

Comparing the effect of triggers and rewards on attract and retain human resources

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Abstract

The main objective of this research is to Comparing the effect of triggers and rewards on attract and retain human resources that Maslow theory is used to measuring the triggers. Triggers are divided into four groups including job security, respect, personal achievement and material incentives. Population of this research includes social security organization of Tehran. A self-made questioner is used to gathering the data that its validity is confirmed by experts and calculated Cronbach's alpha obtained 0.812. According to Cochran method that is used for sampling 313 ones are selected as sample size. Data analyze is done by SPSSv21. Results show there is a significant and positive relationship between staff performance and Job security, respect, personal fulfillment and management research
Lack of alternate movement of workers, creating an atmosphere of mutual respect in the workplace, pay attention to the physiological and psychological needs of employees and proper use of financial incentives are considered as increasing the efficiency of staff factors.

Key words: Motivating, rewarding, Human Resources

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Introduction

Human resources or in other words human capitals are considered as one of the main production factors in an organization. Some survey have been done that their results show human relations skills issue is in the most important factor in organizations. Managers can motivate staffs in order to achieve the final goals of their organization by using this skill, wisdom and other resources (Golabi, 2011). The definition of motivation literally means prod stimulate, persuade and motivation means what would motivate someone to do something, therefore motivation can be defined as driving force (Pourahsan,2012). The main challenge of an organization is creating the balance between the overall and specified goals and personal values of employees; therefore motivation is the yield of partnership and mutual respect of one with the situation that he or she is in (Mirkamali, 2012).

The most complex processes of human life is material prosperity, needs love and friendship, respects to others and ask others to respect him/her, looking for power and wants to manifest him/herself as what he or she is. Needs are fluid source for mobility and activity. In other words, needless man is fixed man and it is the importance of needs for humanity. Therefore one can say there is a lot of responsibility for organization about needs of employers (Soltani, 2013). In this paper due to the effect of needs on staff's motivation researcher is to study the effect of triggers and rewards on attract and retain human resources. Social security organization of Tehran is selected as case study. Maslow theory is used to measuring the triggers and triggers are divided into four groups including job security, respect, personal achievement and material incentives. The main purpose of this study is comparing the effect of triggers and rewards on attract and retain human resources with following hypothesis:

- 1- There is a significant positive relationship between job security and efficiency of the Social Security Organization of Tehran province
- 2- There is a significant positive relationship between respect and efficiency of the Social Security Organization of Tehran province
- 3- There is a significant positive relationship between individual research and performance of the Social Security Organization of Tehran province
- 4- There is a significant positive relationship between performance management and rewards of the Social Security Organization of Tehran province

In the concept of job security, some issues are included such as job changes, loss of jobs, lack of decent job. So job security is a factor in creating job satisfaction as industrial and organizational psychologists believe (Shakeri Nia, 2010). We all would like to avoid live damages such as accidents, wars, disease and economic instability or insecurity of job. Therefore, Individuals and organizations try to provide assurance that such measure will be protected as much as possible (Alageband, 2012)

Maslow believed in need of respect by self-respect. He believes (except some unmoral cases) all individuals in our community are to a consistent evaluation of their self-respect or self-



esteem that respect failure to satisfy cause desire emotions such as humiliation, weakness and helplessness and despair and frustration (Rezvani, 1996).

Reward is the valuable positive outcomes for people (Parsaeian, 2006). Reward is delivering a desirable message for desirable behavior for a person to increase probability of recurrence (Soltani, 2013). Bonus in fact, is a device that an organization uses it for own employees due to the competence grateful and with gratitude and respect it to encourage continuation of his/her career (saadat,1997)

Ignoring the achievements of employees can lower the morale and makes talented and experienced staff anger (Mirkamali, 2012).

Reward management focuses on plan prepared by the organization to ensure the behavior and performance of staff in achieving the goals of the organization (Shakerniya, 2010).

Reward management reform show that advantages granted as a reward to employees can be managed. Therefore reward management can be defined as “The process of creating and implementing strategies, policies and systems that help organization in achieving its goals through the increased motivation and commitment in individuals”(soltani, 2013).

Reward management should be based on the principle that the ultimate source of value creation in the organization is staffing organization.

That means reward process shall respond to the needs of employees and organizations creatively (Golabi, 2011). Therefore reward management should seek to match the rewards of labor assessment and payment such bonuses them. In other words, Bonuses to employees should be in accordance with the value that they are measured in the organization (Pourahsan, 2012).

Methodology

A self-made questionnaire is used in this paper to gather the data that its validity was confirmed by expert and Cronbach's alpha method is used to evaluate the stability that 30 questionnaires was selected as pilot and Cronbach's alpha obtained 0.812 and it is acceptable. Cochran method is used for sampling that considering population that is 1683 only 313 ones were selected as sample size. Questionnaires distributed and collected between staff and data were entered into SPSSv21 to analyze. It should be noted that the performance of employees was measured by using a questionnaire that has been prepared for managers where managers and employees work from were examined 1 (inefficient), 2 (moderate) and 3 (efficient).

Results

Statistical indexes were studied for variables of research and presented in table (1). This table contains Mean, median, standard deviation, Skewness and kurtosis.

Table 1: Descriptive statistics of variables

Variable	N	Mean	Median	S.D	Skewness	kurtosis
Job security	313	2.561	3.1477	4.1434	-0.017	-0.59
Respect	313	3.417	3.6596	4.9334	0.968	1/696
Individual Realization	313	3.319	1.3898	0.7361	-2/165	15.237
Reward Management	313	2.201	2.3354	4.4111	-0.1612	1.3285
Performance	313	3.444	3.2984	3.4521	0.1597	259/4

First of all, the normalization of variables are analyzed, to do this Kolmogrov-Smirnov test is used that results are shown in table (2). Results show significant levels all are 0.001 so they

are less than 0.05 and all variables are not distributed normal. Therefore with 95 percent insurance one can say the variables are nonparametric.

Table 2: Results of normality test

Variable	Statistic	d.f	Sig
Job security	0.258	313	0.001
Respect	0.1	313	0.001
Individual Realization	0.316	313	0.001
Reward Management	0.479	313	0.001
Performance	0.281	313	0.001

Considering the result of normality test in previous section, Spearman correlation coefficient is used to study the relationship between job security and performance of staffs that results are shown in table (3).

Table 3 – Spearman correlation coefficient for job security and performance of staff

	Spearman coefficient	Job security correlation	Sig
performance of staff		0.512	0.001

Due to the result of table (3) and considering that significant level is less than 0.05, one can make conclusion that there is a positive and significant relationship between performance and job security. In next step to study the relationship between respect and staff's performance of Tehran's social security organization, Spearman correlation coefficient test have been used that results are shown in table (4).

Table 4 – Spearman correlation coefficient between respect and staff's performance

	Spearman coefficient	Respect correlation	Sig
performance of staff		0.666	0.001

Achieved significant level is less than 0.05 that shows the value of Spearman coefficient (0.666) is positive, strong and also significant. The results of spearman correlation coefficient between individual realization and staff's performance of Tehran's social security organization are shown in table (5).

Table 5 – Spearman correlation coefficient between individual realizations and staff's performance

	Spearman coefficient	individual realizations correlation	Sig
performance of staff		0.709	0.001

Achieved correlation coefficient is 0.709 that is positive and strong that considering its significant level that is less than 0.05 therefore one can say relationship between individual realizations and performance of staff is significant. Finally the relationship between reward management and staff performance was studied and results are shown in table (6).

Table 6- Spearman correlation coefficient between reward management and staff's performance

	Spearman coefficient	reward management correlation	Sig
performance of staff	0.829		0.001

Reward

management, like other variables, have strong (0.829), positive and significant ($\text{sig} < 0.05$) relationship with performance of staff.

Conclusion

The results of this study show there is positive and significant relationship between staff's performance of Tehran's social security and job security, individual realization and reward management. Results showed job security comes by denying to changing staffs rapidly or replace them with new-experienced staffs. Creating a friendly atmosphere can raise the efficiency of staffs.

Attend to the physiological and psychological needs of employees that cause the realization of individual employees can raise the efficiency of staffs too in Tehran's social security organization. The last factor according to results of this paper that effect on staff's efficiency, is reward management that means proper use of financial incentives.

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