

## Identifying Factors Affecting the Rapid Job Motivation Development of Khorasan's Fire Department Employees

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### Abstract:

The purpose of the current study is to identify the affecting factors on the rapid job motivation development of Khorasan's fire department employees, this cross-sectional study which was conducted in 1393 is a functional- survey study. Statistical population of this study consists of Fire Department employees' of Mashhad city. For the current population which has nearly 600 people, 250 individuals were selected as the research sample. Moreover, in the sampling procedure, different operational and supporting staffs were considered as the class and stratified sampling procedure was used. To compare and analyze the factors affecting rapid growth of job motivation, standardized questionnaires was used, which thanks to the motivation theories and reviewing the findings of earlier researches were collected and then were sent to the management specialists in three stages based on Delphi technique. The reliability of the assessment tool was calculated by Cronbach's alpha and the reliability of the test was 0/99. Data analysis was performed using lisrel software. The results showed: The current status of the Fire Department organizational trust in the management performance is not much desirable and fiscal incentives, as it had been thought, are not the most important motivational factors for organizations' employees and the facilitator job terms which this organization is placed in the higher than average in this area. Based on the obtained results we can conclude that Fire Department employees' job security is highly affected by this variable.

**Key Words:** Optimal Job Characteristics, Physiological, Job satisfaction and Motivation

### Introduction:

Human resources are the most important assets of organizations and the more this organization has a satisfactory quality, the more the possibility of success, maintenance and development of the organization will increase. So, we must make substantial effort towards human resources, because this measurement is both beneficial to the organization and individuals. Human resources whom are devoted and consistent with organizational goals and values could be an important factor in organizational effectiveness. Such a force coupled with improved levels of performance in the organization and the reduction in absenteeism, is the delay and desertion of the employees and provides a clear picture of the organization in society and provides the basis for growth and development of organizational and achieving personal and organizational goals. In this context, paying

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attention to the organization's values and attitudes of individuals are the most important factors in achieving the goals of the organization. Of all the concepts that the experts in organizational behavior, management and organizational and industrial psychologists in different organizational situations were studied, motivation is one of the most important areas of research in the individual's behavior in the organization. Motivation has a considerable share in the perceptions, desires, drives, environmental interactions and functions of managers. Motivation is derived from the root «Mover» meaning to move. In other words, motivation is a state driving a man despite his will to choose a stimulant from different stimulants (Atkinson, 1970). Motivation process is referred to the complex forces, drives, needs, stressful situations or other mechanisms which starts the individual activities to achieve their goals and give it permanence (Robbins, 2004).

The first component is related to giving energy or force-feeding behavior. Environmental symptoms or signs, memories and emotional responses which may lead the individual to a certain behavior are placed in this component, the second component is related to the purpose which drives individual's behavior and gives it direction and the third component attends to the maintenance or sustenance of the behavior and causes its maintenance. Behavior is sustained when environmental factors improve the direction and intensity of the individual drives and needs. Robbins (quoting Arabi, 1385) provided a definition of a system of incentives by combining these three components and considers motivation<sup>3</sup> to be the interaction of the three components of needs, drives and purposes. He considers the need to be the human tendency towards inner stillness and believes need is created when a lack of physical or psychological interaction exists. Motivation is not a subject that has been taken into consideration only in recent years; this concept has long attracted the attention of philosophers, thinkers, educators, administrators and specially education leaders. Most of the attitudes in relation to the subject of motivation emanates from specific patterns and learning which solves education officials' problems specially training and school managers, thus the concept of motivation and cognition factors that motivates human resources are one of the most complex areas of psychology, education, educational administrators and school management, in particular the school and training managers.

Given the importance and station of motivation in the promotion of employment, so far a variety of researches tried to explain and determine the factors influencing the promotion of incentives for job training managers.

### **Research Background**

Atenal (2005) in a study considers the positive and negative features of working to be effective in employees' motivation. He doesn't considers individual's stability in a job to be influential and presents one of the influencing factors on job motivation to be job mobility.

His most important factors affecting the motivation are effective communication with co-workers, supervisors and colleagues trust and change in the field of the job, exchanging

information and sincere cooperation with colleagues and existing dynamic and gaining experience in the business.

McConnell (2005) in a study presented the factors influencing job motivation to be Creating an effective environment to increase employee motivation, timely director's reaction, successful management, sensitivity to the needs and interests of employees, paying attention to people's comments and suggestions, delegating responsibility, freedom of action, appropriate behavior by superiors, having justice in decisions and dispatching facilities , positive organizational climate, psychological health at work place, exchanging information and sincere cooperation with colleagues .

Shattuck et al(2008) in a research concluded that seven factors including financial rewards, job and career and professional progress, continuous training, infrastructure of the workplace, resource availability, management and appreciation and gratitude are of the motivational factors and based on their findings stated that although fiscal incentives, professional progress and management are located at the center of these factors, but gratitude, sufficient resources and appropriate infrastructure can to a large extent have an effect on the increase in staff motivation.

In this study, they considered indicators such as authority's support of the individual, easy access to scientific and technological resources, power and an adequate command of the occupation, suitable physical environment, and appropriate leadership style for the managers to be effective on job motivation. Schwaningeer (2008) in a study in an educational setting concluded that a level of job motivation was along with the support of change and positive change in an occupation and job setting is affective in employees' motivation. He presented the parameters influencing motivation to be confidence, freedom of occupation and the possibility of progress in it, dignity and the high social class of the job, power and sufficient mastery of the job, optimal and coordinated changes in job duties, challenger jobs, delegating responsibilities to subordinates, the distribution of powers and responsibilities in the administrative hierarchy, strengthening consciousness and responsibility in the job to be the basis for the development of capabilities and skills and change in the field of job functions. Celikoz (2009) divided the influencing factors on job motivation in education environment into two levels of internal and external which the influencing factor on motivational level includes, personal reasons for career choice, priorities and expectations for future employment, ability to promote and achieve higher levels and the possibility of faster growth based on individual efforts, the existing feeling that I can become what I want to be, development of internal ideology and fostering hidden talent and influencing factors affecting external motivation, the individual's attitude towards the job, dignity and high social class of the job, earnings, and suitable working conditions and environment, adequate benefits, job security, reasonable regulations and training equipment efficiency.

Noda (2010) considers factors affecting job motivation in training to be reward and punishment, employment and career advancement, external expectations, cognitive interests, educational opportunities, dignity and the high social class of the job, authority of human relationships, freedom of action and the possible improvements in it, psychological ownership, certified counselors available for consultation and planning them whom studied these factors in the fields of Knowledge, skills, comments and social networking.

Daugherty Phillingane (2010) introduces discipline factors, fair treatment between workers, good and appropriate leadership, professional support and infrastructure through management, leadership, supervision and participation in activities and indexes, superior attitude, the way of communication with clients, learning experiences in the job environment, job opportunities, family influences, considering freedom of action and working interest and the supervisor's trust to be effective in job motivation. In the new issues raised in management sciences and organizational behavior, motivation has a special station. This concept have been studied in psychological texts related to jobs and organizational behavioral management and in many of the new management researches in different dimensions and in a broad range. The importance of motivating employees is because it increases the productivity and as a result it leads to the increase in the provided human resources service quality in organizations and has a principal role in the success of the organization. So, considering that organizations are systems consisting of human and technical agents, the first raised question related to organizations is the type of human resources performance and reason of their performance. The answer to this question leads to a better understanding of staff behaviors and is also the answer to the Whys of their past behaviors and even predicting the future behaviors of the organization's human resources. Therefore, designing and establishing systems which perform continuous assessment of motivational factors is of outmost importance. In this research, along identifying the influencing motivation factors from Mashhad Fire Department employee's perspective, the influencing amount of each of the factors is determined, because by reviewing the influencing factors on staff behavior and the intensity of their importance is necessary for optimal performing of the tasks. Based on what has been said, the main purpose of this study is to provide an appropriate answer for the following questions: What are the influencing factors in the improvement of managers' job motivation.

### **Research Methodology:**

Analytical research method is empirical by nature and in terms of time is periodical. Our population is employees from the Fire Department of Mashhad city. By using Class sampling method, a collection of 250 employees were selected and for the research results to be more reliable census method is used. Analysis of data in this research is based on descriptive statistics and inferential statistics and utilizing SPSS software.

After extracting the data and collected information, their analysis and explaining the hypotheses through descriptive statistics and also performing related statistical tests such as parametric (Regression) by means of lisrel software was conducted. To determine the reliability of the measurement instrument, the Cronbach's alpha was used. The reliability coefficient obtained was 0/89. Therefore, the reliability of the study questionnaire is acceptable.

### **Findings:**

Hypothesis 1: organizational trust fire management performance incentive effect.

Table 1: Regression coefficient and significant relationship between organizational trust on performance management and employee motivation

In examining the variable effects of organizational trust to the performance management on Fire department employee motivation, as seen in the table, path coefficient has been estimated 0/15. Given the amount of component index (p-value) which is equal to 0/471 and is higher than 0/05 level of significance, it can be concluded that the path coefficient is significant at the 0.05 error level. This means that organizational trust in performance management does not have direct linear effect on Fire department employee motivation with 95% probability. This means that employees having confidence in the performance of their managers will have no impact on their level of motivation.

Hypothesis	Direct path	Regression coefficient	p-value	Result
1	Performance management, employee motivation, organizational trust β Fire	-0/15	0/471	Reject

Hypothesis 2: Perceived organizational support of fire department employees has an effect on their motivation.

Table 2: Regression coefficient and significant relationship between perceived organizational support and employee motivation

Hypothesis	Direct path	Regression coefficient	p-value	Result
2	Perceived organizational support→ Fire Department employees motivation	0/10	0/653	Reject

In examining the variable effects of Perceived organizational support of fire department employees on their motivation, as seen in the table, path coefficient has been estimated - 0/15. Given the amount of component index (p-value) which is equal to 0/653 and is higher than 0/05 level of significance, it can be concluded that the path coefficient is not significant at the 0.05 error level. This means that Perceived organizational support does not have direct linear effect on employee motivation with 95% probability.

Hypothesis 3: Sense of job security effects Fire Department employee motivation.

Table 3: Regression coefficient and significance relationship between sense of job security on employee motivation

Hypothesis	Direct path	Regression coefficient	p-value	Result
3	sense of job security→ Fire Department employees motivation	340/	0/034	Accept

In examining the variable effects of sense of job security on Fire department employee motivation, as seen in the table, path coefficient has been estimated 0/34. Given the amount of component index (p-value) which is equal to 0/034 and is lower than 0/05 level of significance, it can be concluded that the path coefficient is significant at the 0.05 error level. This means that sense of job security have an effect on Fire department employee motivation with 95% probability. This means that the more employees have a sense of job security, Fire department pursue their activities with more motivation.

Hypothesis 4: fiscal incentives effect Fire Department employee motivation.

Table 4: Regression coefficient and significant relationship between fiscal incentives and employees' motivation

Hypothesis	Direct path	Regression coefficient	p-value	Result
4	fiscal incentives → Fire Department employees motivation	-0/02	0/911	Reject

In examining the variable effects of fiscal incentives on Fire department employee motivation, as seen in the table, path coefficient has been estimated- 0/02. Given the amount of component index (p-value) which is equal to 0/911 and is higher than 0/05 level of significance, it can be concluded that the path coefficient is not significant at the 0.05 error level. This means that fiscal incentives does not have a direct linear effect on Fire department employee motivation with 95% probability.

Hypothesis 5: Facillitator Job Terms and purpusefullness effect Fire Department employee motivation.

Table 5: Regression coefficient and significant relationship between Facillitator Job Terms and employee motivation

Hypothesis	Direct path	Regression coefficient	p-value	Result
5	Facillitator Job Terms → Fire Department motivation	170/	0/361	Reject

In examining the variable effects of Facillitator Job Terms on Fire department employee motivation, as seen in the table, path coefficient has been estimated 0/17. Given the amount of component index (p-value) which is equal to 0/361 and is higher than 0/05 level of significance, it can be concluded that the path coefficient is not significant at the 0.05 error level. This means that Facillitator Job Terms does not have a direct linear effect on Fire department employee motivation with 95% probability.

Hypothesis 6: personal goals and behavioral tendencies and purpusefullness of fire Department employees effect their job motivation.

Table 6: Regression coefficient and significant relationship between behavioral tendencies and purposefulness on employee motivation

Hypothesis	Direct path	Regression coefficient	p-value	Result
6-7	behavioral tendencies and purposefulness→ Fire Department motivation	50/5	0000/	Accept

Given that in the process of analysis, a confirmatory factor (CFA), due to the high overlap of these two behavioral tendencies and individual's goals are integrated with each other, and are named behavioral tendencies and purposefulness, so based on this hypotheses number 7 and 8 are integrated together and in this way they are studied in the analysis process:

In examining the variable effects of behavioral tendencies and purposefulness on Fire department employee motivation, as seen in the table, path coefficient has been estimated 0/55. Given the amount of component index (p-value) which is equal to 0/000 and is lower than 0/05 level of significance, it can be concluded that the path coefficient is significant at the 0.05 error level. This means that behavioral tendencies and purposefulness have an effect on Fire department employee motivation with 95% probability.

#### Hypothesis 8: Job Characteristics effects Fire Department Employee Motivation

Table 7: Regression coefficient and significant relationship between job characteristics on employee motivation

Hypothesis	Direct path	Regression coefficient	p-value	Result
8	Job Characteristics→ Fire Department employee motivation	18-0/	0350/	Accept

In examining the variable effects of job characteristics on Fire department employee motivation, as seen in the table, path coefficient has been estimated- 0/18. Given the amount of component index (p-value) which is equal to 0/035 and is higher than 0/05 level of significance, it can be concluded that the path coefficient is significant at the 0.05 error level. This means that job characteristics have on Fire department employee motivation with 95% probability, given that the coefficient is negative, the effect is reversed.

#### Discussion:

Management analysis of variables under study and the existing condition of Mashad fire department includes institutional trust in management performance, financial incentives,

the facilitator job conditions, perceived organizational support, intention and goal orientation, job characteristics. Organizational trust in management performance) The results of the study shows that in general the existing condition of organizational trust of Fire department employees in management performance is not totally appropriate. Factor of dissatisfaction with the performance of senior management in the organization can be defined as the decreasing factor of motivation level and satisfaction. This means that this variable acts as a maintenance variable. It means that although this factor does not have a direct relationship with individual's job activities, causes dissatisfaction and decreases motivation when its quality decreases. (Financial incentives) The status of the means obtained suggest that financial incentives as it is thought to be is not considered the most important motivational factor for organizations' employees. Employees pay more attention to the financial incentives than the right balance between individual's performance and rewards. Furthermore, the fairness of payments and fiscal incentives could be considered as a provocative factor. Analysis of qualitative research results is a good proof for this claim in a way that legal discrimination among employees has been considered as one of the main reasons influencing motivation of Mashhad's Fire Department employees. In fact, this sense of discrimination and inequality among the organization's employee is seen as one of the weaknesses of this organization. Accordingly, in this study, behavioral reinforcement theory is rejected, because fiscal incentives provided by the organization can not have an effect on motivation improvement and strengthening the behaviour of employees well. If the fire department management, design the incentives' system in a way that in employees' opinion it has a good performance makes good payments with the lowest legal discrimination, in that case, the reward will reinforce the behavior and this organization's staff are encouraged to continue to have good performance. But in spite of the high existing perceived discrimination in this organization, in practice financial incentives could not lead to reinforced behavior.

(Job facilitator terms) The results from the mean of present condition show that the organization is in a higher condition than average in this area. Facilitator job terms as another maintenance variable under review in this study, means the belief of fire department personnel about this topic which in the organization to what extent employee's efforts and health is considered.

(Perceived organizational support) The results of the analysis showed that this variable is not considered as a direct factor influencing Fire Department employee motivation. Indeed, organizational support acts as a preservative agent. It means that the more employees in the organization have a lesser sense of organizational support, to the same extent, their motivation level towards performing their tasks optimally decreases. If employees<sup>4</sup> in an organization feel that an optimal organizational support is provided, this possibility that their motivation to perform tasks will not decreases. (Job security) based on the data obtained it can be concluded that the fire department personnel are strongly influenced by this variable. The origins of this effect must be sought in the nature and type of the employment contracts of this organization. In fact, the variable of job security can be affected by the type of Fire Department employment contracts and other political,

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social or economic variables. Also, the data obtained from analyzing the content indicates that lack of job cohesion which is influenced by the diversity of recruitment is obvious in the organization and is considered an effecting factor on motivation of this organization's employees.

(Job characteristics) Results obtained from analyzing research data showed that job characteristics influences employees' motivation of Mashhad Fire department. In fact, job characteristics variable is a maintenance variable, meaning that the more Fire department organization can better manage employee's job stress and pressure, to that extent, their motivation towards performing the tasks increases. In fact, these two have an inverse relationship with each other. (Behavioral Tendencies), surveying data indicate that staff of this organization takes pride in their job and are inclined to perform their tasks in hand the best way they can. They consider the main reason for choosing their job to be the high attractiveness of it and their inner desire towards it. This condition reflects the high inner tension of the organization's employees towards their job and can be considered as a strength point for the Fire Department organization. But if the organization and its performance be so that the quality and function of this maintenance variable is reduced, the human resources tendency to provide satisfactory services will decrease.

### **Conclusion:**

The approach which was used in this research and applied project, through obtaining the views of staff along with assessing the factors affecting their motivation, Analysis of comments and responses and providing feedback<sup>5</sup> for Fire department, ensuring better continuity of the organization's life and preserving and enhancing the ability of its staff to provide better service to citizens will be possible. With international economic development and competitiveness of the organizations, organizations are affected and HR (human resources) have been identified as the core capital. Today, human resources and motivation, through the expansion of their services caused the increase in the productivity of the organization. The increase and improvement of employee motivation in organizations has led to the breaking down of boundaries and limits. Motivated staff can provide better service to customers and to accelerate trade and services provided in the organizations. Therefore, understanding employee motivation and the factors influencing human resources motivation in the organization is required. Organizational competitiveness growth and productivity development and creativity of human resources has increased the demand for performing staff behavioral-based researches in the field of motivation. One of the main reasons for this emphasis is that success in the field of services requires the identification of factors influencing employee motivation. Obviously, in the case of non-acceptance of this argument, providing satisfactory service with interest will fail. In spite of efforts by organizations' managers, we still see the reluctance of staff to carry out assigned duties exactly. Organizations' tendency to offer quality services, improving business operations, reducing costs and accelerating service delivery, the need for performing research in this area is justified. Employees' motivation in the organization is directly related to their perception of the service features under

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study. Fire Department employees due to exposure to the acute working conditions and severe stress are highly susceptible to loss motivation.

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<sup>7</sup> عدم رضایت