

An Investigation of Factors Related to Job Motivation of Faculty Members at Islamic Azad Universities in Zanjan Province-Iran

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Abstract

The purpose of this study was to investigate job motivation of faculty members in Islamic Azad Universities of Zanjan province based on Herzberg's theory. The research method was applied research in terms of purpose and so it was survey and correlation research in terms of data collecting method. The statistical population were 640 faculty members in 2012. For this purpose, using cluster random sampling, data was collected from 150 people as the sample through Andraka's job motivation questionnaire (2004), and researcher-made questionnaire conducted based on two factors Herzberg's theory, with the reliability of 0.79 and 0.91, respectively. We analyzed data using descriptive and inferential statistics. Findings showed that all the motivational factors and some Hygiene factors such as policy and regulations, organizational communications and monitoring and supervising had significant relationship with job motivation, but relationship among Hygiene factors such as salary, work environment conditions and job security with job motivation was not significant. Results showed that the overall motivational factors are completely consistent with Herzberg's theory, but in the field of Hygiene factors in the salary, work environment conditions and job security were consistent and policy and regulations, organizational communication and supervision were inconsistent.

Keywords: Job Motivation, Herzberg Theory, Faculty Members

Introduction

Now, universities create human capital and play basic role in social, economic, cultural and political development in the communities. The results of studies performed in developed and developing countries indicate that the efficiency and effectiveness of the educational system of each country is an index of their comprehensive development (MirKamali & Narenji, 2008).

Faculty members are as one of the greatest assets of each community and one of the most important elements of the educational system and play very sensitive and crucial role in training skilled and specializes manpower (Arasteh, 2003). Thus, it is important to know how to motivate them (Abad and colleagues, 2004).

In terms of Motivation of Human resources, there have been Numerous research studies conducted in organizations which, in turn, has led to the emergence of various theories of motivation. In recent decades, much attention has been paid in the literature to 'motivation for work ', in which researchers at the Research Institute for Psychological Services of Pittsburgh, led by Herzberg (1959) conducted the study. Those researchers analyzed job interview of 200 Engineers and accountants working in Pittsburgh Pennsylvania in eleven different companies that were asked to mention the special events conducive to their job satisfaction or dissatisfaction. Herzberg noticed during the investigation the factors that affected employees mainly in terms of work-related content . These factors were called motivation factors. Other factors were external factors ,also, called hygiene factors including; Wages, Policy and Provisions, Communication, Job Security And monitoring and supervision .

This study tries to answer this question:

What are the factors involved in job motivation of faculty members in Islamic Azad Universities of Zanzan province based on Herzberg 's theory?

The Research Methodology

The research method was applied research in terms of purpose and so it was survey and correlation research in terms of data collecting method. The statistical population were 640 faculty members in 2012. For this purpose, using cluster random sampling, data was collected from 150 people as the sample through Andraka' s job motivation questionnaire (2004), and researcher-made questionnaire conducted based on two factors Herzberg 's theory, with the reliability of 0.79 and 0.91, respectively. We analyzed data using descriptive and inferential statistics.

Results

Table (1) Correlation coefficients between hygiene factors and Job motivation

The criterion	Wage	Policies and regulations	Organizational communication	Job security	Environment al conditions	Monitoring and supervision	Total Factors
Job Motivation	0.061	0.212 *	0.291 *	0.086	0.133	0.723 *	0.236 *

* Significant correlations

Table (2) Pearson correlation coefficients between Motivational factors And Job motivation

The criterion	Appreciation	Development	Nature of work	Job responsibilities	Occupational status	Total Factors
Job Motivation	0.402 *	0.177 *	0.393 *	0.226 *	0.228 *	0.402 *

* Significant correlations

According to the correlation coefficients shown in Table (1), all the factors such as health factors, policy and regulations, organizational communication, supervision are significantly related to the job motivation of the faculty members; however, the relationship between payroll, Job security and workplace conditions are not significant. Also, correlation results in Table (2) Show that Significant relationship exists Among all the motivational factors and job motivation of faculty members.

Discussion and Conclusion

In the present study, like the findings of Herzberg (1959), we witnessed a Significant relationship between salary and benefits, job security and workplace conditions. However, the relationship between policy and regulations, organizational communication and monitoring and supervising is significant which are inconsistent with the Herzberg study. Also, there was a significant relationship between motivational factors and job motivation which is consistent with the results of Herzberg's theory (1959).

It Can be said that Motivational factors play main role in Faculty members `job motivation. It Seems the results to be completely consistent with the results of Herzberg` research on motivational factors, but the same cannot be said about hygiene factors. Therefore, it can be said that Herzberg's theory is not always applicable in all situations of uncertainty and unstable conditions. Although Herzberg's theory is, in general, a good framework for the analysis of motivation in the organizations however, it is not true in all situations.

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