

Using Systemic Approach in Prioritizing Factors Affecting Job Motivation Case study of Municipality, Fire department and Safety Services of Mashhad

Amir Hessami¹, S. M. Ghayour², Meisam Ranjkesh³

^{1,2,3}Department of Business Management, Neyshabur Branch, Islamic Azad University. Neyshabur, Iran

³Department of Business Management, Dehaghan Branch, Islamic Azad University. Dehaghan, Iran

Received: Dec. 2014 & Published: Feb. 2015

Abstract

The method of this research is applied and exploratory-survey in nature. Using the variables identified in the exploratory studies and the studies of other scholars of organizational behavior, variables used in this study, self-management, perceived organizational support, financial incentives, facilitating conditions, behavioral tendencies, job characteristics, personal goals and job security, were chosen. Among the population of about 600 subjects in this community, 250 subjects were considered in the study. Also, in sampling method, various operational and support campaigns were considered as category and volume sampling method was used. To compare and analyze the factors affecting the fast improvement of job motivation, standardized questionnaire was used, thanks to the motivation theories and findings of earlier research and employing Delphi technique in three steps for gathering, it was sent to management specialists. Reliability of assessment tools was calculated by Cronbach's alpha and the reliability of the test was 99/0. Analysis of data was carried out by SPSS software and Naparmtryk statistical methods.

Keywords: motivation, systematic approach, job motivation

Introduction

Motivation has special place in new issues raised in management science and organizational behavior. This notion has been extensively studied in the context of work psychology and organizational behavior and management at many different aspects of modern management. The word "motivation" means dynamism and movement. From the organizational perspective, motivation is internal factors that cause changes in behavior, course of progress, and organizational goals. Resources of each organization are divided into human resources and material resources. Since Material resources are also used by human resources, efficient use of material resources is not possible without having a motivated msn power.

In the developed modern world, in any organization, staffing is the man capital and one of the most influential factors in achieving the goals of the organization (Qrbany,2010). In order to achieve these goals, motivating factors in human should be realized and his necessary needs should be satisfied. What is evident and should be accepted is that people have different motivations due to Individual differences. So before any action to create motivation, it is required that individual characteristics to be recognized so that motivating factors can be identified. Managers should realize that the motivated man power is effective in the survival, dynamism, and implementing policies and strategies of the organization (Karimi,2010). On the

¹ .amirhessami60@gmail.com

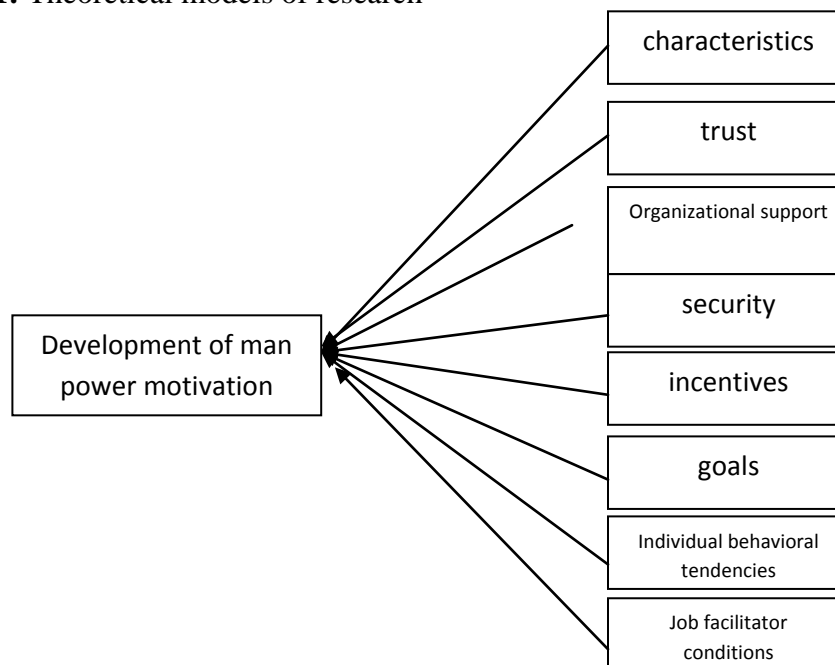
² .s.ghayour@yahoo.com

³ .moranjakesh@yahoo.com

other hand, managers who are concerned with human values and job satisfaction among employees and understand the organization's main objectives, believe that it is possible that the increased efficiency can be achieved as a result of improved motivation. (Larijani,2006). Determinants of job satisfaction in any organization vary, according to the requirements of different organizations. In service organizations such as fire department, manpower as a vital resource, needs the most attention because thoughtful man power with the creativity, imagination, faith and commitment, have a significant impact on job performance. Considering the fact that capabilities of individuals are close together, it is observed that some of them have higher productivity than others in organizations due to various degree of job satisfaction among them. Job motivation is one of the most important factors affecting the success or backwardness of the system and if it is overlooked, it would be waste of resources. Findings of a research suggest that 20 percent effort and 80 percent incentive factor determine the success of organizations. (HazavehYi,2005). Therefore, the design and implementation of systems that provide continuous evaluation of the most important motivational factors have great importance. In fact, the method used in this applied research project, would be feasible by obtaining the views of the staff, along with factors influencing their motivation, analyzing their comments and responses and providing necessary feedback to the fire department , ensuring better continuity of organization life ,and preserving and enhancing the ability of its staff to provide better service to citizens. Fire department employees due to the acute working conditions and severe stress are highly vulnerable to reduced motivation. Therefore, in this study to identify factors that affect the motivation ,from the point of view of Mashhad fire department personnel, would be determined by means of a systematic approach, since investigating the factors influencing employee behavior and extent of their importance are essential for the properly implementation of the activities. There are many theories concerning factors influencing job satisfaction and motivation of individuals, which fall into two general groups: content theories which deal with content of job satisfaction and motivation establishment (such as the theories of Maslow and Herzberg), and process theories which investigate its process, including the theory of Adams and Kytvr Vroom (Daneshmandi, 2010). The most common and the most practical theory cited in the study of job satisfaction is Herzberg's theory. Herzberg believes that job motivation (intrinsic or subjective factors) is under influence of motivation trigger and hygienic factors (ShafiAbadi, 2011) which the most important factors can be identified by studying them, and they can be used for improvement of organization performance. Also, to investigate motivation, those theories must have been used that were compatible with environmental conditions of the study. Herzberg's theory was used in this study due to proper classification of occupational factors and personal factors. Since people have different motivations for their work and prioritize them in different way (Ashish,2004), People entering the organization may have different motivation. Among the factors affecting job motivation, we can refer to salaries and benefits, exhilaration at work, job security, and job interest, good social relations at work, nature of work, and appreciation of work (Thiedke,2004). Job motivation is not separate from developmental, social and psychological needs and these needs should be responded. What causes someone to do work is having a stimulus for promoting it and any organization requires motivated man power to meet its objectives. If the person did not have the motivation, he could have not to satisfy himself, so his efficiency would decline (Shafiabadi,2003). Findings indicate that motivated employees enjoy good physical strength and mental ability. And from an organizational point of view, it is desirable that an organization provides high level of job satisfaction to employees so that it can

able to hire and retain his staff. In studies related to a relationship between job motivation and performance levels, lack of motivation has led in reduction of individual efficiency in organization (Hanifi, 2007). It also led to absence from work and reduced the quality and quantity of work (Hagigi, 1990). Studies have also shown that long working hours and lack of high wages, lack of job security, lack of job autonomy and inadequate resources are reported as factors related to lack of motivation and sense of frustration (Khuwaja, 2004). In order to increase productivity and job satisfaction among employees, necessities and motivational factors should be identified (Bakshi, 2004). Achieving a healthy and dynamic organization is possible by having employees who are physically and mentally healthy (Saatchey, 1995). In such an organization manpower is more important than all of the tools (Bazaz, 1995), and special attention to the areas of motivation should be paid in the man power (Monjamed, 2004). Therefore, given the importance of the issue in this area, this study aimed to identify factors affecting job motivation and to prioritize them by using non-parametric method based on Herzberg's theory, so that based on the results obtained, steps taken to proper planning and to increase job satisfaction improvement of efficiency of employees, and to achieve organizational goals. By studying the mentioned theories and models, the design of a more comprehensive model on which the present study is to be evaluated, was provided. The following model, as a research model that combines the most important motivational theories, is presented:

Figure 2. 1: Theoretical models of research



With a closer look at the theoretical study, we can realize that the model variables affecting motivation are classified into eight factors. In fact, in this model we try to pay attention to the ideas and plans previously included in the model. For example, the theory of equality and reinforcement of behavior theory also included. Those feeling strong desire to progress or have severe behavioral tendencies are not triggered by organization evaluation or financial incentives that organization provides for them (In other words, these factors don't motivate them). Hence,

those feeling strong need to progress, they reach personal goals by ambition and effort. These employees have a personal responsibility to moderate risk until they are busy for doing something. Therefore, the relationship between effort-performance, performance-bonuses, and bonuses-goal would not valid in them. Considering the fact that incentives will boost the performance of individual, we enter into behavior enforcement theory. If incentive systems are designed by organization management in such a way that good payments are made, in the opinion of the staff thank to their good performance, the reward will reinforce the behavior, and staff are encouraged to continue to provide good performance. Also, in the equity theory, incentives play a major role. People will compare their rewards in the light outputs to obtain the ratio between the data and outputs of others, and inequalities will impact on the amount of their effort. This model attempts to consider the theory of job characteristics. Perceived organizational support and staff trust to management performance have impact on the basic fundamentals of the job.

Research methodology

The method of this research is applied and exploratory-survey in nature. The population of this study consisted of employees of the fire department of Mashhad city. Among population about 600 subjects in this community, 250 subjects were considered as research sample in this study. Also, in sampling method, various operational and support campaigns were considered as category and volume sampling method was used. To compare and analyze the factors affecting the fast improvement of job motivation, standardized questionnaire was used, thanks to the motivation theories and findings of earlier research and employing Delphi technique in three steps for gathering, it was send to management specialists. Reliability of assessment tools was calculated by Cronbach's alpha and the reliability of the test was 99/0. Analysis of data was carried out by 17 SPSS software and Naparmtryk Statistical methods.

Table 1: Results of Friedman test and ranking the importance of employee motivation indicators from the perspective of employees

Motivational priority	Average Rating	Frequency of response	Frequency of option 5	Frequency of option 4	Frequency of option 3	Frequency of option 2	Frequency of option 1	Variance	Mean	Indicators
fifth	4.43	2.2	36.9	31.1	20.9	6.2	2.7	1.045	3.954	Financial incentives
forth	4.78	0.9	41.3	36.9	16.4	2.7	1.8	0.913	4.143	Organizational support
first	5.41	1.3	55.6	26.7	13.8	1.3	1.3	0.868	4.355	Job security
third	5.04	2.7	43.1	37.8	12.9	2.7	0.9	0.847	4.228	Trust to Management
second	5.15	3.1	48.9	30.2	12.9	4.4	0.4	0.891	4.266	Facilitator conditions
third	5.04	2.7	40.9	40.4	13.3	1.3	1.3	0.832	4.214	Behavioral tendencies

fifth	4.43	2.7	31.1	40.9	18.2	6.2	0.9	0.920	3.977	Individual goals
sixth	1.73	3.6	4.4	8.4	13.8	32.9	36.9	1.136	2.073	Job Characteristics