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Effective Variables on Motivation for Job Achievement (Case study: Bank Saderat Iran, Semnan city Branch)

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ABSTRACT

Management has always been considered as a foundation for success and effectiveness of the organization and human resources management occupies a significant role in this process. The most important themes of today's management are to induce motivation among the employees so that such motivation would result in increased working efficiency of personnel. Therefore in the present study the status of personnel's motivation for job achievement in Bank Saderat of Semnan city and effective factors on progression motivation of personnel was identified and prioritized. Also in order to further enhance the research findings, amount of achievement motivation between employees of different age groups, working experience, various academic degrees and genders was compared. The population of study is constituted of Bank Saderat Personnel of Semnan, among whom 73 are compared as statistical sample obtained through categorizing method for data collection. Also research findings were collected through two questionnaires. Results were analyzed by statistical techniques such as t test, independence, Kruskal-Wallis and AHP & TOPSIS methods. The findings indicate that bank personnel have suitable motivation for job achievement. Also affecting personnel progression are promoting participation, job satisfaction, fairness of promotion system and promotion of employees, conformation of job with personal characteristics of employees, job rotation, objectives and prospects of organization. Also the findings indicate that achievement motivation is different between employees with different age groups, working experience and academic degrees.

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Introduction

Psychology is a foundation science in understanding and defining human behavior. Therefore any field of study in this science seems to be essential and important. One of the fields that are considered for predicting behavior is motivation, because it is an important context for improved learning, comprehension, personal cognition and increased performance and service for organizations [1]. Motivation for advancement has been defined as an inclination or interest to success in general or success in a specific activity [2]. The objective of Achievement Motivation theory is to explain and predict behavior in conditions of advancement. Motivations are hypothetical constructs. They have been created by theorists so that they would make behavior more understandable and predictable. Theorists produce various assumptions about causes of behaviors and a hypothetical construct of every theorist is a reflection of these general assumptions [3].

A number of theorists conceptualize achievement motivation as a constant characteristic, one that a person may have variable amounts of. For example, Mc Clelland believes that achievement motivation is a subliminal characteristic which is originated in initial parenting experiences. He first states that initial learning experiences have a constant effect on the individual's behavior in various achievement situations. Many of theorists are against this claim and conceptualize achievement motivation based in beliefs and constant values. This concept emphasized on the effects of recent experiences (e.g. amount of success or failure) in achievement situations and the effects of

variables in a direct environment on believes related to individual's achievement.

Robbins (1993) defines achievement motivation as a motivation to surpass others in order to reach achievement considering specified criteria [4]. [5].

Numerous studies have been conducted on characteristics of individuals with high achievement motivation and their difference with others which indicates they have a high inclination to succeed in competitions, are more resilient against social pressures and are less obedient. These individuals are more likely to have academic education and participate in social activities, are better team worker and have superior physical health [6]. These people stay at a job for longer term, are hard working and react to criticism regarding their performance and also select jobs with high responsibilities and in general, these people have reported more job satisfaction [7]. Also it has been shown that people with high achievement motivation in service and producing institutes and companies have a significant impact on the success of that organization in a way that some companies submit their applicants for an achievement motivation test.

The issue of personnel motivation and its effective factors and also factors that results in job satisfaction or lack of it and the important role of these issues in performance and effectiveness of organization have been long considered by the managers as witnessed by numerous theories and various concepts in this field. The majority of these efforts are made to seek methods for motivation and identify priority of motivation factors and the importance of each one. In achievement

motivation theory, objective is defined as the destination to which all efforts and what a person tries to perform is directed [8]. [9]. or a collection of what is desired [10].

The constructs of goal achievement and goal orientation are cognitive representation of what people try to achieve and what people want to achieve and are specific for a field, situation or task [10]. [11]. [12].

By collecting sources in addition to determining the elements of achievement motivation, Hermans presented a test to measure achievement motivation. According to him, achievement motivation is constituted of several elements: expectations, risky behavior, ambition, responsibility, persistence, prospective, cognitive behavior, friend selection and successful behavior [13].

One of the important discussions in management is measurement of motivation and satisfaction of human needs which is one of effective factors in increasing productivity and performance in organizations. Therefore motivation and satisfaction of needs in achieving organizational goals are one of the main variables in the success of organizations [14]. In the following samples of several theories in this field are presented:

Two Factor Theory of Frederick Herzberg

According to the Two Factor Theory of Frederick Herzberg people are influenced by two factors. Dissatisfaction was a result of hygiene factors. Hygiene factors are needed to ensure that an employee does not become dissatisfied. They do not cause higher levels of motivation, but without them there is dissatisfaction. Some of these are: Working conditions, Quality of supervision, Salary, Status, Safety, Company, Job, Company policies and administration & Interpersonal relations [5].

Satisfaction and psychological growth are a result factor of motivation factors. Motivation factors are needed in order to motivate an employee into higher performance. These factors result from internal generators in employees. Some of these are: Achievement, Recognition for achievement, and Responsibility for task, Interesting job, Advancement to higher level tasks & Growth.

ERG Theory of Motivation - Clayton P. Alderfer

After the original formulation of Maslow's Hierarchy of Needs, studies had shown that the middle levels of Maslow's hierarchy overlap. Alderfer addressed this issue by reducing the number of levels to three:

- **Existence needs-** These include need for basic material necessities. In short, it includes an individual's physiological and physical safety needs.
- **Relatedness needs-** These include the aspiration individual's have for maintaining significant interpersonal relationships (be it with family, peers or superiors), getting public fame and recognition. Maslow's social needs and external component of esteem needs fall under this class of need.
- **Growth needs-** These include need for self-development and personal growth and advancement. Maslow's self-actualization needs and intrinsic component of esteem needs fall under this category of need [15].

Porter-Lawler Theory

The Porter-Lawler model also suggests that employee motivation depends upon two variables: the degree to which employees value certain rewards and employees' belief that their efforts will result in their receiving of these rewards. Therefore they assume that the correlation between satisfaction and performance is joined by another variable such as reward. They believe that that the effort will lead to good performance; that

good performance will lead to organizational rewards; that the rewards will satisfy his or her personal goals. This is in contrast to neoclassic perspective of motivation which believes satisfaction will result in performance. Lawler uses work life quality to increase personnel participation in affairs of organization. He believes that the quality of work life depends upon more important indexes such as the structure of participation, contract, goals, separation of collective conversation from programs with joint projects, qualitative work life training programs, levels of change and facilitation [1].

Henry Murray's Theory

Henry Murray was the first to use the concept of needs to define motivation and behavior orientation. He obtained them from extensive study of normal testable with various methods. He believed that a need is a potentiality or readiness to respond in a certain way under certain given circumstances, therefore achievement motivation is the motivation to overcome obstacles and challenge what is known to be difficult. In describing Psychogenic Needs he stated need for achievement as the desire to do difficult tasks, skills of acquisition, construction or ordering subjects whether physical, human and with thoughts, in an independent and swift method and overcoming to obtain high standards, self improvement and dominance and competition with others [16].

Atkinson Theory

Atkinson believes that various people may be motivated by two distinct methods: some seek success and some seek to avoid defeat. He understood that in some people, avoiding defeat causes more motivation, while others are motivated by seeking success. One of the distinct characteristics' of defeat avoiding group is their inclination towards choosing very easy or very hard tasks. For example, Atkinson and Lawton discovered that those who avoid defeat selected distanced in a ring tossing game that were very near or very far from the target, while those who seek success selected an average distance (Same).

In the following a number of studies performed in this field are presented:

- Atkinson and McClelland studies indicates that people with high levels of achievement motivation picture themselves more capable than those with lower achievement motivation and therefore make more effort in their activities [17].
- Douglas Bray in a study entitled "Measuring and Developing Young Managers' Career Motivation" states that factors required for achievement are management, decision making and leadership capabilities in success [18].
- Moody and preset also emphasize the importance of motivation for human resources and set off to design a motivation culture model [19].
- Rasoolzadeh has investigated achievement motivation and its role in increasing the performance of human resources and has counted incentives and rewards, participation in decision making, favorable human relations and job security as motivating factors [20].
- A study of Heler et al showed that people who are successful in competitive jobs have high achievement motivation. On the other hand in such jobs high achievement motivation and the need to establish relations with others to conduct a constructive competition with them increase their job satisfaction and fulfillment of these people [21].
- In the study of Mr. Salami the relation of various organizational variables are examined and there has been a

positive and significant relation between achievement motivation and job satisfaction of personnel [22].

- Farhangpour (2003) has studied the "Relation between achievement motivation and work conscience of the personnel of Kerman Power Industry" in which achievement motivation has been defined based on four factors of Responsibility, Competiveness, Diligence and Goal Orientation and it was shown that there is a positive relation between work conscience and factors of Responsibility, Competiveness, Diligence and Goal Orientation and between work conscience and achievement motivation there is a relation with Spearman correlation coefficient of $p=0.000$ and $r_s=0.466$ [6].

- Rasoolzadeh has investigated achievement motivation and its role in increasing the performance of human resources and has counted incentives and rewards, participation in decision making, favorable human relations and job security as motivating factors [23].

2- Research Hypotheses:

Considering the objectives of research, the hypotheses are made:

1-Achievement motivation of personnel of Semnan Bank Saderat is desirable.

2-There is a significant relationship between achievement motivation of personnel and the factors (Financial incentives, participation, job security, job satisfaction, fairness of promotion system, and compatibility of job and personality of personnel, job rotation, goals and perspectives of organization).

3-Prioritizing of effective variables on the achievement motivation are the same.

4-The rate of achievement motivation among personnel (with different ages, job experience, groups of job experience, gender, and education) is the same.

3- Methodology

This research has an applicable objective. The method of research is descriptive – correlation. The samples are personnel of Semnan Bank Saderat who are 166 employees, based on statistic department of bank. This people are working in 13 branches of this bank and in 5 counters in each branch. Among these personnel 73 employees were chosen by stratified randomizing. In order to gathering data, 3 questionnaires which were made by researcher were used as follow:

a. The first questionnaire was made to determine effective factors on achievement motivation. Its questions are divided to 2 groups. The first group consisted 18 questions about satisfaction factors and the second group consisted 15 questions about motivate factors.

b. The second questionnaire has 25 questions which were taken from related literatures and management theories in measuring amount of achievement motivation. In order to insure the validity of questions, these questionnaires were sending to experts in behavioral sciences, bank managers and some university professors and experts. Thus, the necessary adjustments made and inserted to the questionnaires, based on the ideas of these group of experts. To determine the reliability of questionnaire Alpha Cronbach Test was applied. The validity of this test was 82.44 percent for first questionnaire and 78.26% for the second one which is acceptable.

c. The third questionnaire consisted of paired comparisons about effective factors on achievement motivation of personnel, this factors are: job satisfaction, financial incentives, participation, job security, fairness of promotion system, and suitability of job and personality of staff's, Job turnover, and also objectives and

perspectives of the bank. It is noteworthy that inconsistency rate of the questionnaire is 0.088 which is much bellow 0.1; therefore, the data gathered based on paired comparisons of this questionnaire are reliable.

4- Findings of research

First hypothesis: in order to gain results, the t-test of one mean was used. The results of data analysis are presented in the following table:

Table one: the t-test of one mean

Achievem ent motivation	Value of test					
	test statist ic	Degr es of freedo m	Significan ce level	mean differen ce	95% mean	
					minimu m	maximu m
	16.01 2	219	0.000	62.818	55.09	70.55

Since determined sig in the table is 0.05 that is much less than 1, thus zero hypotheses are denied. Also, because of the positive value of maximum and minimum, it can be said that the mean of achievement motivation in bigger than test mean and therefore, the research hypothesis is accepted. In the other word, the achievement motivation of personnel of Semnan Bank Saderat is desirable.

Second hypothesis: for this hypothesis, the independent t-test was used. The results of data analyzing are presented in table 2:

Table 2: independent t-test (K2)

Financial Incentives				Fairness of Promotion System			
	Valu e	Degr es of freedo m	Significa nce level		Valu e	Degr es of freedo m	Significa nce level
Pier son k2 Numb er of data	5.36 9 73	16	0.498	Pier son k2 Numb er of data	12.5 87 73	16	0.002
Participation				Suitability of Job and Personality			
	Valu e	Degr es of freedo m	Significa nce level		Valu e	Degr es of freedo m	Significa nce level
Pier son k2 Numb er of data	4.96 5 73	16	0.018	Pier son k2 Numb er of data	3.69 8 73	16	0.024
Job Security				Job Turnover			
	Valu e	Degr es of freedo m	Significa nce level		Valu e	Degr es of freedo m	Significa nce level
Pier son k2 Numb er of data	11.3 24 73	16	0.543	Pier son k2 Numb er of data	13.6 98 73	16	0.027
Job Satisfaction				Objectives and Perspectives			
	Valu e	Degr es of freedo m	Significa nce level		Valu e	Degr es of freedo m	Significa nce level
Pier son k2 Numb er of data	8.65 4 73	16	0.45	Pier son k2 Numb er of data	6.98 7 73	16	0.000

As it can be seen, Significance level of K2 test statistic for financial incentives factor is 0.498 which is more than 0.05. Thus, the variables of achievement motivation and financial incentives are independent and have no relationship. Based on this, Participation factor with test statistic value of 0.018, Job satisfaction with 0.045, fairness of promotion system with 0.002, suitability of job and personality with 0.024, job turnover and objectives and perspectives with 0.027 and 0.000 has a relationship with achievement motivation.

Third hypothesis: in order to rating effective factors on achievement motivation of personnel, Multi-criteria decision making techniques such as AHP and TOPSIS were applied. For comparing the results of two mentioned techniques, Friedman Test was used. The results are presented in table 3:

Table 3: comparing applied rating methods by AHP and Topsis techniques

Criteria	AHP		Topsis	
	Weight	Rate	Weight	Rate
Objectives and perspectives	0.201	2	0.096	1
Job satisfaction	0.150	3	0.171	2
Participation	0.34	8	0.109	3
Suitability of job and personality	0.138	4	0.174	4
Job security	0.092	5	0.073	5
Financial incentives	0.041	7	0.111	6
Fairness of promotion system	0.082	6	0.067	7
Job turnover	0.261	1	0.198	8

The results of testing this hypothesis by SPSS software is shown in bellow table.

Number	8
K2	0.267
Degrees of freedom	1
Sig	0.414

As it can be seen, the value of calculated K2 between the importance of effective factors on achievement motivation of personnel in both AHP and TOPSIS Techniques is 0.267. Also the degrees of freedom in this test are equal to one. On the other hand, Significance level is 0.414, therefore, the results of hypothesis zero cannot be denied. In the other word, there is no significant different between the results of these two techniques.

Forth hypothesis: for investigating the achievement motivation among personnel with different ages, job experience, groups of job experience, gender, and education, Kruskal – Wallis test was applied. The results of data analyzing by SPSS software is presented in the table 4:

Table 4: Test statistics of the Kruskal – Wallis test for the achievement motivation variable in different groups

Groups	Significance level (P)	Degrees of freedom (df)	Test statistic
Age groups	0.004	2	07.42
Job experiences	0.000	4	0.643
Gender	0.412	1	0.750
Educational	0.001	3	0.325

Considering the Significance level of first row of table which is 0.004, the difference of achievement motivation in different age groups is significant. Thus, hypothesis 1 which emphasized on the difference of achievement motivation in different age groups is proved. Also, these results show that achievement motivation of personnel in job experience group and educational group is different, but there is no significant difference between achievement motivation in men and women.

5- Conclusion & Suggestions

According to results from research hypothesis, financial incentives have no significant effect on achievement motivation of personnel. As a person receives less salary, the importance of the salary becomes more significant. An unemployed and in debt individual has a single thought in mind “how can I make more money?” [24]. But it seems that bank personnel, because of ample salary, should have more commitment to their jobs, but the relative importance of money diminishes as money is replaced by the ability to distinguish in order to achieve goals and discretionary freedom, discretionary freedom is the probability of affecting what has happened [11]. On the other side the research findings explains the clear role of participating personnel to increase their achievement motivation. Participation can be made by encouraging personnel and members of the organization in commitment and increasing participation in affairs of bank therefore increasing success of the bank. As evident in data analysis, if the personnel of Bank Saderat participate in decision processes that affect their future and have more discretionary freedom in administrative and organizational affairs, their achievement motivation and productivity will be increased. In job security the results show that there is not significant relation between job security and achievement motivation of personnel. The experience of the research and interviews with personnel explains that while public banks often employ personnel on permanent basis and has not inclination for adjustment of human resources, therefore bank personnel has no stress about preserving their employment status and therefore there is no significant relation between this variable and job achievement motivation. But the results show that there is significant relation between job satisfaction and achievement motivation of personnel. Therefore if bank identifies the causes or discontent of employees towards their work, it can conduct fundamental efforts to improve and upgrade work conditions and satisfying them. Because when human is content with his job, he/she will unconsciously have more achievement motivation and perform his responsibility with higher accuracy and also gains fulfillment from doing so.

One of the variables affecting achievement motivation in this study is the fairness of promotion system [23]. Logically, when new employees join the organization they have a look around and see various people in different positions. Everything seems logical, managers are like managers and assistants are like assistants. Because they have good and logical reasons to picture these people in such positions. If they see fairness in changing of positions as time passes, they'll have more achievement motivation otherwise they will lack in their tasks. Therefore determining a fair promotion system can have a significant role in improving their performance and increasing their motivation.

Also the results show that compatibility of job with personal characteristics is one of the effective factors in achievement motivation of personnel. If the personnel are employed according to job description and if their selection is made according to professional competency, therefore it is reasonably expected that they have the capability to carry them out. But it should be known that having professional competency is necessary but not enough but human factor and personal and behavioral characteristics of personnel is always in interaction and relation with professional capabilities and competency. Compatibility and conformity will result in effectiveness and performance; otherwise the results shall be alienation with the job and lack of performance. People are different in their positional and real skills and capabilities. We have many talents

and many jobs in organizations, including banks. Reasonable and appropriate proportions must be the objective of personnel and management. When people use their own skills and talents they are more productive and happy and will work with more motivation [11].

The other results of the study shows that job rotation between personnel can positively affect their achievement motivation. Job rotation increases experience of personnel and empowers personnel to perform several activities [19]. Therefore mobility and interchangeability of personnel is increased, resulting in their job satisfaction. Finally, the objectives and perspectives of bank can somewhat affect achievement motivation of personnel. Perspective provides a glimpse of what is going to be and defines the orientation of the organization and helps the personnel to understand why and how they should/can support organization. Perspective reflects the destination [21]. Therefore the perspective of organization and its coordination with personnel can affect achievement motivation and satisfaction of personnel.

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