

# **The Effect of Work Motivation on Employees' Job Performance (Case Study: Employees of Isfahan Islamic Revolution Housing Foundation)**

Maryam Azar & Ali Akbar Shafighi

PhD Scholars in Social Science

Human Science Faculty, Islamic Azad University Dehaghan Branch

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## **Abstract**

The being philosophy of any organization depends on its human resources. Almost all scholars have been considered human resources as the most important factor. Therefore, human resources play a critical role in organizational development, and major organizational developments and changes derive from the unlimited intellectual abilities of this factor. Motivation is one of important instruments in inducing employees to produce effective and efficient results, and to create a positive work environment and to successfully execute the anticipated programs. Present research has been carried out for the purpose of measuring the effect of work motivation on job performance of employees in Islamic Revolution Housing Foundation, which has taken place in 2013.

In this study, a sample containing 70 individuals was randomly selected according to Morgan table among the statistic population of 85 employees in Islamic Revolution Housing Foundation. Work motivation and job performance questionnaires were designed and the collected information were put into data analysis and hypothesis testing by using AMOS and SPSS software and the results show that the work motivation has a positive and significant effect on job performances of employees in Islamic Revolution Housing Foundation.

**Keywords:** Work Motivation, Job Performance, Responsibility and Career Advancement.

## **Introduction**

Today's organizations can easily supply their needed goods and raw materials from other organizations in other countries and the only resources, which are not readily exchangeable, are human resources, so we can say that one of the most competitive assets of one country is its efficient and standardized human resources (Cascio and Aguini, 2005). Nowadays, there are many discussions going on in management discourses about motivation and its relationships with employee efficiency and various organizations efficiencies, and the necessary relation between educational and productive efficiency of organizations and the intensity of motivations for each members of each organization. Motivations are energizing

factors and the main cause for movement of any living organism including human being. Because, motivation will lead to the fact that a person remains committed to his duties and does his jobs seriously and joyfully. One of the reasons for successfulness of employees and thus organizations is the presence of motivational factors at high degree in those organizations. The concept of motivation is used to explain the distinction between employees which have the same talents, abilities and opportunities to do their jobs in a similar organization and are under the same employment conditions and with the same facilities, but demonstrate different performances. Employees who have high work motivations keep on trying to get more promotion, and since they are constantly seeking better ways to carry out their duties and responsibilities, they will be promoted faster. These employees perform their jobs in such a manner that the jobs are required to be done with relatively more efforts, so they can try more to play the role for which they are asked. Considering the importance of motivation, this paper has investigated about the impact of motivation and its related factors on Employees job performance in Isfahan's Islamic Revolution Housing Foundation.

### **Research Theoretical Literature**

#### **Work Motivation**

Several factors are involved in the life of any organization; the most important of these factors include labor, machinery and Capital, among these factors, the most important and most effective is labor or human resources, because labor is the creator source for efficiency of machinery, capital, materials, and the other factors. Today, one of the major problems of organizations is to develop techniques that bring the will and interest for success to employed personnel in the organization.

One of the primary duties of managers is to motivate employees so that they yield the highest level of performance as possible, meaning that employees regularly appear in their workplace, and use their effort to reach the goals and decisions of the organization. However, job performance also depends on individual capability and environment fitness as well as motivation.

To reach a higher level of motivation, an individual should firstly decide to do a job, and the proper materials and tools must be provided for him/her to perform the work. Absence of each of these contexts will harm the performance, thus the manager shall ensure that the above conditions are provided. Searching in the field of motivations replies the questions about human behavior. Regarding the different motives, people do things differently. Even in the case that the individuals have the same motives, motivation intensity of different individuals differs from each other, which is due to personal distinctions.

Work motivation is a set of energetic forces that originate both within as well as beyond an individual's being, and determines the form, direction, intensity and duration of a work-related behavior (Latham and Pinder, 2005).

Motivation is an internal state and force, which encourages the individual to take a specific action. What is considered to be important as a motivation for a particular individual or group may be not important for another individual or group. In other words, the individual him/herself and the context in which he/she operates are the most important factors affecting on motivation (Gandalf, 2005). Motivation is one of the most important tools to induce the employees to achieve an efficient and effective result, and to create a positive work environment and to successfully execute the anticipated programs (Bessell et al, 2002).

In Franco's viewpoint, feeling to be proud, effective, honesty in management, job security and other factors such as financial or non-financial incentives and encouragements are considered to be the most important motivational factors (Franco et al, 2004). In Timreck's research (2002), the studied individuals were considered factors such as feeling success, recognition, responsibility and getting promoted as the most motivational factors. Amiable et al. (1994) have claimed in their study that decision-making ability, competence, participation in the work and the curiosity sense are as the internal motivational factors and competitive atmosphere, evaluation execution, working in force are as the external motivational factors. According to Jameson's study (2000), factors such as feasibility of continuing graduate study, respect, responsibility, Appreciation and equal rewards have mentioned as important motivational factors.

Work motivation is a set of affecting forces that originate both within as well as beyond an individual's being, to initiate work-related behavior, and to determine its form, direction, intensity and duration (Pinder, 1998; quoted by Arshadi, 2007). One of the reasons for successfulness of employees and thus organizations is the presence of motivational factors at high degree in those organizations. The concept of motivation is used to explain the distinction between employees which have the same talents, abilities and opportunities to do their jobs in a similar organization and are under the same employment conditions and with the same facilities, but demonstrate different performances. Work motivation means factors, conditions and circumstances that motivate, direct and continue the individual's work-related behavior to be in good shape regarding his/her work-related opportunities.

#### **Job Performance**

In order to achieve a proper job performance and more effective and optimal efficiency and productivity, each organization explores ways to make a helpful environment for its employees to reach that level of ability which can make a greater impact on their work.

Actually, job performance has been defined as the overall values which an individual does during a specified period of time as discrete pieces of behaviors which are expected by the organization (Motowidlo, 2003). Spector expresses that people could act in their careers well, on the condition that they have necessary motives, abilities and motivation to do a good performance (Spector, 2009). Motivation is an individual characteristic, but it can rise from the individual (e.g. personality) and also from the environmental conditions. Improvement and enhancement of organization performance and increment of productivity in order to achieve maximum efficiency of used human and material resources is of the obvious and important management tasks. Rothmann (2002) defines the job performance as a multi-dimensional structure that shows the quality level of working employee's performance, their level of innovation, problem solving techniques and available resources utilization methods, and also their energy and time using manner to perform the duties of the job. In other words, job performance is a set of behavioral and functional patterns including knowledge, skills, managerial competence, conscience and cognitive abilities in the work environment (Murphy and Sharla; quoted from Rothmann, 2002).

#### **Research Hypotheses**

The primary hypothesis: the work motivation has a positive and significant effect on job performance of employees in Isfahan's Islamic Revolution Housing Foundation.

#### **The Secondary Hypotheses**

- 1) The wage and salary has a positive and significant effect on job performance of employees in Isfahan's Islamic Revolution Housing Foundation.

- 2) Job security has a positive and significant effect on job performance of employees in Isfahan's Islamic Revolution Housing Foundation.
- 3) Work environment conditions have a positive and significant effect on job performance of employees in Isfahan's Islamic Revolution Housing Foundation.
- 4) Recognition and appreciation has a positive and significant effect on job performance of employees in Isfahan's Islamic Revolution Housing Foundation.
- 5) Career advancement and development has a positive and significant effect on job performance of employees in Isfahan's Islamic Revolution Housing Foundation.
- 6) The nature of work has a positive and significant effect on job performance of employees in Isfahan's Islamic Revolution Housing Foundation.
- 7) The work-related responsibility has a positive and significant effect on job performance of employees in Isfahan's Islamic Revolution Housing Foundation.

### Research Method

This study is of survey type. In this research, a sample containing 70 individuals was randomly selected according to Morgan table among the statistic population of 85 employees in Isfahan's Islamic Revolution Housing Foundation. In the present study, questionnaires were used to collect data. In these questionnaires, it has been tried to measure the effect of work motivation and its related factors on the job performance. Questionnaire contains 36 questions that questions from 1 to 24 have been assigned to work motivation and its related factors, and questions from 25 to 36 allocated to job performance. The scoring or ranking method for questionnaire's questions is based on 5-ranks Likert spectra.

For checking the validity of questionnaires, content validity was employed. By studying books, credible scientific papers and theses, work motivation and job performance indicators were collected and then, the main indicators were extracted from the collected indicators with the help of expert advices and industry-related top counselors.

The SPSS and AMOS software were used for questionnaires data analysis and hypothesis testing. The reliability and internal consistency were obtained by Cranach's Alpha Coefficient as 0.974.

### Research Findings

#### ✓ Estimation and Testing of the Measurement Patterns (Confirmatory Factor Patterns)

To specify how acceptable the indicators are for measurement patterns, all measurement patterns must firstly be analyzed separately. Based on adopting such an approach, eight measurement patterns which are related to the variables are tested separately. The overall fitness indices for the measurement patterns (confirmatory factor analysis) have been presented in Table.1:

Table.1. Overall Fitness Indices of the Measurement Patterns

	CMIN	P	GFI	RMR	CFI	RMSEA
Wage and Salary	0.000	-	1	0.000	1	-
Job Security	12.399	0.083	0.91	0.05	0.91	0.047
Work Environment Conditions	0.000	-	1	0.000	1	-
Recognition and Appreciation	0.000	-	1	0.000	1	-
Career Advancement and Development	1.552	0.46	0.989	0.018	1	0.000

The Nature of Work	0.000	-	1	0.000	1	-
The Work-Related Responsibility	0.806	0.668	0.994	0.018	1	0.000
Job Performance	65.106	0.113	0.976	0.046	0.964	0.08

The results obtained from information presented in Table.1 are as follows:

To explain the value of the Chi-square (CMIN), the pattern and significance level (P-value) are necessary to be noted, so as Chi-square value is lower, the fitness which is regulated by researcher is better and more satisfying for the developed pattern. If P-value is larger than 0.05, then we can conclude that the covariance structure of the pattern is not significantly different from the observed covariance structure, and Chi-square value is actually acceptable for the pattern. Considering the fact that P-value is larger than 0.05 for most of the measurement patterns, it can be concluded that chi-square value is appropriate for the measurement patterns.

- One of the most credible indices which are being used to study the fitness of the pattern is goodness-of-fit index (GFI). This index can be considered to be as an indicator similar to R<sup>2</sup> in multivariate regression. The closer GFI to 1.00 will make better the fitness of pattern with the data. The GFI indicator for the measurement patterns is close to 0.9 and even more, that shows a good fitness of data with the pattern.
- The residual matrix is one of the important matrices that can be used for evaluating the overall fitness (regulated pattern) and also the partial fitness (parameter which is defined between two variables). For mentioned patterns, the root mean square residual (RMR) is smaller than 0.05 and is a low quantity, which demonstrate the slight error of patterns and the acceptable fitness of them.
- Comparative fitness index (CFI) is a comparative indicator whose values between 0.90 and 0.95 are interpreted as acceptability of the pattern and values higher than 0.95 mean a good fitness of data with the pattern. For every measurement pattern, the CFI magnitude is larger than 0.95, which it can be concluded that the data properly support the measurement pattern.
- Root mean square error of the assessment or appraisal (RMSEA) index, similar to RMR index, is based on analysis of the residual matrix. Acceptable patterns have the magnitude of 0.8 or lower for this index. The fitness of patterns which have RMSEA indexes more than 0.1 are estimated to be poor. Finally, with respect to aforementioned discussions, it can be concluded that the measurement patterns have good fitness, and in other words, the general indicators confirm this claim that the data properly support these patterns. Considering the fact that the value of load factors are mostly higher than 0.5 and the partial index of P is 0 for all of the items and due to the overall indices, it can be concluded that items can measure the data properly.

#### Results of Structural Equation Analysis

After verification of the measurement pattern at the first step, the structural equation has been used for hypothesis testing at the second step.

The primary hypothesis: in the overall hypothesis, the effect of work motivation on job performance of employees in Isfahan's Islamic Revolution Housing Foundation is going to be studied.

For testing the significance of hypotheses, two partial indices of critical value and P have been used. The critical value is a quantity that is obtained from “estimated regression weight” divided by “standard error”. According to significance level of 0.05, the critical value must be larger than 1.96. if the value is less than this magnitude, the corresponding parameter is considered to be unimportant, and also, the values smaller than 0.05 for P suggest that there are significant difference between calculated magnitudes for regression weight and the zero level in the reliability level of 0.95.

Table.2. Regression Coefficient (the Primary Hypothesis Testing Results)

	Hypothesis	Regression Coefficient	Critical Value	P	Result
Work Motivation	→ Job Peformance	0.84	6.29	0.00	confirmed

Table.3. Overall Fitness Indices of Primary Hypothesis Structural Equation Modeling Analysis

CMIN	CMIN/DF	P	CFI	RMSEA
166/6	1/207	0/049	0/974	0/055

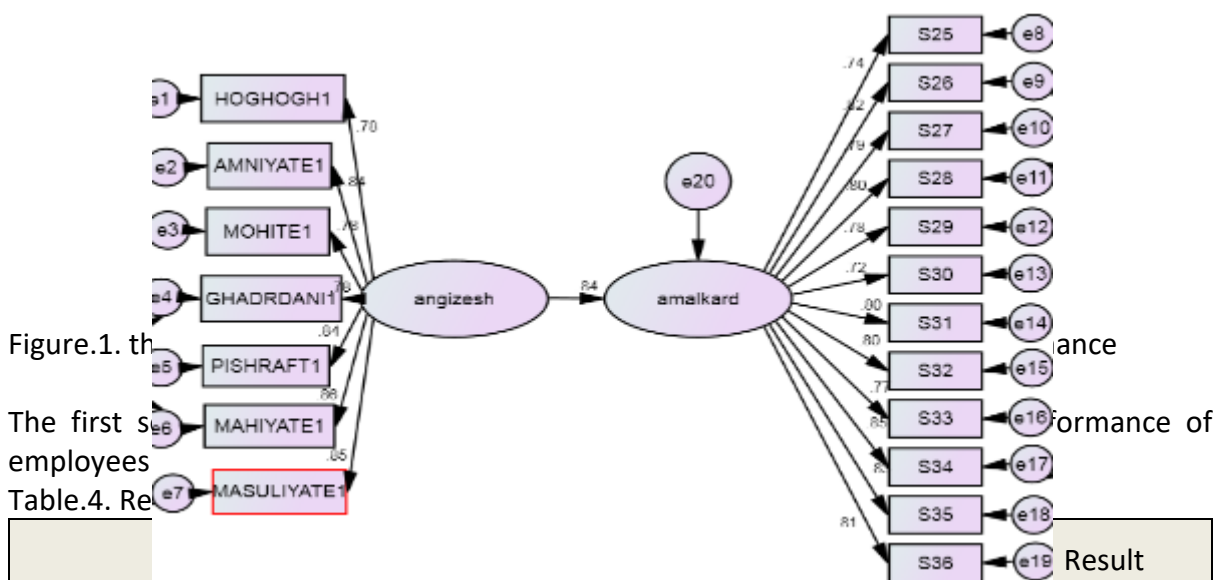


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	Hypothesis	Regression Coefficient	Critical Value	P	Result
Wage and Salary	→ Job Peformance	0.72	5.38	0.00	confirmed

Table.5. Overall Fitness Indices of First Secondary Hypothesis Structural Equation Modeling Analysis

CMIN	CMIN/DF	P	CFI	RMSEA
<b>91/65</b>	<b>1/104</b>	<b>0/242</b>	<b>0/989</b>	0/039

Figure.2. the Pattern of Wage and Salary Structural Equation on the Job Performance

The second secondary hypothesis: The job security has effect on job performance of employees in Isfahan’s Islamic Revolution Housing Foundation.

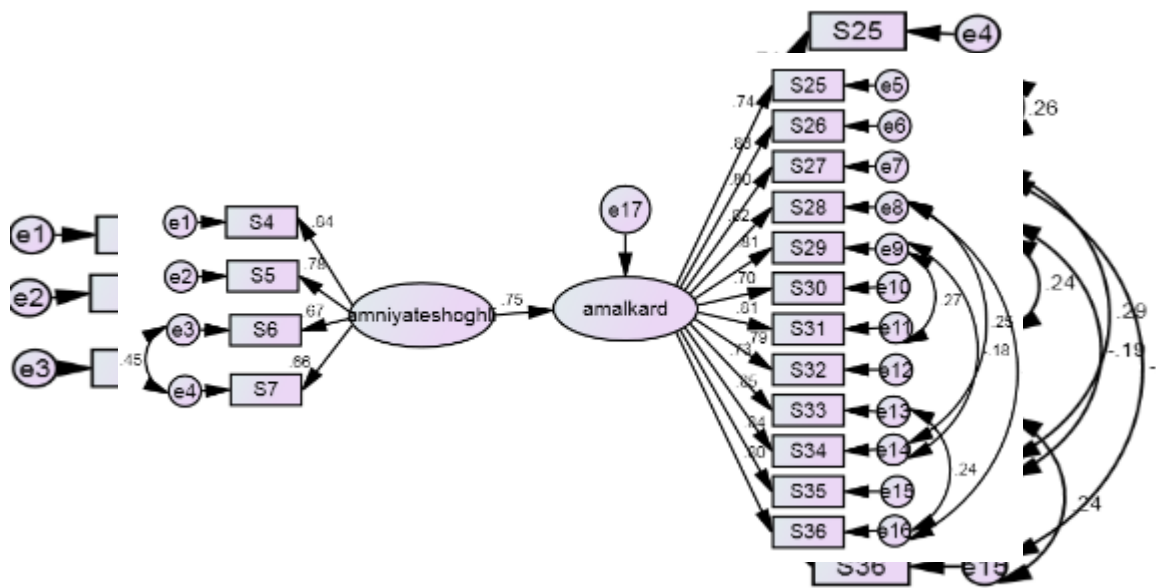
Table.6. Regression Coefficient (the Second Secondary Hypothesis Testing Results)

Hypothesis	Regression Coefficient	Critical Value	P	Result
Job Security → Job Performance	0.200	4.42	0.00	confirmed

Table.7. Overall Fitness Indices of Second Secondary Hypothesis Structural Equation Modeling Analysis

CMIN	CMIN/DF	P	CFI	RMSEA
<b>109/06</b>	<b>1/124</b>	<b>0/189</b>	<b>0/985</b>	0/042

Figure.3. the Pattern of Job Security Structural Equation on the Job Performance



The third secondary hypothesis: The work environment conditions have effect on job performance of employees in Isfahan’s Islamic Revolution Housing Foundation.

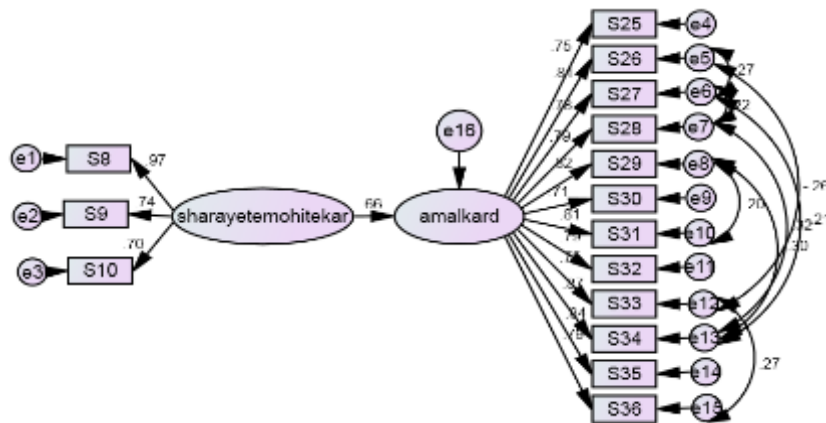
Table.8. Regression Coefficient (the Third Secondary Hypothesis Testing Results)

	Hypothesis	Regression Coefficient	Critical Value	P	Result
Work Environment Conditions	→ Job Peformance	0.66	4.53	0.00	confirmed

Table.9. Overall Fitness Indices of Third Secondary Hypothesis Structural Equation Modeling Analysis

CMIN	CMIN/DF	P	CFI	RMSEA
<b>89/23</b>	<b>1/102</b>	<b>0/249</b>	<b>0/989</b>	0/038

Figure.4. the Pattern of Work Environment Conditions Structural Equation on the Job Performance



The fourth hypothesis: recognition and appreciation has effect on job performance of employees in Isfahan’s Islamic Revolution Housing Foundation.

Table.10. Regression Coefficient (the Fourth Secondary Hypothesis Testing Results)

	Hypothesis	Regression Coefficient	Critical Value	P	Result
Recognition and Appreciation	→ Job Peformance	0.71	4.71	0.00	confirmed

Table.11. Overall Fitness Indices of Fourth Secondary Hypothesis Structural Equation Modeling Analysis

CMIN	CMIN/DF	P	CFI	RMSEA
94/51	1/181	0/128	0/981	0/051

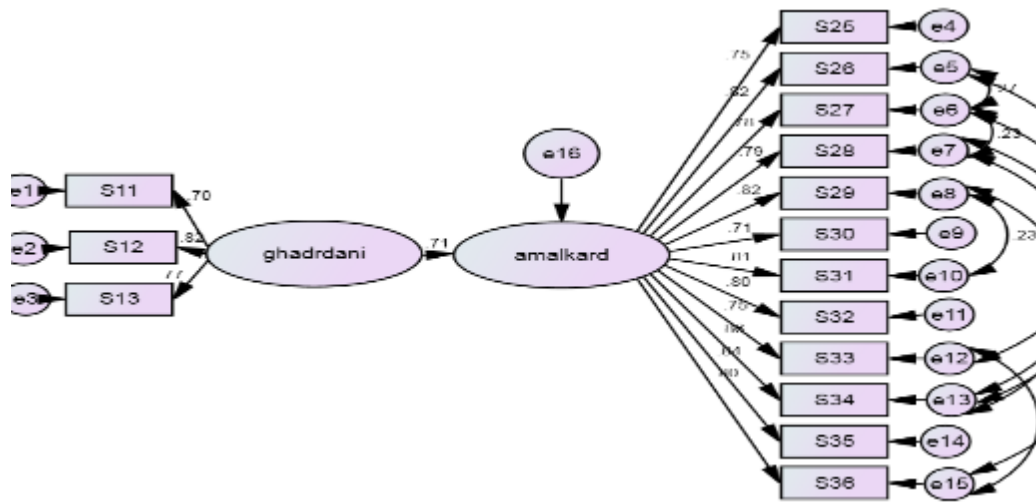


Figure.5. the Pattern of Recognition and Appreciation Structural Equation on the Job Performance

The fifth secondary hypothesis: The career advancement and development has effect on job performance of employees in Isfahan’s Islamic Revolution Housing Foundation.

Table.10. Regression Coefficient (the Fifth Secondary Hypothesis Testing Results)

	Hypothesis	Regression Coefficient	Critical Value	P	Result
Career Advancement and Development	→ Job Performance	0.74	5.72	0.00	confirmed

Table.13. Overall Fitness Indices of Fifth Secondary Hypothesis Structural Equation Modeling Analysis

CMIN	CMIN/DF	P	CFI	RMSEA
<b>105/31</b>	<b>1/12</b>	<b>0/2</b>	<b>0/987</b>	<b>0/042</b>

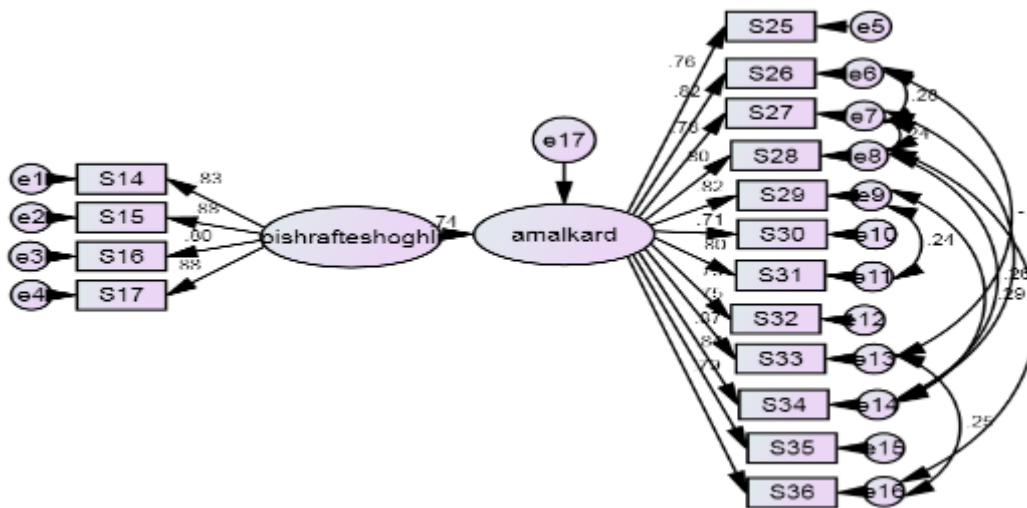


Figure.6. the Pattern of Career Advancement and Development Structural Equation on the Job Performance

The sixth secondary hypothesis: The nature of work has effect on job performance of employees in Isfahan’s Islamic Revolution Housing Foundation.

Table.14. Regression Coefficient (the Sixth Secondary Hypothesis Testing Results)

	Hypothesis	Regression Coefficient	Critical Value	P	Result
Nature of Work	→ Job Performance	0.92	6.42	0.00	confirmed

Table.15. Overall Fitness Indices of Sixth Secondary Hypothesis Structural Equation Modeling Analysis

CMIN	CMIN/DF	P	CFI	RMSEA
<b>105/31</b>	<b>1/12</b>	<b>0/2</b>	<b>0/987</b>	<b>0/042</b>

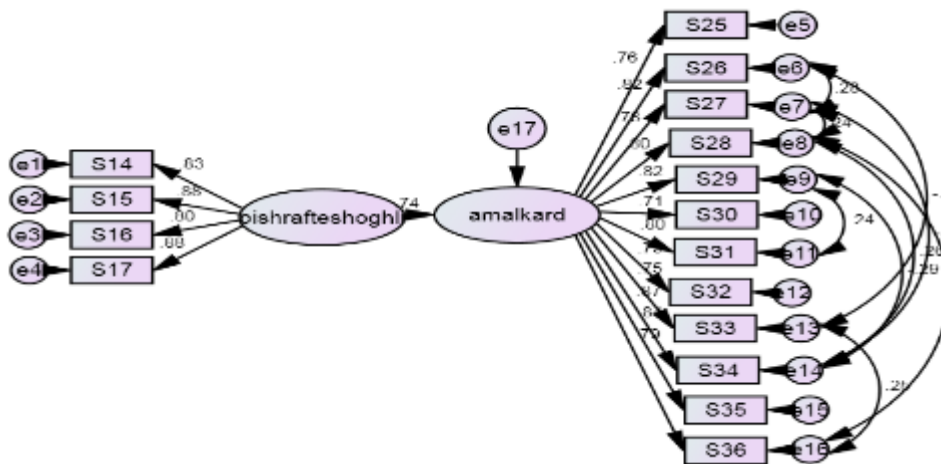


Figure7. the Pattern of Work Nature Structural Equation on the Job Performance

The seventh secondary hypothesis: The work related responsibility has effect on job performance of employees in Isfahan’s Islamic Revolution Housing Foundation.

Table.16. Regression Coefficient (the Seventh Secondary Hypothesis Testing Results)

	Hypothesis	Regression Coefficient	Critical Value	P	Result
Work Related Responsibility	→ Job Peformance	0.97	7.23	0.00	confirmed

Table.17. Overall Fitness Indices of Seventh Secondary Hypothesis Structural Equation Modeling Analysis

CMIN	CMIN/DF	P	CFI	RMSEA
126/75	1/604	0/101	0/944	0/064

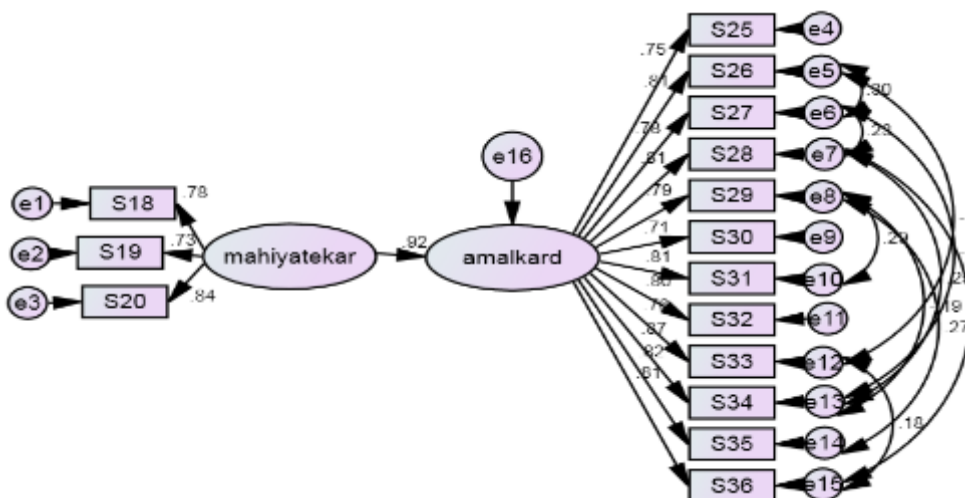


Figure.8. the Pattern of Work Related Responsibility Structural Equation on the Job Performance

### Discussion and Conclusion

This research was carried out to determine the effect of work motivation on job performance of employees in Islamic Revolution Housing Foundation in 2013. In the study, the work motivation indicators were firstly specified in 7 aspects of wage and salary, job security, work environment conditions, recognition and appreciation, career advancement and development, nature of work and work related responsibility, and then the items corresponding to job performance were designed.

Based on the obtained results, the primary and secondary hypotheses were confirmed, and the effectiveness of each one of the motivational and self-motivational factors on job performance was generally obtained, indicating that the motivation and its factors have considerable effect on job performance of employees in Isfahan's Islamic Revolution Housing Foundation. The effect of motivation and its factors on job performance is presented briefly in following Table:

Table.18. Regression Coefficient of Hypotheses

Hypothesis	Regression Coefficient
Work Motivation → Job Performance (Primary Hypothesis)	0.84
Wage and Salary → Job Performance	0.72
Job Security → Job Performance	0.200
Work Environment Conditions → Job Performance	0.66
Recognition and Appreciation → Job Performance	0.71
Career Advancement and Development → Job Performance	0.74
The Nature of Work → Job Performance	0.92
The Work-Related Responsibility → Job Performance	0.97

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