



An Investigation of Relationship between Staff's Motivation and Their Performance of Social Security Organization's Branch in East of Tehran

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Abstract

The chief target of this paper is to survey the mutual relationship between motivation and job performance of the staffs of social security branches in east of Tehran. The methodology of this research is descriptive with the type of correlation and it is classified as one of the applicable researches. The statistical society includes social security's entire employee; east branches in Tehran with total number of staffs 260 that according to the table of Morgan and Kerjis 167 persons are selected based on random phase selection. To gather the data, two type of questionnaire; motivation and performance are used. The gathered data are analyzed and investigated based on the solidarity examination of Pierson, T linear test with the method of simultaneous entry. The results show that there is a conceptual relationship between motivation and job performance variables. Research findings illustrates there is conceptual relationship with %95 confidence between the various type of skills and the job performance of the staffs. There is a %99 significant relation with confidence between the sort of tasks and employees' job performance. There is no significant relationship at the %5 level between the importance of their tasks and duties and job performance. There is also %95 significant relationship with confidence between the independence of job and job performance. There are % 99 significant relationships between the feedback of task and employees' performance. Performance can be explained through motivation components. The level of motivation and job performance among the employees' of east branch of social security organization in Tehran is different.

Keywords: staffs' motivation, employees' performance.

Introduction

One of the major changes in management issues in today world is, changing in the way of approaching organizations. Till last two decades, it was thought (imagined) that the rational tools should be used to coordinate and control the people to come up with the goals that have vertical levels consists of section and section which are based on a relationship of power but nowadays the world is called the world of organization and fonder of these organization are human being.

Human gives soul to the organizations structure and make them move and handle the organization, not only the organizations without human resources would be meaningless but also handling them would be impossible, most of the researchers and scholars following to know the reasons of success and failure of the organization come to this understanding that merely reason of organizations' success are not the factors such as structure, technology and equipment but the immaterial and spiritual factors have been influential on the success of the organization¹. So, human resources are the most valuable resource for the organization. Human must be motivated to present adequate and acceptable attitude toward organizations' goal. For this reason the motivate tools must be known and they must be applied by the deserving managers on time to achieve this goal².

Job motivation is one of the major topics of organization and management. The study of job motivation is an attempt to know and answer to the attitude questions. The topic of motivation is to answer the questions such as why some of the staffs work willingly and some other for doing the least job has to be forced and be under pressure. Motivation is known as passion and enthusiasm toward doing the activities for reaching the organization system's goal. So, individual, profession and situational characteristics are effective to motivate the employees of an organization³.

In the present exclusive situation and despite of global competition, motivated workforce is known as a sign of superiority. To have such motivated employees is one of the key components to the organization to enhance essential which intends to remain in the present competitive world. It is important to detect the staff's motivation and realize the procedure and its consequence.

This method makes the appropriate steps to be taken toward making changes and prevent from the failures⁴. To have job motivation and giving direction to the safe motivation is one of the necessities to apply the human force correctly so being knowledgeable about different theory and the outcomes of scientific researches in case of motivation is totally applicable for the managers and supervisors⁵. As human being is a sociable

creature, healthy and successful life for him is difficult and sometimes impossible without cooperation and coordination with other human beings. Teamwork of staffs in an organization shows the identity and performance of each organization depends on the use of human forces highly, the more the firms and organizations get bigger, the more problems appears to this giant force. Now a day, the art and the knowledge of management is known as the most effective, difficult and elegant tasks and it is considered as one of the significant indicators of the contemporary civilization, known as effective factors in social, cultural and economic development in recent society.

In the present century the importance and effectiveness of this human knowledge is to the extent, that some theorists name the year 2007 as the era of management and they know today world as the era of knowledgeable managers and the science of management as one of the most important and complicated study fields in human science, so this present research according to the importance of job motivation and its impact on the staff's performance is going to investigate this issue if there is any significance relationship between the level of motivation and staff's performance in the east branches of social security in Tehran⁶.

Research Background: In this regard, the relationship between job performance and job motivation has been studied and some of them are mentioned in the following paragraphs: (Herzberg, 1964), he came to this conclusion from his researchers that there is positive relation between job satisfaction variable and job performance. In his research with the topic (An investigation of the effective reason on the job performance improvement of Iran copper industry) got those factors, for example sufficient salary and advantages, staffs being shared in making decisions, skills improvement and staff's job positions are influential in their job performance. In his study among 2300 staffs with diploma educational degree or more than that in Irankhodro Company concludes that job satisfaction and its atmosphere has direct and positive effect on the staff's job performance with diploma or higher than that educational degree. There is strong and positive connection between performance and staff's satisfaction with their educational degree. There is strong and positive connection between performance and staff's satisfaction with their educational degree and also there is direct and strong relationship between staff's performance and experimental activity. In the case of job motivation, there are various theories and the theories can be proposed in the frame of content, process theory and contemporary.

Content theories of motivation: Leaders of workforce believe that workers can be motivated more and more by being paid more, less working hours and pleasant working conditions. But some experts have recommended that motivation can be improved by staff's independence and accountability. These both views represent motivation content theory. This motivation content viewpoint tries to answer the question of what factor or factors will motivate the staff⁵?

Application of Maslow's hierarchy: Maslow's theory of hierarchy is used for all environments and is not especially for working environment. This theory suggests an applicable framework which is motivated for managers. Managers analyze theories, attitude, quality and quantity of staffs' performance and personal circumstances to identify the level of their employees' needs which constantly do the appropriate action to satisfy and then after identifying needs of people, manager can provide opportunities in working environment to permit the staffs to meet their needs. In fact the perception and individual personality is unique, so to apply needs theory is somewhat difficult⁵. Abrahams Maslow believes that there is needs hierarchy in each individual: i. Psychological needs, ii. Safety need, iii. Social need, iv. Achievement need and self-respect, v. Need for self-actualization. The relation between meeting the above needs.

The relation between meeting the above needs with motivation and followed by job satisfaction is one of the main issues to promote each communicative organization.

Progressive Theory of Motivation: Instead of identifying and list the motivated stimulations, try to know how motivation accurse? These theories focus on why people choose specific incentive behavior to satisfy needs? When the goals can be achieved and how satisfaction can be evaluated.

Application of waiting charm for managers: According to this theory, people's behavior is high affected by their understandings. A person, who believes that a type of attitude is going to result badly, tries not to behave like that. The manager, who identifies the expectations and the wants for his workers, can specify especial behavior to motivate each staff according to their expectations. The recently defined theories such as; interaction, document, equal perception of themselves, dissonance, are classified as contemporary theory.

Performance Definitions: The word, performance is the most common term and is one of the terms that are used in many contexts with different concepts which is analyzed and interpreted more than other terms. Each office science thinkers have defined this term differently. There are different definitions for performance and mainly based on the changes in each period of time, they add new definitions to their pervious definitions that we can get more familiar with the culture of this term during different time by having different definitions of it⁷. In the study about the relationship between job satisfaction and performance among bankers, an assumption was posed, first of all, the bankers with more satisfaction may not have deficit due to carelessness or dishonesty. Second, the bankers with more job satisfaction may not resign from their job, so, less expanse of getting a new staffs and training them would be imposed on the employers. But the next analysis of these outcomes resulted in the theory that when some of the staffs are the touchstone to measure the relationship between satisfaction and performance, the relationship between these two is not less than possibility.

The Significance and Essentiality of Doing Research: In recent years the topics of working motivation, has attracted the attention important organizations and institutes. This topic in addition to more and more writings, psychological and management issues is an evidence for motivation concept recognition. It seems for expansion of this research some factors can be taken into consideration. As organizational managers and researchers cannot deny behavioral needs, Katz and Kan assert that organizations need 3 types of behavioral needs as it is explained below: i. People should be attracted in a way like they are shared as they join the organization. ii. People must do tasks which they are hired to do and should do it as they like and dependent on the organization. iii. People should be creative, satisfied and inventor beside their role and continuity in handling their business⁸.

Research hypothesis: The main hypothesis of current research is the significant relationship between motivation and their performance. In addition to main hypothesis are taken into consideration to be investigated:

There is significant relationship between various types of skills and staffs' performance. There is significant relationship between type of duty and staff's performance. There is significant relationship between duties' importance and staffs' performance. There is significant relationship between working independence rate and staff's performance. There is significant relationship between working feedback and staff's performance. Staffs' performance can be anticipated through each job motivation component. The level of motivation and staffs' performance is different in social security branches.

Methodology

The method of this research is to gather the data as the type of solidarity and its goal is classified as the applied researches. In order to reach the goals of this research, two questionnaires under the title of working motivation and performance are used that brief explanation about each one is presented in the following paragraphs: To measure working motivation, the standard questionnaire is made by Hackman Wald ham in ADS institute of America in order to evaluate the rate of staffs' motivation in all kind of jobs. It includes 25 questions with 5 selections; the selections are very much, much, to some extent, low and very little. Grading method is to give grade 5 to very much, 4 to much, 3 to some extent and 1 to very little. Grading of the questions is 24, 19,12,6 are opposite.

Validity and Reliability: The validity of motivating questioner is reported 79%. A questionnaire is made to size the performance which includes 25 questionnaire with 5 selection,

like (almost always, often, sometimes, rarely, never) and grading method is as positive grading, 5 to almost always, often 4, sometimes 3, rarely 2, never 1. Negative grading means question No. 13 is graded in opposite. Performance questionnaire, all the questions evaluate performance. The performance credit is reported 80%.

The population, Sample and Method of Sampling: All the staffs about 260 of social security organization branches in east of Tehran is the population of this research that based on Morgan and Kerjis table 167 as statistics sample are selected randomly. In this research to analyze the data, solidarity statistics method of Pierson, T test and linear with simultaneous entrance method are used.

Results and Discussion

There is significant relationship between skill types and staffs' performance in social security organization, east branches in Tehran.

Table-1
Solidarity ratio between skill types and performance

Indicators		
0167	Pierson ratio	Skill types and Performance relationships
031	Significant level	
167	Number	

According to table-1 as the solidarity ratio is calculated (0.167*0.05 level) which is more than crisis amount and value, so with %95 confidence significant relationship can be found out between skill types and staffs' performance.

Table-2
Solidarity ratio between task type and performance

Indicators		
0262	Pierson ratio	Task types and Performance relationships
001	Significant level	
167	Number	

There is significant relationship between skill types and staffs' performance in social security organization, east branches in Tehran.

Motivation components	Skill types	Duty type	Duty importance	Independence rate	Feed back
Question No.	1,6,11,16,21	15,19,23,2,10	37,12, 17, 22	4, 9, 13, 18, 24	5, 8, 14, 20, 25

According to table-2 as the solidarity ratio is calculated (0.262*0.01 level) which is larger than crisis amount and value, so with %95 confidence significant relationship can be found out between task type and staffs' performance.

There is significant relationship between task importance and staffs' performance in social security organization, east branches in Tehran.

Table-3
Solidarity ratio between task importance and staffs performance

Indicators		
0.142	Pierson ratio	Task importance and Performance relationships
0.060	Significant level	
167	Number	

According to table-3 as the solidarity ratio is calculated (0.146*0.05 level) which is smaller than crisis amount and value, so it can be found out that there is no significant relationship between task importance and staffs' performance.

There is significant relationship between independence and staffs' performance in social security organization, east branches in Tehran.

According to table-4 as the solidarity ratio is calculated (0.174*0.05 level) which is larger than crisis amount and value, so it can be found out that there is significant relationship between independence and staffs' performance. There is significant relationship between task feedback and staffs' performance in social security organization, east branches in Tehran.

According to table-5 as the solidarity ratio is calculated (0.174*0.05 level) which is larger than crisis amount and value, so it can be found out that there is significant relationship between independence and staffs' performance. Through each

task motivation component, staffs' performance can be anticipated.

Table-4
Solidarity ratio between independence and staff performance

Indicators		
0.174	Pierson ratio	Independence and Performance relationships
0.024	Significant level	
167	Number	

Table-5
Solidarity ratio between task feedback and staff performance

Indicators		
0.261	Pierson ratio	Task feedback and Performance relationships
0.001	Significant level	
167	Number	

To predict staffs' performance (predictor variable binding) through their motivation (predictor variable), linear Regression with simultaneous entrance method has been used.

As it is shown in table-6, multiple correlations are calculated 0.294 and adjusted ratio is 0.058. This amount displays that only %6 (%5.8) of staffs' performance changes can be explained through motivation components.

Illustrates solidarity between variables is significant. As it is seen F is calculated (3.039) with freedom degree 166 is larger than crisis value of F (1.96). In conclusion with %95 confidences can be said that there is significant relationship between motivation variables and staffs' performance

Table-6
Solidarity between motivation and staffs' performance

	Solidarity ratio	Determination ratio	Adjusted ratio	Standard error of estimate
	0.294	0.086 degree	0.058	6.30009

Predictors: (fixed amount) skills type, task type, task importance, independence rate and feedback

Table-7
Significant test of linear relationship between motivation and staffs' performance

Model	Square	Freedom	Mean square	F	Significance level
Regression	603.071	5	120.614	3.039	0.012
Remaining	6390.282	161	39.691		
Total	6993.353	166			

Predictor variable: (fixed amount) (fixed amount) skills type, task type, task importance, independence rate and feedback, Predictor variable bindings: performance

As it is shown in table-8, according to adjusted beta ratio we can claim that only task feedback variable ratio with 0.193 ratio in performance prediction has significant contribution as a unit change in the variable, staffs' performance 0.193 would change. Rests of variables are not acceptable predictors for performance.

How is the level of motivation and staffs' performance in social security organizations' branches in east of Tehran?

Based on data in table-9, t is calculated with 166 degree of

freedom and the level of 0.01 about skill variety (5.88), task type (3.77), task significance (3.99), task feedback, total motivation (5.91) and performance (44.25), is larger than t critical value. It can be calculated that in these cases the sample average is above the theoretical average (population). But about the degree of working independence, calculated t is smaller than the critical value, resulting that the sample average does not differ with population average significantly and from this viewpoint sample statues is about population average.

Table-8
Contribution of each of the variables in predicting performance, employees' motivation

	Unadjusted ratio	Standard error degree	Adjusted beta ratio	T	Sig.
Fixed amount	71.736	3.058		23.462	0.000
Skills types	0.021	0.236	0.010	0.091	0.928
Tasks type	0.393	0.243	0.187	1.615	0.108
Task importance	-.125	0.219	-.066	-.573	0.567
Independence rate	-.015	0.187	-.009	-.079	0.937
Task feedback	0.538	0.215	0.193	2.033	0.045

dependent variable: performance

Table-9
One group T test for performance level and each of staffs' motivation components

						% 95 confidence for differences	
	Average	Standard deviation	T	Freedom	Significance level (2-tailed)	Low limit	Top limit
Skills variety	16.44	3.1691	5.885	166	0.000	0.9589	1.9273
Task types	16.62	3.0846	6.773	166	0.000	1.1455	2.0880
Task importance	16.06	3.4286	3.995	166	0.000	0.5361	1.5837
Independence rate	15.00	3.8729	0.000	166	1.000	-.5917	0.5917
Task feedback	17.32	3.4450	8.693	166	0.000	1.7910	2.8437
Motivation	81.44	6.437	5.91	166	0.000	4.2867	0.343
Performance	82.23	6.4906	44.25	166	0.000	21.235	23.219

Population average for motivation components= 15, Population average for total motivation=75, Population average for performance=60

It is necessary to explain that population average for average equals 75, for performance equals 60, and for each motivation components equals 15 which is the output of the mentioned formulation.

The average of each question * the number of question related to each component= population average

Conclusion

“Management” is one of the most important human activities. The main duty of a manager is to design and maintain an environment in which people can work in groups and do the missions and gain the specific goals⁹. Taylor claimed that the secret to motivate and stimulate people in working status is an attitude which is part of reward and punishment, reward the staffs for their good job and otherwise punish or fire them, this is the main factor of management as a scientific term¹⁰. There is a significant relationship between motivation component and staffs’ performance. Regarding data analysis and the results based on linear Regression with stimulation entrance which displays that only %6 of staff’s performance transformation can be explained through motivation components. So, it can be calculated that there is significant relationship with % 95 confidences between motivation component and performance. There is significant relationship between skill varieties and staffs’ performance in social security branches, east of Tehran. Regarding data analysis, Pierson solidarity ratio equals with 0/167 in level of 0.05 is larger than critical value that shows direct relationship between these two components. It means that the increasement skill diversity leads to the increasement of employees’ performance. There is a significant relationship between tasks importance and staffs’ performance. Regarding data analysis Pierson solidarity ratio equals 0/146 in 0.05 level is smaller than critical value which illustrates inverse relationship between these two components, it means as task importance increases, performance increases as well. There is significant relationship between working independence and staffs’ performance in social security branches, east of Tehran equals 0.174 in 0.05 levels is larger than that shows there is a direct relationship between these two components, it means as rate of working independence increases, staffs’ performance would increase. There is significant relationship between task feedback and staffs’ performance in social security organization branch, east of Tehran and regarding data analysis Pierson solidarity ratio equals 0.261 in 0.01 level is larger than critical value which implies that direct relationship between these two is variable. With the incentive of task feedback, staffs’ performance increases. The result and findings of these researches illustrates that the variable of independence rate in task with 15 averages has no significant difference and from this perspective, sample status is about population average.

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