



A Study on Factors Affecting on Motivating the Performance of Industry, Mine and Commerce Organization Employees of Hormozgan Province

Abdolmajid Abdolizadeh*, Jamshid Jafari and Mohammad Mohebbi

*Corresponding Author: m.abdolizadeh@gmail.com

ABSTRACT: Today, the importance of human resources as the most valuable capital of any organization and its role in increasing the productivity of organizations is clear to everyone. The need to the presence of motivated employees that can provide optimal utilization of facilities and other assets of the organization is irrefutable facts of every organization. Industry, Mine and Commerce Organization of Hormozgan province due to its importance in meeting the needs of other organizations and a significant proportion of the citizens of Hormozgan province was not the exception of this fact, and requires the enjoyment of the interested and motivated people. Regarding the importance of the above mentioned factors the present study has been conducted and it examines factors affecting on motivating the performance of Industry, Mine and Commerce Organization employees of Hormozgan province. In general, this study seeks to achieve the following three objectives: Understanding the factors that affect employees' motivation, Getting familiar with the priority of employees' needs, Achieving useful results that can guide the managers in motivating employees. After determining the goals of the research questions, 150 employees of this organization were selected as the statistical sample. The questionnaire consisted of 38 questions that has been formulated around the research hypotheses, were distributed among them. After collecting information and questionnaire data using software package and statistical analysis and SPSS ANOVA, research main questions were put to the test.

Keywords: Motivation, Internal Factors (Socio- Psychological), External Factors

INTRODUCTION

Human resources or in a better word, the human capital is one of the most important factors of production in an organization. Desire and will to do something or motivation is a critical factor in the development of efforts and activities of the individual or individuals. Thus, the human capital of each organization must have the desire and motivation to do the work to accomplish effort and activity towards organizational goals.

Motivation is one of the most important tools in inducing employees to produce efficient and effective results and to create a positive work environment and to execute predicted programs successfully¹.

Literally: motivating means stimulating and encouraging and motivation is something that provokes someone to do something, so motivation can be

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considered as the promoter force. For motivation creation, it is necessary to identify the needs and try to satisfy them.

One of the theories of job motivation is Herzberg's two-factor theory. He believes that motivation is affected by the motivation factors (intrinsic or intellectual factors) and hygiene factors (external factors). Motivation or intellectual factors are derived from doing something and cause individual satisfaction and are as inner or mental bonus that is necessary for the increase in work, such as: the success, progress and gratitude of work nature. While for the provision and maintenance of the organization health, identifying hygiene and external factors is mainly related to the job environment and field and retains employees in their organization, and includes: policy and regulations and conditions of job environment, salaries, personal relationships with colleagues, and job security^{2,3,4}.

Identifying the factors affecting on motivating employees performance is a necessity that can be influential in increasing job satisfaction productivity and successful programing in creating a dynamic and useful environment in the organization. Being aware of employees needs is useful in creating job motivation for predicting and interpreting their behavior and is a necessity that should not be ignored, because motivation is the key factor in creating activities.

Many internal and external studies have examined the effects of motivation (mental) and hygiene factors on employees' motivation, most of which have confirmed the greater importance of mental factors in comparison to hygiene factors or external factors. This is consistent with Herzberg's point of view. Some other studies have expressed the importance of external factors.

Bakhshi Ali Abadi in his study entitled the factors affecting job motivation of faculty members of Rafsanjan Medical Sciences University indicated that 81% of faculty members have considered external factors as the affecting factor of job motivation and 72% of them have considered internal factors as the affecting factor of job motivation. Among the external factors in order of importance, the factors of salary, job security, work environment conditions, communication with others, supervision and guidelines and policy governing workplace, and among internal factors in order of importance, nature of work, knowledge and appreciation of individuals, job progression and development and career success, have had the most influence⁴.

Zahedi et al. on a study entitled factors influencing employees' motivation of Pars Jonoobi Complex and presenting scientific- applied solutions through reviewing literature and conducting exploratory interviews have identified five affecting factors on employees. These are: internal factors, external factors, organizational factors, factors related to the governmental environment and factors related to the residence environment. Using data collection and data analysis these factors have been determined⁵.

The present study sought to answer this fundamental question that what are the factors affecting on the performance motivation of Industry, Mine and Commerce Organization employees? In this research we have tried to use mental

and hygiene factors to study the influence of each of these factors on the performance motivation of Industry, Mine and Commerce Organization employees.

MATERIALS AND METHODS

Since this study seeks to identify and investigate the factors affecting on the performance motivation of Industry, Mine and Commerce Organization employees of Hormozgan province, it is an applied study in terms of the target, because identifying the most important factors affecting on the employees motivating, directs the organization towards success.

The population of the study is comprised of all employees of Industry, Mine and Commerce Organization in Hormozgan province. The sample of the study is consisted of 150 employees from Industry, Mine and Commerce Organization of Hormozgan province who have been selected by stratified method. Industry, Mine and Commerce Organization of Hormozgan province has 14 offices (13 offices of city and 1 Administration) from which the sample was selected proportionally.

In this study, to gather the required information, a questionnaire was used and it was prepared and arranged according to Herzberg's two-factor theory and based on the motivation factors (intrinsic or intellectual factors) and hygiene factors (external factors) using investigations and background of previous papers. In order to confirm the validity and reliability of the questionnaire the content validity method and test-retest method were applied respectively. The reliability of the questionnaire using Cronbach's alpha coefficient calculation is equal to 0.90.

The data obtained from this study has been analyzed by descriptive and inferential statistics methods, including mean, standard deviation and single group t-test using spss software.

RESULTS

Table 1. Frequency distribution of job title of the study employees

Marital status	Frequency	Percentage
Assistant directors	11	7.3
Experts	118	78.7
Incumbents	21	14
Total	150	100

According to Table 1, among the sum of employees studied, 11 subjects equal to 7.3 are assistant directors, 118 subjects equal to 78.7% are experts, and 21 subjects equal to 14% are incumbents .

The studied sample responses to each of the items associated with each factor are gathered. Then, the resulting statements were re-encoding in 10 degrees ratio. Finally a single group t-test was applied to test the first hypothesis of the research. The results are as follows .

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Table 2. Results of single group t-test of external factors on creating motivation in academic performance

Factor	Mean	Standard deviation	T	P	Mean difference
salary	02.8	686.1	977.21	0001.0	02.3
Environment policy	35.7	301.1	151.22	0001.0	35.2
Communication with others	62.7	229.1	174.26	0001.0	62.2
Job security	36.8	276.1	299.32	0001.0	36.3
Work environment conditions	54.7	417.1	951.21	0001.0	54.2
Supervision and monitoring	24.7	634.1	839.16	0001.0	24.2

Criterion Score: 5

The results in Table 2 show that the highest mean is related to job security factor equal to 8.36 and the lowest mean score is related to supervision and monitoring equal to 7.24. Due to the amount of $p = 0.0001$ in all external factors, it suggests that the external factors in the 99% confidence level impact on motivating employees' performance.

Table 3. Results of single group t-test of internal factors on creating motivation in academic performance

Factor	Mean	Standard deviation	T	P	Mean difference
Understanding and appreciation	97.7	554.1	431.23	0001.0	97.2
Job progression and development	45.7	412.1	276.21	0001.0	45.2
Nature of work	64.7	794.1	071.27	0001.0	64.2
Job responsibility	96.7	746.1	628.31	0001.0	96.2
Job situation	64.7	232.1	304.26	0001.0	64.2

Criterion Score: 5

The results in Table 3 show that the highest mean among internal factors is related to the understanding and appreciation equal to 7.97 and the lowest mean score is related to job progression and development equal to 7.45. Due to the amount of $p = 0.0001$ in all internal factors, it suggests that the internal factors in the 99% confidence level impact on motivating employees' performance.

DISCUSSION

This study aimed to identify factors affecting on the performance motivation of Industry, Mine and Commerce Organization employees of Hormozgan province. The results of this study showed that internal factors and external factors are effective on motivating employees' performance. In fact, the results indicate that the sum of internal and external factors according to Herzberg's two-factor theory is influential on motivating employees' performance. The results are consistent with the research results of 4,5,6 .Shafie concluded that factors affecting university employees' motivation are not according to Maslow's hierarchy of needs and could be due to

high and social ideals of this class that are congruent with the values of this group. In this study, the results indicate that the factors that contribute to employees' motivation are high and social. In other words, they include both internal factors and external factors. This situation actually represents the employees' attention to all internal and external areas of jobs.

The results also show that among external factors the most important factor is job security and after it salary is the most important one. Salary, from the employees' perspective is the most important extrinsic factor that plays a role in their motivation and provokes them to do a job. Bakhshi Ali Abadi et al (2004) in their indicated that among the external factors in order of importance, the factors of salary, job security, work environment conditions, communication with others, supervision and monitoring and policy governing workplace have had the most influence on the motivation of employees. Salary provides individuals' financial and economic relief and solves many of the concerns. This makes employees more relief to show interest and have more focus in doing their job 6.

Among the internal factors as well, the results indicate that the understanding and appreciation and job responsibility are the most important factors influencing job motivation of employees. These results to some extent are consistent with the findings of 5. In his research, among internal factors in order of importance, nature of work, understanding and appreciation of individuals, job progression and development and career success have the most influence. Gratitude to the employees is considered as the innate impulses that may have aspirational aspects to the employee and be largely influential in motivating them.

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