ANALYSIS OF JOB MOTIVATION OF OFFICE AND FINANCE EMPLOYEES OF MAZANDARAN MEDICAL SCIENCES UNIVERSITY SUBORDINATE HOSPITALS, SARI, IRAN

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ABSTRACT

The purpose of this research is to analyze job improvement of employees of hospitals subordinate to Mazandaran Medical Sciences University. This research is descriptive in method and of the field search type (measurement). The statistical population of this research includes the office and finance employees of hospitals subordinate to Mazandaran Medical Sciences University that include 520 people. In data collection, the two methods of library and field are used. After the introductory studies, along with the continuous theoretical studies, with the use of field method, a researcher made questionnaire is used as the research tool. The t (Sitorent) was used to compare means, and ANOVA was used to test the hypotheses and extract their priorities to find their intensity and weakness. In the inferential statistics which is mainly used for testing research special questions, t-test and SPSS software are used. The findings of the research showed that about the degree of job improvement motivation of medical sciences employees, the attitude of the employees was positive, and in another word, the motivation of job improvement was confirmed. Also, the degree of job improvement of male and female employees is different in their idea. About the degree of job improvement of employees with different experiences, the employees believed that this motivation is different related to experience. The difference between employees' job improvement motivation and different educational degrees was confirmed. Also, the degree of job improvement motivation of office and finance employees was considered to be different.

KEYWORDS: Job Motivation, Employees.
INTRODUCTION

One of the most important duties of managers is to motivate employees. It is obvious that every manager needs to be aware of motivational features of organization employees and find the roots of activities in working environments. Undoubtedly, this need is the generator of questions about human working in an organization, the process of active encounter to work, love and passion or dislike of the job, and the answer of these questions is related to the intensity and seriousness, interest or resources of one’s work in an organization.

This is a subject that presents a picture of employees’ motivation for managers in an organization. To do this, one of the factors that can have a noticeable role in increasing exploitation is the analysis of different aspects of motivating employees in their job improvement.

In the present research, considering analyses, it is to try to analyze the level of motivation in employees’ job improvement and present and analyze the research based on the framework of specific questions.

Today, companies are active in dynamic and fully active and reforming environments. The necessity of surviving in such a situation is making organizational changes and reforms both in the behavioral and structural dimensions. In such organizational changes and reforms, leadership and management have important roles. Therefore, the presence of practical and knowledgeable human resource is the most valuable asset and the source of dignity and perfection in every organization. Based on this, it is the duty of managers to identify motivational factors in employees, and using those factors, encourage them to work harder to achieve organizational goals.

To every manager in an organization, knowledge about the motivation of employees, which is actually finding the reason and the cause of movement in members’ behavior has total necessity. The general purpose of this research is the analysis of job improvement of employees in Mazandaran medical Sciences University subordinate hospitals.

LITERATURE REVIEW

Motivation

Many people mistakenly consider motivation as a personal trait, that is, they believe some have it while others don’t. While performing, some managers label some employees who seem not to have motivation as lazy. The one who has received such labels seems to be ever lazy or de-motivated. Our knowledge about motivation tells us something different. We know that motivation is the result of a two sided relation (interaction) between the person and the status or the situation in which one is located.

It is clear that individuals are different in motivational dynamics. A worker who feels tired fast by working with a cutting machine in an area of the country probably works harder in another part of the country for long hours in the same condition without feeling tired at all. A person reads a story book loud with interest and excitement, yet feels disable in reading some scientific pages. Maybe it is not related to the person or the doer of the action but to the work condition or status or environment. Therefore, at the time of analyzing the concept of motivation, it should not be forgotten that the level and degree of motivation between two people (or even one) is different at different times (Robins, translation by Parsayan and Arabi, 1994).

Motivation is defined as the tendency to hard work to provide the goals of an organization so that these efforts lead to the individual needs. Despite the fact that the general motivation is to the direction of providing a purpose, we limit that to organizational goals, to analyze what we have in mind, that is the behavior of an individual in an
organization (at the time of working). This definition includes three elements, namely effort, organizational goals and needs. Using the effort factor, work wealth is measured. When one has motivation, he tries hard and works severely. Yet, it is much little probable that this hard work increases outcome and performance, unless it is to the direction of organizational benefits. Therefore, attention should be paid to work quality, effort and wealth. We consider the type of effort which is done in accordance and the direction of organizational goals. Finally, motivation is considered as one of the processes in need satisfaction.

**Motivation process**


A stimulated worker or employee has motivation and lives in a tenacious status (that is there is a lack of balance between the person and the environment). To free tension, he acts and makes an effort. The higher the tension, the more he tries. If this effort leads to need satisfaction successfully, tension decreases, but since one’s behavior is the criterion, the effort which is done do decrease tension should be along with organizational goals. Therefore, in our definition of motivation, this meaning is also included one’s needs are compatible with organizational goals and there is no difference between them.

If there is no such situation, a person or worker makes a lot of efforts which is actually against the benefits of the organization, and the interesting point is that these efforts are not unusual things. For example, many members and employees of organizations, while working, spend a lot of their time speaking with their friends and coworkers to satisfy their social needs. In this case, a lot of efforts have been done, but not to the purpose of organizational production and benefit (Robins, translated by Parsayan and Arabi, 1996).

**Researches done**

Researches done on motivation and job improvement in developed and developing countries clarifies this point that job should be efforts in making motivation and meaning.

Jobs related to management and not, include especially the theory of Hezberg motivation dual factors in which factors such as effort, knowing managers’ success in work and responsibility are considered as motivation bases.

Although Hezberg’s theory faced some opposition, it created a vast interest in job content enrichment especially in non management jobs both in the US and developed and developing countries.

Achievement of some companies such as Texas Intermittent, Telephone and Telegraph company, Proctor Gamble and General Ford showed considerable experience in this field. All these companies claim that the enrichment and job motivation program increase exploitation and decrease absence and job quitting and employees’ spiritual power (Ralf, 1997, page 432).
In privatization, some European countries such as England and France used successful companies in success motivation theory. Based on this theory which was developed by David Mc Cland, a person shows behavior under the influence of three group needs. These needs are: 1: the need to dependency or making relation. 2: the need to obtain power 3: the need for success. In this theory, motivations that make a person make more efforts than others and seek success are known and it can be clarified that if it is possible to create such motivations in apparently demotivated individuals.

People who have this motivation accept a balanced level of danger, are interested in instant feedback in their jobs so that they can accomplish it well.

If this motivation is activated in people, they will make great effort and play an important role in realizing organizational goals. Based on this theory, people should be reminded of their abilities and talents. And despite this theory that major motivations are formed during childhood, and they can’t change, it is possible to nurture success and achievement friendly people (Nili Aram, 2001, page 12).

**Research goals**

**A)general goal**

The general goal of this research is the analysis of employees’ job improvement in Mazandaran Medical Sciences University subordinate hospitals.

**B)specific goals**

1. the analysis of the degree of motivation in employees’ job improvement.
2. comparison of the degree of job improvement motivation between male and female employees of hospitals
3. comparison between the degree of employees job improvement motivation and their job experiences in hospitals.
4. comparison of the degree of job improvement motivation and their educational degree in hospitals.
5. comparison of the degree of job improvement motivation in office and finance employees variables under study.

**Variables under study**

The independent variable: gender, job experience and type of job (office and finance)

The dependent variable: employees’ educational degrees

The control variable: Sari city hospitals which are subordinate to Mazandaran Medical Sciences University.

The interfering variable: the presence of research culture in the society, personality feature, testable and ………
Research special questions

1. What is the degree of job improvement in Medical sciences employees?
2. Is the degree of job improvement different between males and females?
3. Is the degree of job improvement different in employees with different job experiences?
4. Is the degree of job improvement different in employees with different educational degrees?
5. Is the degree of job improvement different in office and finance employees?

Methodology

Considering the research topic which is to analyze the degree of motivation in employees’ job improvement, it is clear that this research is to search and find a goal and result through which research and paper activity can be strengthened. This research, based on the method of description, is of the survey (measurement) type.

Statistical population

The statistical population of this research includes the office and finance employees of hospitals subordinate to Mazandaran Medical Sciences University in 2004 which includes 520 people.

Gathering data

In gathering data, two major methods are used. First, to determine the research background and discussion on the related literature, data was gathered by using the library method. After the introductory studies, along with the continuous theoretical studies, the researcher made questionnaire was composed, using the field method, some possible answers were considered for each of the questions, the purpose of compiling it was to collect ideas and inferences about the goals and hypotheses.

Statistical analysis

In this research, both of the descriptive and inferential studies were widely used. First, considering the goals of the research, to obtain an understanding of the population under study as the sample, the data from the sample were analyzed and descriptive statistics skills such as frequency, mean, standard deviation,…were used.

Also, the T test (Esitorent) was used to compare means and Anova was used to test hypotheses and extract their priorities to find their strengths and weaknesses. To do this, the SPSS software was used, the result of which can be observed in the framework of tables and graphs of chapter four.
Results

Features of population identity

Table 1: percentage of frequency distribution of employees based on gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>150</td>
<td>66</td>
</tr>
<tr>
<td>Female</td>
<td>76</td>
<td>34</td>
</tr>
<tr>
<td>Total</td>
<td>226</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 2: percentage of frequency distribution based on age

<table>
<thead>
<tr>
<th>Title</th>
<th>20-30 years</th>
<th>30-50 years</th>
<th>Above 50</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency</td>
<td>28</td>
<td>159</td>
<td>39</td>
<td>226</td>
</tr>
<tr>
<td>Percentage</td>
<td>12.5</td>
<td>70</td>
<td>17.5</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 3: percentage of distribution frequency based on degrees.

<table>
<thead>
<tr>
<th>Title</th>
<th>Under diploma</th>
<th>Diploma</th>
<th>Associate</th>
<th>Bachelor</th>
<th>Master and PHD</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency</td>
<td>19</td>
<td>174</td>
<td>5</td>
<td>28</td>
<td>0</td>
<td>226</td>
</tr>
<tr>
<td>Percentage</td>
<td>9</td>
<td>74</td>
<td>2</td>
<td>12</td>
<td>0</td>
<td>100</td>
</tr>
</tbody>
</table>
Table 4: percentage of frequency distribution of employees based on job experience

<table>
<thead>
<tr>
<th>Title</th>
<th>Under years</th>
<th>10-20 years</th>
<th>Above 20 years</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency</td>
<td>48</td>
<td>68</td>
<td>110</td>
<td>226</td>
</tr>
<tr>
<td>Percentage</td>
<td>21</td>
<td>30</td>
<td>49</td>
<td>100</td>
</tr>
</tbody>
</table>

Data analysis

The research first special question test: What is the degree of job improvement motivation of Medical Sciences employees?

Table 5: frequency distribution of respondents to the first special questions of the research which includes items 1,2,3,4 of the questionnaire.

<table>
<thead>
<tr>
<th>Title</th>
<th>Totally agree</th>
<th>A little agree</th>
<th>No idea</th>
<th>A little disagree</th>
<th>Totally disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency</td>
<td>854</td>
<td>44</td>
<td>2</td>
<td>4</td>
<td>0</td>
<td>904</td>
</tr>
<tr>
<td>Percentage</td>
<td>94.5</td>
<td>5</td>
<td>0.25</td>
<td>0.25</td>
<td>0</td>
<td>100</td>
</tr>
</tbody>
</table>

Sample population mean………………………………………………………………

Interpretation

It can be concluded from table 5 that because the estimated mean of the sample population (x = 4.93), is bigger than the valued table mean (µ=3), the first special questions of the research is acceptable. Since the volume of the selected sample (n=226) is bigger than 30 (n>30), the distribution of sampling mean is normal.

\[ t = \ldots \]

since the estimated \( t \) of 1.77 at the certainty level of 90% (\( p>0.03 \)) is less than the critical \( t \) (1.96) in a bimodal test, the attitude of employees is concluded to be positive and acceptable. In another word, the job improvement motivation of medical sciences employees is confirmed.

Research second special question test: is the degree of job improvement motivation of employees different between males and females?
Table 5: frequency distribution of respondents to second special questions of the research which includes items 5,6,7,8 of the questionnaires?

<table>
<thead>
<tr>
<th>Title</th>
<th>Totally agree</th>
<th>A little agree</th>
<th>No idea</th>
<th>A little disagree</th>
<th>Totally disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency</td>
<td>477</td>
<td>265</td>
<td>34</td>
<td>48</td>
<td>80</td>
<td>904</td>
</tr>
<tr>
<td>Percentage</td>
<td>53</td>
<td>29</td>
<td>4</td>
<td>5</td>
<td>9</td>
<td>100</td>
</tr>
</tbody>
</table>

Sample population mean: $x=4.12$

Graph 4-6: frequency percentage of respondents to second special questions of research.

**Interpretation**

It can be concluded from table number 6 that because the estimated mean of the sample population of $x=4.12$ is more than the valued table mean of $\mu=3$, the second questions of the research are accepted. Since the volume of the selected sample of $n=226$ is bigger than 30 ($n>30$), the distribution of the average sampling is normal.

Since the estimated $t$ of 1.26 at the certainty level of 95% ($p>0.05$) is smaller than the critical $t$ of (1.96) in a bimodal test, it can be concluded that the attitude of the employees is positive. In another word, the degree of improvement of male and female employees is different in employees’ point of view.

The third special questions of the research: is the degree of employees’ job improvement motivation different from different experiences?

Table 7: frequency distribution of respondents to third special questions of the research that include items 9,10,11,12 of the questionnaire.

<table>
<thead>
<tr>
<th>Title</th>
<th>Totally agree</th>
<th>A little agree</th>
<th>No idea</th>
<th>A little disagree</th>
<th>Totally disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency</td>
<td>662</td>
<td>101</td>
<td>31</td>
<td>30</td>
<td>80</td>
<td>904</td>
</tr>
<tr>
<td>Percentage</td>
<td>73</td>
<td>11</td>
<td>3.5</td>
<td>3.5</td>
<td>9</td>
<td>100</td>
</tr>
</tbody>
</table>
Interpretation

It can be concluded from the data in table 7 that because the estimated mean of the sample population \(x=3.37\) is bigger than the valued table mean of \(\mu=3\), the third special questions of the research are accepted. Since the volume of the selected sample of \(n=226\) is bigger than 30 \((n>30)\), the distribution of mean sampling distribution is normal.

Since the estimated \(t\) of 0.57 at the certainty level of 95\% \((p>0.05)\) is smaller than the critical \(t\) of \((1.96)\) in a bimodal test, it can be concluded that the attitude of the employees was positive and acceptable. In another word, the level of employees’ job improvement motivation is different from their different job experiences in employees’ point of view.

Table 8: frequency distribution of respondents to the fourth special questions of the research that include items 13,14,15,16 of the questionnaire.

<table>
<thead>
<tr>
<th>Title</th>
<th>Totally agree</th>
<th>A little agree</th>
<th>No idea</th>
<th>A little disagree</th>
<th>Totally disagree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency</td>
<td>563</td>
<td>174</td>
<td>56</td>
<td>25</td>
<td>86</td>
<td>904</td>
</tr>
<tr>
<td>Percentage</td>
<td>62</td>
<td>19</td>
<td>6.5</td>
<td>3</td>
<td>9.5</td>
<td>100</td>
</tr>
</tbody>
</table>

Mean of sample population: \(x=4.2\)

Interpretation

It can be concluded from table number 8 that since the sample population of \(x=4.25\) is bigger than the mean valued table of \(\mu=3\), the fourth special questions of the research are accepted. Since the selected population volume of \(n=226\) is bigger than 30 \((n>30)\), the distribution of mean sampling is normal.

Since the estimated \(t\) of 1.32 at the certainty level of 95\% \((p>0.05)\)is smaller than the critical \(t\) \((1.96)\) in a bimodal test, it can be concluded that the attitude of employees was positive and acceptable. In another different in employees’ point of view.

Testing the fifth special question of the research: is the level of job improvement motivation of office and finance employees different?

Table 9: frequency distribution of respondents to research fifth questions that include items 17,18,19 of the questionnaire.
Title | Totally agree | A little agree | No idea | A little disagree | Totally disagree | Total  
---|---|---|---|---|---|---  
Frequency | 409 | 109 | 61 | 33 | 66 | 678  
Percentage | 60 | 16 | 9 | 5 | 10 | 100  

**Interpretation**

It can be concluded from table 9 that since the estimated mean of the sample population of $x=4.12$ is bigger than the valued table mean of $\mu=3$, the fifth special questions of the research are accepted. Since the volume of the selected sample is $(n=226)$ bigger than 30 $(n>30)$, mean sampling distribution is normal.

Since the estimated $t$ of 1.26 at the certainty level of 95% $(p>0.05)$ is smaller than the critical $t$ (1.96) in bimodal test, it can be concluded that the attitude of the employees is positive and acceptable. In another word, the degree of job improvement motivation of office and finance employees is different in the employees’ point of view.

**Discussion and conclusion**

Conclusion from the first special question of the research that how is the motivation of job improvement in Medical Science employees. Since the estimated mean of the sample population $(x=4.93)$ is bigger than the valued table mean $(\mu=3)$, the first special questions of the research are accepted. Also, since the estimated $t$ of 1.77 at the certainty level of 95% $(p>0.05)$ is smaller than the critical $t$ (1.96) in a bimodal test, it can be concluded that the attitude of the employees is positive and in another word, the job improvement motivation of the Medical Science employees is confirmed by them.

Conclusion from the second special questions of the research that if the degree of job improvement motivation of employees is difference between males and females. Since the estimated mean of the sample population that is $x=4.12$ is bigger than valued table mean of $\mu=3$, the second special questions are confirmed. Also, since the estimated $t$ of 1.26 at the certainty level of 95% $(p>0.05)$ is smaller than the critical $t$ of 1.96 in a bimodal test, it can be concluded that the attitude of the employees is positive and in another word the degree of male and female employees’ is different in their attitudes.

Conclusion from the third special question of the research that was if the level of job improvement. Since the estimated mean of the sample population $(x=3.37)$ is bigger than valued table mean $(\mu=3)$, the third special question of the research is confirmed. Also, since the estimated $t$ of 0.57 at the certainty level of 95% $(p>0.05)$ is smaller than the critical $t$ (1.96) in a bimodal test, it is concluded that the attitude of the employees is positive, and in another word the degree of employees’ job improvement motivation is different in their point of view.

Conclusion from the fourth special question of the research that was if the degree of job improvement of the employees is different from their educational degree. Since the estimated mean of the population sample $(x=4.25)$ is bigger than valued table mean $(\mu=3)$, the fourth special questions of the research are accepted.
Also, since the estimated \( t \) of 1.32 at the certainty level of 95% \((p>0.05)\) is smaller than the critical \( t \) (1.96) in a bimodal test, it can be concluded that the attitude of the employees is positive and in another word, the degree of employees’ job improvement motivation is different from their different educational degrees.

Conclusion from the fifth special question of the research is that if the degree of job improvement motivation in office and finance workers is different. Since the estimated mean of the sample population \((x=4.12)\) is bigger than the valued table mean \((\mu=3)\), the fifth special question of the research is confirmed. Also, since the estimated \( t \) of 1.26 at the certainty level of 95% \((p>0.05)\) is smaller than the critical \( t \) (1.96) in bimodal test, it is concluded that the attitude of the employees’ is positive, an in the other word, the degree of office and finance employees’ job improvement motivation is different.

Comparison of the results of the research with other researches

Knowing scientists’ theories about motivation and existing common attitudes in the motivation concept in an organization and the recognition and methods of behavior reform and the analysis of how communication exists in concepts such as group and social deviations and rewarding and punishment of employees in working environment, there has been different attitudes toward the process of management and each of them has its own special condition. Many people, mistakenly, consider motivation as a personal trait. That is they think some have it and some not. At the time of performing, some managers label some employees who seem to be de-motivated as lazy. The one who has received such a label is figured to always be lazy or lacks motivation. The knowledge we have about motivation teaches us that this is false and does not exist. We know that motivation is the result of an interaction between an individual and the situation or status he is in. it is obvious that individuals are different in having motivation.

Effective variables in motivating employees in Porter’s and Silz’s ideas enable managers to enter a stage before motivating individuals to identify their behavior. They believe that this analysis includes three groups of variables that affect employees’ motivation. These variables are: individual features, job features and job status features.

Researches done about motivation in developed and developing countries clarifies this point that jos should be motivating and meaningful.

Management and non management jobs especially the theory of dual factors include Huzberg’s motivation in which factors such as identifying managers’ success in job and responsibility which are figured as basic factors of motivation. The office of employee issues in Iran, due to the old age of the history of the country and interference of different factors and cultures in changing the forming office systems has a long history. To this purpose, the system of human resource management in every organization, considering the continuous dynamism and changes of the environment can not be a fixed, motionless and de-motivated concept. Looking at organizations as a live, dynamic, learning and motivated seeks an attitude beyond the systematic one.

Since human resources are considered as a major strategic factor of every organization, applying strategic management which is to motivate employees is not only explainable, but also seems a necessary issue.

Research limitations

A) Out of the researcher’s control
1. Devaluing the researcher and lack of the soul of research and support in organizations.
2. Cooperation and support weakness in giving correct information.
3. Carelessness in answering the questionnaires by some coworkers.

B) In the researcher’s control
1. Limiting the statistical population to Mazandaran Medical Sciences University subordinate hospitals.
2. Selecting the office and finance employees of the subordinate hospitals of Mazandaran Medical Sciences University.
3. Accuracy in gathering data and analyzing them.

Suggestions

A) Based on the research results

In concluding the special questions of this research which are all confirmed, it was identified that analyzing the degree of job improvement motivation of employees of Mazandaran Medical Sciences subordinate hospitals in the years 1382-83 based on motivating factors can lead to employees’ higher job quality motivation

The followings are suggested:

1. managers encourage their employees by using motivating factors.
2. Financial supports to increase employees’ motivation in hospitals and improving job status and facilities should be considered by managers.

B) Based on the researcher’s experiences

Considering that the researcher has been working in Fatemeh Zahra hospital in Sari city for many years, and has had different positions in medical and financial fields, the followings are suggested:

1. On time payment of employees’ salaries and wages in increasing job motivation and patients’ treatment quality in hospitals.
2. Managing hospitals by expert practical managers in advancing medical and personnel issues. The inaccurate selection of these managers leads to unrecoverable damages.

Recommendation to other researchers:

1. It is recommended that a similar research be done in Mazandaran hospitals in motivation and encouraging employees.
2. It is recommended to keep the spirit of researching in all the stages of research.
3. It is recommended that the required information be taken from authorized resources.
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