperation, motivation and service quality.



Organizational health implies a description beyond short-term organizational efficiency and refers to a set of relatively persistent organizational characteristics (Miles, 2006) because short-term efficiency may damage employee satisfaction and morale (Toosi, 2003). Davis (1994) asserts that a healthy organization is one in which employees feel they are doing something valuable and can attain personal growth and development. They would like to be heard and treated as if they have personal existential value. In addition, they wish to make sure that the organization empathizes with their needs and difficulties.

2.3 Literature review

Several studies have been conducted on various aspects of managerial motivation and organizational health. However, to the best of authors' knowledge, there has not yet been a study to investigate the relationship between managers' managerial motivation and organizational health. Therefore, this is the first research conducted to investigate the correlation between these two variables. Some studies on the topic are cited below.

Singleton (1978) observed that training programs are an effective factor contributing to managerial motivation. According to Miner and Kern (1981), Stall (1983) and Bermann and Miner (1985), high managerial motivation is an effective factor that facilitates achieving high managerial levels, better performance, more promotions and better planning in managers. Misra and Carlo (1981) reported a direct correlation between job complexity and the need to stand out. Canil (1981) contends that it is necessary for the manager to understand employee needs in order to motivate employees toward better efficiency. Ghanbari (1998) believes that morale and resources support are the highest and lowest dimensions of organizational health, respectively. Hoy and Feldman (1989) and Barns (2004) suggest that organizational health is an important factor in developing trust in managers and colleagues. Hoy and Miskel (1992, as cited in Hoy and Feldman, 1989) maintained that organizational health was closely associated with organizational dynamicity and an open atmosphere. Rouhi (1990) considered participatory decision making as an important factor in creating a healthy environment and organizational health. Hoy and Wolfoluck (2000) stated that considerable emphasis is put on progress in a healthy environment where the manager can exercise enormous power on the superordinate, which increases individual efficiency due to



increased institutional integrity and morale. Williams (2004) states that what people perceive of the manager's moral style is correlated with organizational health while managers with immoral and excessively production-oriented leadership styles are more often associated with unhealthy ambience. Clifton (2005) believes that managers with intuitive-feeling leadership style captured in institutional integrity, resources support and morale dimension, managers with intuitive-thinking leadership style captured in the academic emphasis dimension and, managers with sensing-perceiving leadership style captured in the initiating structure dimension have higher ranks. However, managers with sensing-judging leadership style had lower ranks in all cases. Moreover, Scott (2009) believes that organizational health is an important factor in job satisfaction. Ahanchian and mofidi (2003) assert that managers' greater communication skills are associated with organizational health. Moreover, Ahanchian (2003) concludes that managerial knowledge is an important contributor to organizational health.

3. Statement of the problem

Inappropriate and stressful workplace conditions are a controversial issue in contemporary organizations. The results of Global Business and Economic Roundtable (2009) showed that the problems associated with employee depression and bad workplace conditions due to management disregard is acquiring further dimensions and has intensified over the last years, which has imposed significant costs on organizations. On the other hand, in order to gain competitive advantage, survive and sustain in the changing world and cope with variable environmental changes, organizations need a context to remain immune to damages and use the variable conditions as an opportunity (Michel, 2005). Thus, the present study aims to investigate the relationship between managers' managerial motivation and organizational health in different branches of Tosee credit institution. The study addresses the question 'what is the relationship between managers' managerial motivation and organizational health?'

4. Research objectives

Considering the above discussion and in order to achieve the research goals, the study aims to examine the relationship between managers' managerial motivation and organizational health in different branches of Tosee credit institution. In line with this major objective, subsidiary goals are set as follows: investigating the relationship of managers' authoritative figure, competitive games,



competitive situations, assertive role, imposing wishes, standing out from group (employees) and routine administrative functions with organizational health.

5. Research hypotheses

The main research hypothesis is that there is a significant relationship between managers' managerial motivation and organizational health in different branches of Tosee credit institution.

The subsidiary hypotheses are developed to examine the main hypothesis:

1. There is a significant relationship between managers' authority and organizational health.
2. There is a significant relationship between managers' competitive games and organizational health.
3. There is a significant relationship between managers' creation of competitive situations and organizational health.
4. There is a significant relationship between managers' assertive role and organizational health.
5. There is a significant relationship between managers' imposing of wishes and organizational health.
6. There is a significant relationship between managers' standing out from group and organizational health.
7. There is a significant relationship between managers' routine administrative functions and organizational health.

6. Method

The study is an applied research adopting a descriptive-correlational method. In order to test the hypotheses, the attitudes of all managers and employees with Tosee credit institution across the country were examined using census method and by administering questionnaires. Tosee credit institution constituted 33 branches and 180 employees. Miner Sentences Completion Scale (MSCS) and Hoy and Feldman's Organizational Health Description Scale were used to examine managers' attitude and analyze employee attitudes, respectively. In order to convert ordinal scale into interval scale, the following procedure was followed:



- ✓ Every item in MSCS includes 6 alternatives. A score of zero (for the alternatives with neutral value), -1 (for the alternatives with negative value) or +1 (for the alternatives with positive value) is assigned to any given item.
- ✓ In Organizational Health Description Scale, the items were scored as follows: rarely (1), sometimes (2), often (3) and always (5).

7. Analysis of research hypothesis

Kolmogorov-Smirnov test was run to examine the normality of the data (Table 1).

Component	z	P
Authority figures	2.24	0.001
Competitive games	2.48	0.001
Competitive situations	2.30	0.001
Assertive role	3.20	0.001
Imposing wishes	2.28	0.001
Standing out from group	3.48	0.001
Routine administrative functions	1.94	0.001

Considering the observed level of significance in Table 1 (Sig<0.01), the normality of the data on the components was not supported with 99 percent certainty. Therefore, Spearman Correlation Coefficient formula was run to analyze the data using SPSS. Kruskal-Wallis Test was run to rank different Tosee branches based on organizational health and managers' managerial motivation using Minitab software. In order to test the research hypotheses, H_0 and H_1 were formulated as follows. Table 2 illustrates the results of Spearman correlation test.

$$\begin{cases} H_0: \rho = 0 & \text{No significant relationship} \\ H_1: \rho \neq 0 & \text{Significant relationship} \end{cases}$$

Table 2. Spearman correlation coefficient	
	Organizational health



Authority figures	Correlation coefficient	**0.227
	Sig (two-tailed)	0.002
	No.	179
Competitive games	Correlation coefficient	*-0.191
	Sig (two-tailed)	0.011
	No.	179
Competitive situations	Correlation coefficient	** -0.285
	Sig (two-tailed)	0.001
	No.	179
Assertive role	Correlation coefficient	-0.049
	Sig (two-tailed)	0.518
	No.	179
Imposing wishes	Correlation coefficient	0.056
	Sig (two-tailed)	0.458
	No.	179
Standing out from group (employees)	Correlation coefficient	* -0.078
	Sig (two-tailed)	0.299
	No.	179
Routine administrative functions	Correlation coefficient	** -0.262
	Sig (two-tailed)	0.001
	No.	179
Managers' managerial motivation	Correlation coefficient	*-0.184
	Sig (two-tailed)	0.014
	No.	179
**Significant at the level 0.01 (two-tailed)		
* Significant at the level 0.05 (two-tailed)		

As shown in Table 2, the level of significance for testing H_0 and the correlation coefficient:

- ✓ Are 0.002 and 0.227, respectively, for the first hypothesis. Thus, H_0 is rejected and $\rho \neq 0$ is supported with 99 percent certainty. As a result, there is a significant positive correlation between managers' authoritative figure and organizational health. In other words, managers with higher levels of authoritative personality will contribute to higher organizational health in employees.
- ✓ Are 0.011 and -0.191, respectively, for the second hypothesis. Thus, there is a negative correlation between managers' competitive games and organizational health with 95 percent certainty. In other words, the more managers play competitive games, the less there will be organizational health in employees.



- ✓ Are 0.001 and -0.285, respectively, for the third hypothesis. Thus, there is a negative correlation between managers' creation of competitive situations and organizational health with 99 percent certainty. In other words, the more managers create competitive situations, the less the employees will have organizational health.
- ✓ Are 0.518, 0.458 and 0.299, respectively, for the fourth, fifth and six hypotheses. Thus, H_0 is supported with 99 percent certainty. In other words, there is no significant relationship of managers' assertive role, imposing wishes and standing out from group (employees) with organizational health.
- ✓ Are 0.001 and -0.262, respectively, for the seventh hypothesis. Thus, the hypothesis is supported with 99 percent certainty. As a result, there is a negative correlation between doing routine administrative tasks by managers and organizational health.
- ✓ Are 0.014 and -0.184, respectively, considering the values obtained for the main hypothesis. Thus, there is a significant negative correlation between managers' managerial motivation and organizational health. That is, the higher the managers' managerial motivation, the less the employees will have organizational health.

8. Conclusion and implication

The driver of economic development is industrial development, which requires preponderant organizational management by competent managers and a good working condition for employees. In fact, when managers provide for organizational health, employees feel they are well qualified. However, when a manager lacks enough motivation to create this condition, he/she fails to maintain organizational health. This is because organizational health is considered as one of the indicators of successful execution of managerial tasks. In this regard, the present study aimed to investigate the relationship between managers' managerial motivation and organizational health. The results of analyzing managers and employees' attitudes showed a significant negative correlation between managers' managerial motivation and organizational health with 99 percent certainty. Consequently, the more the managers' managerial motivation increases in Tosee credit institution, the more it will damage organizational health in the employees. This negative



correlation is associated with the components of managers' managerial motivation that were negatively correlated with organizational health in Tosee branches. In other words, considering the results of testing subsidiary research hypotheses, there was a negative correlation of managers' creation of a competitive situation, playing competitive games and doing routine administrative functions with organizational health. There was no significant relationship of managers' assertive role, imposing wishes and standing out from group (employees) with organizational health. The results, however, showed a positive correlation between managers' authoritative figure and organizational health. Considering the novelty of the study, as discussed earlier, the results cannot be compared and contrasted with previous findings. Therefore, deeper investigation into the results revealed that the negative correlation between managers' managerial motivation and organizational health may relate to the following:

- ✓ Employees had an unfavorable attitude toward competitive situations and games due to the inconsistency between employee performance and rewards and remuneration because the outcome of every competitive situation or winning a competitive game should bring about rewards in order to gain employee satisfaction and encourage them to participate in competitive situations.
- ✓ The duties defined in definite, tightly-closed frames is another reason why employees show no interest in competitive games and situations.
- ✓ Considering the negative correlation between performing routine administrative functions by managers and organizational health, one may claim that such duties distinguish managers from employees though they are normally performed by managers. These duties are the turning point where employees perceive themselves as distant from managers. This perception has been addressed in many items of organizational health questionnaire. It seems that employees do not have a positive attitude toward performing such duties by managers.

With regard to the present findings on testing research hypothesis, the following recommendations are made to the managers with different branches of Tosee credit institution:

- ❖ Greater consistency should be maintained between rewards and remuneration and monthly performance for managers and employees in order to treat the employees in a fair manner and give meaning to a competitive atmosphere.



- ❖ Training programs should be held for employees and managers on the benefits and outcomes of creating competitive games and situations, which may change employees' attitude toward competitive situations in the organization.
- ❖ Concerning the significant positive correlation between managers' authoritative figure and organizational health, managers need to have an influential, authoritative personality in order to impress their subordinates and create a healthy organizational environment. This would help managers work with employees effectively, learn whatever they need to manage their institution and provide employees with enough educational resources.
- ❖ Regarding the literature and relationship of organizational health with knowledge management and employee participation, managers need to understand the concept of organizational health and its components and acquire the skills and knowledge necessary to create a healthy organizational environment.
- ❖ It is necessary for the top managers of the Tosee credit institution to adopt plans in order to select branch managers based on certain criteria that would ensure the recruitment of individuals with good managerial motivations. This, however, depends on the removal of barriers that cause a negative correlation between managers' managerial motivation and organizational health.
- ❖ It is recommended that meetings be held with the managers of the organizations that have high organizational health in order to apply their experiences in other branches.
- ❖ A training program should be held to familiarize managers with communication skills due to its direct association with organizational health and managers' managerial motivation.
- ❖ Organizational health should be incorporated as a factor in managers' evaluation system.



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