

3<sup>rd</sup> International Conference on New Challenges in Management and Organization: Organization and Leadership, 2 May 2016, Dubai, UAE

## The Motivation System in a Governmental Organization

Hooman Khoshnevis<sup>a,\*</sup>, Abbas Tahmasebi<sup>b</sup>

<sup>a</sup>Industrial Engineering Doctorate, Materials and Energy Research Center, Karaj, Iran

<sup>b</sup>Industrial Engineering Group, MA, Comprehensive University of Imam Hussein, Tehran, Iran

---

### Abstract

The managers and management researchers believe that without constant commitment of the members of organizations, achieving the organizational objectives seems to be unattainable. Motivation is considered as a human mental characteristic which indicates the individual's level of organizational commitment. Paying attention to the employees' motivation plays a vital role in the way the organizations offer their services. In this study, after comprehensive evaluation of various theories and models regarding motivation, the model of Frederick Herzberg has been used. This paper aims to investigate the relationships between hygiene and motivational factors and motivation among chief operating officers and employees. The statistical population of this study includes all the employees of the mentioned government organizations with the occupational group of 12 to 16 who have answered the questionnaire. After investigating the face and content of validity of the questionnaire, the Cronbach's alpha was conducted to investigate its reliability coefficient which was equal to 0.87. The results of the study revealed that Herzberg's hygiene factors have a significant impact on improving employees and chief operating officers' motivation than motivational factors. Moreover, the findings indicated that the impact of Herzberg's motivational factors on middle managers' motivation raising is more than hygiene factors.

© 2016 The Authors. Published by Elsevier Ltd. This is an open access article under the CC BY-NC-ND license (<http://creativecommons.org/licenses/by-nc-nd/4.0/>).

Peer-review under responsibility of the Ardabil Industrial Management Institute

**Keywords:** Motive; Motivation, Needs; Job Satisfaction; Dissatisfaction; Herzberg's Motivation-Hygiene Theory

---

---

\* Corresponding author. Tel.: +98912-111-4807  
E-mail address: [h.khoshnevis@merc.ac.ir](mailto:h.khoshnevis@merc.ac.ir)

## 1. Introduction

Why some people are not satisfied with their job and some are? Why do some people seek employment and some are reluctant to work? These are the questions that every manager and supervisor wants to know their answers. When we talk about working, we must primarily ask ourselves why human beings work. Each of us has different reasons or motivations for working which are in a constant state of flux. Do the stimuli of working include making money, launching a competition, seeking profit or vocational reasons? Or do people work because they have nothing else to do instead? Taylor believed that human beings are by nature self-centered and earning money is the most important factor which makes people work. If he was alive due to his theories he would get into trouble, since today the theories of idleness, insanity, and reliability of employees have become extinct. Undoubtedly, money is considered as one of great motivators but it is not the only stimulus. Hardly, we can determine that how money is effective in enhancing the efficiency of work. Changing the stimulus is usually accompanied by some alterations and enhancing the efficiency may be caused by a number of motives.

Hseuh (2002) stated that Hawthorne's experiments on the worthlessness of earlier ideas such as human being, machine, and separate parts offered an obvious reason. As a result of these studies, a new theory about the motivation of work was formulated which explained that human beings follow their goals and gain satisfaction through working? In other words, working is a social activity and therefore most people apply for jobs which deserve consideration and have intrinsic value. Maslow (1970) proposed a hierarchy of needs which begins with the most basic physiological needs and ends with self-actualization. Herzberg, Mausner, & Snyderman (1959) proposed two-factor theory of motivation which refers to some job factors that result in satisfaction while there are other job factors that prevent dissatisfaction. The factors which help to identify, achieve, improve individual goals and feel responsibility towards the job provides a desirable work situation. On the other hand, undesirable work situations are due to the weak policy of the organization, the relationships between the individuals, salaries, safety, and the inappropriateness of the job.

Unfortunately, reality always differs from theory. We always see employees who work faster than satisfied individuals or employees who work in the most desirable situations but are not satisfied with their job. On the other hand, there are some people who work well in the most undesirable situations with no reward and gratuity. Therefore, job satisfaction can be seen from many different angles. This study aims recognize satisfaction and dissatisfaction factors as far as possible and propose some points which contribute to eliminating, completing, and strengthening those factors.

Since various theories have been proposed by scientists about motivation and therefore different definitions are proposed by different researchers, we should use those theories for evaluating motivation that are practical and usable for our selected population. The models provided by Maslow (1943, 1954) and Frederick Herzberg (1959) are of great importance in a way that most experts and researchers of motivational issues usually use them. In the present study, the model of Herzberg has been used.

## 2. Statement of the problem

The concern for employees with regards to creation a desirable working situation for enhancing employees' commitment and motivation is of great importance to the organizations. Executive Management of each organization should expend considerable efforts to provide desirable working situations to ensure that good motivational factors are provided to employees at all times. Although, there are some factors that cause distress and liquidation in the organizations and affect on the level of employees' performance and their attitudes toward work (job satisfaction). These have created a gap to be filled in this study especially in Iran. Therefore, the purpose of the research was to evaluate the effective factors which influence on employees' job satisfaction and motivation system in governmental organizations. Accordingly, the importance of enhancing employees' motivation was the other reason.

Download English Version:

<https://daneshyari.com/en/article/5126246>

Download Persian Version:

<https://daneshyari.com/article/5126246>

[Daneshyari.com](https://daneshyari.com)