

The Study of the Relationship between Occupational Motivation and Efficiency: A Case Study in Melli Bank, Kohkyluyeh and Buyer Ahmad Province

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Abstract

This research was carried out with the goal of investigating the effects of motivational factors on the efficiency of clerks of branches of Melli Bank in Kohgilouye and Bouyer Ahmad province in summer, 2013. The main Hypothesis of this research is that it appears to be a significant relationship between motivation and efficiency of clerks of branches of Melli Bank in Kohkyluyeh and Buyer Ahmad province. To evaluate and test this hypothesis, a sample of 100 people from the target population including 304 employees of Melli Bank were chosen by multi-stage cluster sampling method. Hypothesis testing has shown that the correlation coefficient between motivation and performance was 465/0 and it is significant at the level of 0.01. So, the main hypothesis is confirmed. Also, the hypothesis regarding the relationship between economic motivation and efficiency was confirmed. One of most important findings of regression analysis was that motivation variable 0.261 was correlated with the performance variable. This variable can also explain 20.8 % of performance changes.

Keywords: Efficiency, job motivation, economic motivation, non-economic motivation, employee of the Melli Bank

Introduction

For every manager in the organization, being aware of the issue of staff motivation, and looking for the causes of movement and behaviour of individual members of the organization are necessary. Curiosity and motivation are the answers for the reasons of human behaviour. Why do people work in organizations? Why are some people very active and some are not? What is the reason behind being interested in job and lack of interest in job? These questions and many others, all of which are associated with motivation and respond to them is summarized in the staff's motivation. Thus, understanding how to motivate the staff and their motivations, managers can take easy steps to realize the objectives of the organization with the help of the staff and succeed in fulfilling their responsibilities. Hence, increasing the efficiency of employees and making them more interested in job and thus fulfilling the organizational goals are of prime importance. If the growing willingness of staff to the work is determined, managers can make fundamental efforts in order to improve and promote working conditions and increase their efficiency because when human feels satisfied with its job, unconsciously, fulfils more carefully its duty and is happy with it. Investigating and identifying motivation and creating it is in the heart of every organization. The success of every organization depends on creating motivation in the staff by its manager and leader. Human efficiency within the organization reflects his knowledge, skills and values. Therefore, understanding the factors affecting employee performance is one of the objectives of improving human resource in public that is programmed to measure knowledge, ability, motivation and job behaviour and performance of the clerks. Managers spend weeks or even month to determine a strategy in order to increase the efficiency of the organization. By specifying a strategy, they want to know what measures they should take to increase the efficiency of the individuals and the

organization and how they can measure their performance and actions. It is worth mentioning that since the staff of the organization have potential capacities, they can efficiently play their role in implementing the strategy of the organization by identify these abilities. While implementing these strategies, often, conflict emerges between managers and the staff, therefore, in order to know how to define the realization of its goals, management need to carefully increase the performance of the staff in terms of quality and quantity (Pakari, 2009).

Thus, identifying the staff with the best performance is only possible by a straightforward look at the figures and digits, therefore, it is necessary to determine some standards for the relationship of behaviour and performance and organization strategy. In fact, managers can better guide the staff to economicize the goals and strategy of an organization and the staff can better understand their role in the success of the organization. Furthermore, this mutual relationship creates a situation in integrating the incentives and educational plans as well as a clear approach to success for all. In the long run, your organization can gain dramatic values and also fulfil its valuable role in human resources by successfully evaluating staff performance. Now, regarding the importance of motivation in increasing the efficiency of the staff, the researcher tries to carry out a research titled " the study of the relationship between motivational factors and staff efficiency of Melli Bank branches in Kohgilouye and Bouyer Ahmad province". We hope that the results of this research finally lead to increasing the efficiency of performance of staff of Melli Bank in Kohgilouye and Bouyer Ahmad province.

Theoretical Framework

Definition of motivation

There are many definitions for motivation. Two of them have been presented by Baroon & Robertson (and Smith). Baroon (1991) believe that Motivation is internal processes that activate, guide and maintain our behaviour, particularly, directional behaviours). Robertson and Smith (1985) observe that motivation is a cognitive concept that is associated with reinforcing and directing human behaviour (Chadouri, 20011). Reinforcing means that motivation makes behaviour strong and full of effort and directing means that behaviour is oriented or directed toward reaching a specific goal or outcome.

Motivation for promotion in workplace

Nowadays, an important part of our life is spent in workplaces and our workplace have become our life environment. For this end, in this paper, it has been endeavoured to evaluate the motivation for promotion in workplace. Motivation is a factor for reinforcing, directing or maintaining behaviour. Increasing motivation in the staff of an institution depends on several factors. These factors include the power of motivation, job nature, situation, the potential talent of workplace in motivating the staff. On the other hand, the degree of staff's motivation demonstrates that, to some extent, a person is hard-working in fulfilling his occupational duties, how long he works, and shows his job quality. Another influential factor in the hand of managers is their influence on the expectations and motivations. Those staff whose need for promotion is high do logical risks and want to achieve their goals and those staff whose avoidance from failure is high suffer from lack of self-esteem and cannot tolerate failure. As a result, they do not jeopardize their life to achieve their goals or begin doing things whose degree of success is low (Tafler, 1991).

The Process of Motivation

The process of motivation includes some stages that you can see in the following table:

Need-----Motivation-----Behaviour-----Result----Satisfaction with Dissatisfaction

The main reason for the existence of feedback is that satisfaction is usually a short-term phenomenon and after a while, that need emerges in the same shape or in a new shape. This requires managers to continue making motivational decisions.

Plans for Organizational Motivation

Some of the decisions that managers make about the overall level of the organization are called motivation plans of the organization. These plans may be based on the productivity of organization, saving costs or rate of profitability. These plans include:

First, the plan of sharing the profit: Sharing the benefit is a reward that a certain percentage of the share is distributed among the staff and can help the organization maintain and motivate its staff in order to achieve more productivity.

Second, the plan of giving private shares to staff: Many organizations devote a certain percentage of the share of the company to their staff. This has many advantages for the company as it ties the results of the staff performance with the interests of the organization, and affects the improvement of staff motivations.

Satisfaction-efficiency Theory

Based on this theory, staff job satisfaction leads to an increase in the performance. Therefore, the staff should be provided with an environment that is satisfactory in terms of social and economic needs. Unfortunately, the results of the researches show that there is a weak relationship between performance and satisfaction. What has been ignored is personal abilities, skills and traits (Ghareh Daghi, 1996).

Motivation and Performance

Motivation is a personal trait but it can derive from both working individual and the environmental conditions. Organizational efforts for increasing labour force is mostly based on environmental interventions rather than individual selection. Theoretically, we must first measure motivation in applicants and select those with the highest level of motivation. However, industrial and organizational psychologists have more concentrated their selection on assessing the abilities of the staff rather than their motivation. In order to increase motivation, we must pay special attention to job structure and incentive systems (Nami, 2002).

Definition of efficiency

Efficiency is associated with right performance of works in organization, that is, decisions made in order to decrease costs, increase production, and improve goods quality. Efficiency is the ratio of output to standard output (Alavi, 2001). Manouchehr Kia, in public administration magazine, defines efficiency as high output versus limited interest (Karimi, 2006 :32). Efficiency reflects this concept that how well an organization has used its interest to increase production with the best performance in a specific period of time. In other words, efficiency is the amount of resources used to produce certain amount of goods (Mosadegh Rad, 2005).

Methods of Efficiency Evaluation

Different methods have been proposed to evaluate the efficiency of decision-making units. They are divided into two groups:

Parametric Methods

Parametric methods are methods by which a certain shape is considered for production function, then passive coefficients (parameters) of these functions is calculated using one of these calculating methods of functions that is common in statistics and Econometric.

Non-Parametric Methods

Non parametric methods depend on a series of mathematical optimizations that are used for relative calculation of efficiency. The phrase "relative" is of prime importance because the obtained

efficiency by this method is the result of comparing available institutions with each other. Therefore, if some of observations are omitted or their number is increased, perhaps, the amount of calculated efficiency increases or decreases. Thus, the calculated efficiency is relative not absolute. In non-parametric methods, we do not need to select the form of the function and there is no limitation on the number of outputs (Roshan Del, 2002)

Methodology

This is a survey - descriptive and analytical research which is cross-sectional. The participants include all the staff of Melli Bank in Kuhkyluyeh and buyer Ahmad province. The total number of the staff is 304 people. In this research, the sampling was determined using Cochran formula. The sampling of the research was equal to 100 people but in order to increase reliability, the results increased to 105 people. In this study, a multi-stage cluster sampling method was used. In the study, in order to collect data, variables of the research were operational by the researcher and motivation variable was divided into two parts of economic motivation and imeconomic motivation. Finally, 17 questions were used in the questionnaire. Also, we measured the notion of efficiency by using factors such as equipment and facilities, speed in work, consistency, effective communications, educational periods and the quality of works done. In addition, we used Cronbach's alpha to determine reliability of the variables and the results are shown in table 1 and table 2.

Table 1. The results of reliability analysis for motivation variable

| Notion | Factor | Scale | the number of items | Cronbach's alpha | Total Cronbach's alpha |
|------------|-------------------------|---------|---------------------|------------------|------------------------|
| Motivation | Economic Motivation | Ordinal | 5 | 0.761 | 0.83 |
| | Non-economic Motivation | Ordinal | 12 | 0.788 | |

As table 1 shows, in this research, the concept of motivation has appropriate reliability with Cronbach alpha of 0.83.

Table 2. The results of reliability analysis for efficiency variable

| Notion | Factor | Scale | N | Cronbach's alpha | Total Cronbach's alpha |
|------------|--------------------------------|---------|---|------------------|------------------------|
| Efficiency | Using equipment and facilities | Ordinal | 4 | 0.564 | 0.866 |
| | Speed in work | Ordinal | 4 | 0.521 | |
| | consistency | Ordinal | 4 | 0.716 | |
| | Effective Communication | Ordinal | 4 | 0.532 | |
| | Using educational periods | Ordinal | 5 | 0.733 | |
| | The quality of the work done | Ordinal | 4 | 0.692 | |

Based on the data available in the above table, we can observe that the concept of efficiency with Cronbach's alpha of 86.0 has desirable reliability. Also, the efficiency factors have acceptable reliability with Cronbach's alpha.

Finding of the study

The most important finding of the research related to independent variable (motivation) and its aspects (economic and noneconomic motivation) are as follows: 3.54 % of respondents had average economic motivation, 8.24 % had high motivation, and 21 % had low economic motivation. In this case, we can state that most respondents have average economic motivation. Also, 9.42 % of respondents have average enon-economic motivation, 2.35 % have high non-economic motivation, and 9.21 % have low non-economic motivation. In this case, most respondents have average non-economic motivation, but in comparison with economic motivation, respondents are more widespread in the three categories.

Regarding the efficiency variable and its aspects, the most important findings are: 3.54 % (57 people) of respondents in the factor of equipment and facilities got high score, 9.42 % (45 people) average score, and 9.2 % low score. Moreover, 9.42 % of respondents have low speed, 1.37 % average speed, and 20 % high speed in their work. Also, 4.51 % (54) of the respondents showed average consistency, 4.31 % of respondents high consistency and 1.17 % low consistency. Regarding the factor of effective communications, 1.57 % of respondents displayed average effective communication, 8.23 % low, and 19 % high effective communications. Similarly, 1.57 % of respondents used average educational period, 9.22 % high and 20 % low. Most respondents have average effective communications. Regarding the factor of quality, 6.48 % of respondents were placed in the order of average quality, 7.25 % high quality, and 7.25 % low quality. And finally, 1.58 % of respondents had average efficiency, 8.24 % low efficiency and 1.17 % high efficiency. As it was obvious from the factors of efficiency, we could predict that most respondents had average efficiency.

Testing Research Hypotheses

In this study, in order to test the research hypotheses, One-Way ANOVA, t-test, Pearson Correlation and Regression were used. The results obtained by testing the research hypotheses are as follows.

Table 3. Testing the difference of efficiency means based on gender

| Variable | Category | Efficiency mean | SD | t | df | Sig. | Uniformity variance test |
|----------|----------|-----------------|-------|-------|----|-------|--------------------------|
| Gender | Male | 35.85 | 69.12 | 0.936 | 97 | 0.352 | 0.08 |
| | Female | 71.80 | 17.12 | | | | |

Table 3 indicates the difference of efficiency mean of respondents based on gender variable. As it is seen, there is a difference between efficiency mean of male respondents (35.85) and female respondents (71.80), but since the significance Sig: 0352) is more than 05.0, there is no significant difference, therefore, the efficiency mean of respondents does not significantly differ based on the gender variable.

Table 4 shows the results of variance test analysis (ANOVA) to assess the difference of efficiency mean based on occupational or job situation of respondents. Based on the data of the table, the mean of efficiency for those respondents whose job situation is company (87.91) is more

than the others. Also, the mean of those who are official (44.85) is higher than the contractuales. According to the significance cited (Sig=0.007), we can say that this difference is significant. In other words, there is a significant difference between efficiency mean , profit of company forces and official forces.

Table 4. Testing the difference of efficiency mean based on educational level of respondents

| Variable | Category | Efficiency mean | F | Sig. |
|-----------------------|-------------|-----------------|-------|-------|
| Educational Situation | Official | 44.85 | 5.187 | 0.007 |
| | Contractual | 57.76 | | |
| | Company | 87.91 | | |

Table 5. Matrix of correlation coefficient of motivation variable and its factors and efficiency variable

| Quality | Use of educational occasions | Effective relations | Alignment | Speed in working | Use of facilities | Efficiency | Non-economic motivation | Economic motivation | Motivation | Independent and dependent variable |
|-------------|------------------------------|---------------------|-------------|------------------|-------------------|-------------|-------------------------|---------------------|------------|------------------------------------|
| ** 0/419 | ** 0/280 | 0/180 | ** 0/346 | ** 0/367 | ** 0/430 | ** 0/465 | ** 0/926 | ** 0/764 | 1 | Motivation |
| 0/139 | ** 0/284 | 0/028 | 0/033 | * 0/200 | * 0/239 | *0/218 | ** 0/464 | 1 | | Economic motivation |
| ** 0/494 | *0/218 | * 0/231 | ** 0/456 | ** 0/400 | ** 0/451 | ** 0/510 | 1 | | | Non-economic |
| ** 0/798 | ** 0/655 | ** 0/684 | ** 0/798 | ** 0/738 | ** 0/615 | 1 | | | | Efficiency |
| ** 0/453 | 0/165 | ** 0/403 | ** 0/427 | ** 0/298 | 1 | | | | | Use of facilities |
| ** 0/593 | ** 0/466 | ** 0/377 | ** 0/517 | 1 | | | | | | Speed in working |
| ** 0/556 | ** 0/410 | ** 0/513 | 1 | | | | | | | Alignment |
| ** 0/480 | 0/186 | 1 | | | | | | | | Effective relations |
| ** 0/394 | 1 | | | | | | | | | Use of educational occasions |
| 1 | | | | | | | | | | Quality |

Main hypothesis There appears to be a significant relationship between variables of motivation and efficiency of staff of Melli Bank in Kuhkyluyeh and Buyer Ahmad province. Data of table 5 shows that Pearson correlation coefficient between motivation and efficiency is 0.465. Also, the significance of the relationship is 0.01. In other words, increasing motivation in staff of the Melli Bank lead to increase in their efficiency and vice versa. Thus, our hypothesis is confirmed.

First sub-hypothesis: There appears to be a significant relationship between economic motivation of the staff and their efficiency. Regarding the data available in correlation matrix table, we can state that, Pearson correlation between economic motivation and efficiency is 0.218, this coefficient is significant at 0.05 %, that is, increasing motivation in the staff leads to increase in their efficiency and vice versa. Thus, our first sub hypothesis is approved.

Second sub-hypothesis There appears to be a significant relationship between non-economic motivation of the staff and their efficiency. As we observe in table 5, correlation coefficient between non-economic motivation and efficiency is 0.510, this coefficient is significant at 0.001 %, that is, increasing non-economic motivation of the staff leads to increase in their efficiency and vice versa. Thus, the second sub-hypothesis is confirmed.

Table 6. The summary of multi-variable regression model for explaining the efficiency

| R | R Square | Adjusted R Square | F | Sig |
|-------|----------|-------------------|-------|-------|
| 0.511 | 0.261 | 0.246 | 17.98 | 000/0 |

Table 7. Correlation Coefficients of efficiency

| Correlations | | | Sig | t | Coefficient of standard effect (Bata) | effect coefficient non-standard (B) | Variable |
|--------------|---------|------------|-------|--------|---------------------------------------|-------------------------------------|---------------------|
| Part | Partial | Zero-order | | | | | |
| 021/0- | 024/0- | 218/0 | 808/0 | 243/0- | 023/0- | 079/0- | Economic Motivation |
| 461/0 | 473/0 | 510/0 | 000/0 | 420/5 | 521/0 | 032/1 | non-economic |

Based on the findings of table 6, it is seen that independent variables (economic motivation, non-economic motivation) have 51 % correlation with dependent variable. Coefficient determining means is 0.261 and explains 26 % of the changes in efficiency and the remaining 74 % is beyond the explanation of this variable. The F observed based on test significance is was calculated to be 17.98 in mean coefficient that is highly statistically significant (Sig=0/000). Correlation coefficient in table 7 show that non-economic motivation together with regression standard effect coefficient Beta= .525) is the strongest predictor of efficiency Also, in this model, there is economic motivation that its effect is not significant. In addition, integral correlation coefficient suggests that non-economic motivation has stronger association with efficiency.

Conclusion

Among the results and analytical findings of this case, we can state that the difference of efficiency mean had significant differences in terms of occupational situation of respondents (official, contractual and company) so that those whose occupational situation was company had more efficiency mean than other occupational groups. The most important part of results of this research was obtained in hypothesis testing. According to this, there is a significant relationship

among motivation in general and efficiency as well as economic and non-economic motivation and efficiency. In other words, increasing motivation in general and non-economic motivation lead to increase in the staff efficiency. Here, an important point is that non-economic motivation in comparison with economic motivation had more association with efficiency and this should be considered by the authorities that should pay more attention to social issues, values and dignity of staff. Also, regression analysis showed that motivation, in general, had direct and significant effect on efficiency. And multiple regression showed that among the independent variables of the research (economic motivation, noneconomic motivation), only noneconomic motivation had direct effect on the efficiency of the staff.

Thus, regarding the data collected and findings obtained by this study to increase occupational motivation in staff of the Bank, the following executive strategies will be suggested in order of priority:

A: Emphasizing on creating situations in occupation that provide an opportunity for the fast promotion of the staff based on individual efforts so that the bank staff can display innovative acts in fulfilling their duties with free will.

B: Emphasizing on creating an environment having appropriate job security and its occupational advantages plans are at high levels.

C. Emphasizing on creating an environment that people's job is important and is in proportion with the power and skills of all staff of the bank in order to promote.

D: Emphasizing on creating an atmosphere that creates social dignity for the staff outside and inside the Bank.

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