
Examining the Factors Affecting the Job Motivation of Employees in the Higher Education System in Afghanistan

Mohammad Dawude Temory
Justus-Liebig-Universität Gießen

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Abstract: *Human resources of any organization are important assets of the organization, and they are significant. The reason for the importance of human resources is that other resources of the organization such as capital and physical assets cannot create efficiency and productivity without human resources. The need for motivated employees who can optimally use the organization's facilities and other assets is considered an undeniable fact of every organization. For this reason, motivating employees is one of the most important concerns in organizations. To achieve this, knowing the effective factors in creating job motivation is one of the necessities. This research was conducted to investigate the effective factors of employee motivation based on Herzberg's theory. These factors include maintenance factors and motivating factors. Based on the nature and research method, this research is a descriptive survey applied in terms of purpose. The statistical population of the research is the administrative employees of the higher education section in Afghanistan. The data collection tool in this research is a standard questionnaire "Herzberg's 40-item job motivation questionnaire" and the data are collected and analyzed using different methods of data analysis. The results of the research indicate that job motivation has the highest correlation with job security, policy, and working environment. supervision, and communication among the motivating factors, the highest correlation is respectively with career success, recognition, appreciation, nature of work, career advancement, and job responsibility.*

Keywords: career motivation, employees, Herzberg's theory, preservative agents, motivating factors

INTRODUCTION

Human behavior is influenced by two groups of factors; A private category of you, abilities, And the powers that are more or less permanent, and the other category is the temporary factors that are the most important of them It creates motivation. Motivation is derived from the Latin root more, meaning to move (Meriam & Webster, 2006). The desire to do the work with motivation is the main factor in creating efforts and activities. It is a person or people (Bakhshi

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Ali Abadi, Nowrozi, and Hosseini, 2004). Motivation is one of the important tools in Inspiring employees to produce effective and efficient results, creating a positive work environment, and successfully implementing programs. It is predicted (Basel: 2004). Job motivation is among the topics that are discussed in today's theoretical and practical management world, section. It takes a significant amount of time, budget, and attention from experts and managers. (Soldiers) and Bagheri, 2012). Providing the necessary motivation to do the work and paying attention to the motivational forces of the employees is one of the most important and at the same time the most complex duties of a manager (Mir Jalili et al., 2013). Motivation is the internal state and force that urges a person to a specific activity. What is known as A motive considered important to a particular individual or group may not be important to another individual or group. In other words, the person himself and the environment in which he works are among the most important factors in Motivational forces are effective. If managers can motivate their employees to work, they will be able to perform their management tasks easily. Attention to motivational forces in government organizations Especially among organizations where employees are forced to do exhausting, responsible work There are few receipts (such as higher education), one of the important management skills (Mahmoudi et al Associates: 2007). The work structure of an organization's employees is one of the factors that improve their job motivation, It plays an effective role. Methods such as job rotation, job expansion, job enrichment, and redesign of Job characteristics are ways to improve the level of motivation of employees in organizations. Full understanding through Variables that affect job motivation, as it seems, it is not a simple task; but When the needs are identified and no attention is paid to solving them, the organization can not benefit from a capable human force It is not possible (Askarian & Bagheri, 2012). If we consider motivation as the situation that forces a person to act from within, and if we consider organization as the planned coordination of the activities of several people to achieve a common and clear goal or goals; In this case, it is necessary to get acquainted with the role of management in the efficient combination of two factors, motivation and efficiency. Managers cannot act only at the level of the behavior of the people under their supervision and ignore other effective factors such as effectiveness, efficiency, and productivity or productivity, the reasons for employees' dissatisfaction with their work, negative resistance, and finally the motivation that determines the behavior of people in the organization, remain ignorant. Managers can influence the thoughts, feelings, and desires of their supervisors. These thoughts, feelings, and desires motivate and guide behavior. For a manager to be more effective in his work than he is, it is necessary to know the important psychological factors in his work environment and to control these factors with scientific and humane methods for the benefit of the organization (Askarians.& Bagheri: 2012). Understanding human motives is not based on the application of a series of standardized formulas; because a person's existence is unique, and each person has a series of characteristics related to himself. People's understanding of human motivations was increased with the help of necessary education, but again because humans are different, and are changing, you should study them every moment and recognize their motivations Knowing job motivators and the factors affecting them can help organizations in the proper formulation of Self-help human resources programs and facilitate the correct implementation the strategic planning of human resources (Shaholi Koh-Shuri, Tabaiyan & Moshe-Gashah, 2016). In this research, in addition to studying various theories of motivation, motivating factors Keeper from Herzberg's point of view, the motivation of higher education

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employees in Afghanistan was examined, and the intensity of communication should be specified.

The Importance and Necessity of Research

In the necessity of knowing the motivations of the human force, it is also important that almost all humans spend most of their lives in organizational environments, and work is an experience that the majority of them acquire, and because our society strongly relies on the effective and efficient functioning of its organizations, it is necessary to have an excited force. Today, the importance of motivation in work is a well-known and obvious thing, and it is also a matter of concern in human resources management. Paying attention to this factor shows the importance of management for human resources as one of They consider valuable assets. Management theorists believe that motivation is a tool in the hands of managers who continuously create the desire to achieve a certain goal in employees. The most obvious secret of the success of managers is to recognize and create the internal motivations of people in the organization, and management in its true sense is: creating encouragement and persuasion of organizational people on the way to achieving the results of public activities in a desirable way. So, to mature and expand the encouragement and persuasion in organizational people, it is necessary to know the use of people's motivational forces (Hakmati, 2017). The factor of human motivations for work is beyond all factors because the main condition of dealing with each thing is the existence of a stimulus or motive; Therefore, any effort that is made in the field of how to manage people better requires discovering the basic needs, understanding the behavioral motives of people and the reactions of different work groups; Therefore, knowing the person in the organization and understanding the basics of his behavior and as a result his motivation is one of the most vital and difficult duties of managers (Karimi, 2014). Research has shown that if the main and important motivations of a person are in the context of his job and the tasks that will be satisfied, job satisfaction will increase the motivation of activity will increase, and so on. People will be more successful in achieving the goals of the organization. The human resources of every organization are sensitive people who, if they have enough motivation, will use their talents and skills in the service of the organization and will set its wheels in motion, and that is why the success and progress of any organization depend on human resources (Karimi, 2014). Humans differ not only in terms of the ability to do work but also in terms of the desire or will to do work or motivation (Bakhshi Aliabadi et al.: 2004). Considering the current situation of higher education, paying attention to the effective factors in creating job motivation for employees of higher education is one of the necessities that can help increase productivity, job satisfaction, and successful planning in creating a passionate and useful environment. Knowing the needs of employees in creating job motivation is useful for predicting and interpreting their behaviors because motivation is the main factor in developing activities. Therefore, considering the importance of the subject and the lack of a study on the motivation of higher education employees in Afghanistan. This research aims to be able to determine the degree of correlation between motivational factors or drivers and motivation of employees in the matter of proper planning and to increase the job satisfaction of employees and their capabilities as well as in the direction of developing the achievement of the goals of the higher education has taken place.

Research Objective

This research endeavors to measure and examine the factors affecting the job motivation of employees in the higher education system in Afghanistan by using Herzberg's theory with the importance of maintenance factors and motivating factors. To realize this objective of the research, the empirical analysis concentrates on answering the following research questions.

Research Questions

- 1- Is there a significant relationship between the maintenance factors and the motivation of higher education employees?
- 2- Is there a relationship between motivating factors and the motivation of employees of higher education?

Statement of the problem

Human power is the most important and valuable factor among the various sources of production. The human factor in the organization includes all employees working in the organization, including managers, supervisors, experts, employees, and workers at different job levels, and employment is one of the issues that always preoccupies governments and nations. Although occupation and profession are related to the livelihood dimension of humans, the dimensions of their personal, family, social, political, and cultural relationships are closely related. It is clear that not paying enough attention to human resources is one of the important failures of management in industrial societies, and paying enough attention to human resources creates effective and efficient human resources in the organization and can be a competitive advantage for any organization. Career motivation is a field in which the perspectives of social psychology, sociology, economics, political science, and education have each given their share in it. Today, in every country, there are thousands of jobs and professions that people are engaged in and continue their lives. What has always been the attention of psychologists and thinkers of social sciences is the job motivation of people and the effects of this motivation on their spirit and their work efficiency. If someone is interested in his job, his creativity and talent will flourish in his field of work and he will never get tired or depressed. On the contrary, if someone is not satisfied with his words and has no motivation to do work in the organization, he will be depressed and frustrated, and his work will suffer as a result (Panah & Tahmasabi, 2015). Discussing productivity and improving motivation in employees and their job motivation, including management issues today, is of special importance. From the point of view of today's management science, motivation is the most important factor in doing work in organizations and ultimately productivity (Babaei, Mohammad, 2016). In the country of Afghanistan, the main concern of the government is always the end of many years of wars and conflicts. There has been less attention paid to employees, job security and their motivation. At this time, when the amount of wars and riots has decreased, it is time for the government to pay more attention to the factor of change, i.e. human power, to change and grow the economic, social, and cultural foundations of society. In this field, scientific research can be effective by identifying and introducing methods of better utilization of human resources to the government and relevant organizations. Following this goal, higher education employees have been selected as a study among various organizations and departments in this research. The most important activity and research center in any country is an organization called a university. University

Publication of the European Centre for Research Training and Development-UK with growth and the cultivation of human resources has a very high effect on the pursuit and development of society.

The quantity and quality of the achievements of the university depends on the performance of each person and its employees, and naturally, the performance of the employees is a function of their ability and motivation. The Higher Education Center has been facing various complaints and complaints from its employees for several years. Even recently, with the intensification of the confrontation between the employees and the leadership members of the organization, the employees started strong strikes and protests, and these conflicts have not ended until now. Lack of coordination between employees and leadership members makes the organization unable to achieve its mission and goals; Due to the need, it is felt that more attention should be paid to the factors that can reduce these tensions. This research, as a small step, tries to help the human resources management of higher education in solving these conflicts through the investigation of the factors effective in motivating the employees of higher education. There are various theories in the field of effective factors in motivating people, the most common and practical theory cited in the studies is Herzberg's two-factor theory; that the effective factors of Job motivation are divided into two groups external factors that maintain and internal factors that motivate different areas are specified for each. Retaining factors are factors that are mainly related to the environment and job context and keep employees in the organization and include policies and regulations, working environment conditions, salaries and wages, communication with others, and job security. Motivating or mental factors come from doing work and cause satisfaction of the individual and serve as internal or mental rewards that are necessary to increase work performance; such as recognition and appreciation, career advancement, the nature of work, job responsibility, and job success (Askarian & Bagheri: 2012).

Herzberg's two-factor theory

Theory of motivation and retention by a psychologist named Frederick Herzberg was presented The fundamentals of Herzberg's studies, which were published under the title of work motivation, are mainly in the field of industrial psychology. A group of 203 accountants and engineers were asked a series of behavioral questions that focused on issues that made them feel good or bad about their job position (Dabshek,1994). Based on interviews with them in 1950-60, Herzberg developed his theory called motivation theory and abqa stated that he asked the subjects of the research to consider the length of their service life and to think about the time when they felt satisfied with their work and also to think about the days when they were dissatisfied with their work. He also asked them what conditions describe what caused the feeling of satisfaction or dissatisfaction. Herzberg found that employees mentioned a variety of different conditions for feeling satisfaction and dissatisfaction, that is, if the feeling of success caused satisfaction, the lack of it was rarely mentioned as the cause of dissatisfaction, and instead other factors such as the policy of the institution were the cause of dissatisfaction. was considered (Irannejad & Sasan Gohar, 2003). Herzberg believes that the person's relationship with his work is the main relationship and the person's attitude towards his work can cause his success or failure. He was looking for a suitable answer to this question what do people want from their work? Herzberg asked people to talk in detail about situations and circumstances that could be very good or very bad concerning their work or career (Robbins, 2002). Based on these classified responses, Herzberg concluded that responses in which individuals considered

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their job good or excellent, compared to the answers given by people about their job felt uncomfortable, there are many differences. Some characteristics were related to job satisfaction and some others caused the person to be dissatisfied with the work. Esoteric factors, such as success, reputation, and the type of work with responsibility and pursuit, were related to job satisfaction. Those who considered their work good tended to attribute these factors to themselves. On the other hand, those who expressed their dissatisfaction with their jobs mentioned external factors such as company policy, management style, supervision, relationships between people, and working conditions (Morehead & Griffin, 1991). First, the manager should try to identify and eliminate the situations that cause dissatisfaction. In this way, the manager provides retention, for example, by giving enough salary and providing job security, make the working environment conditions acceptable, etc. (Seyd Javadin, 2007).

Herzberg's two-factor theory is a useful reminder that all jobs have two aspects:

- A- What humans do according to their job duties. (Job content)
- B- The work environment in which they are employed. (Job field)

Always correct the factors of poor retention to eliminate the source of job dissatisfaction and the factors to reinforce satisfaction in job content to maximize opportunities for job satisfaction. The two-factor theory warns managers not to expect too much from simply investing in things like work equipment, creating attractive lounges for employee breaks, and even higher salaries to improve performance and satisfaction. Rather, this theory warns managers that true job satisfaction begins with the nature of the job itself (Schermerhorn, 2002). Theoretically, a person acts from a position of neutrality, that is having neither a positive nor a negative attitude towards one's job. The presence of certain factors that are called motivators. It increases job satisfaction in the individual, but when these factors are not present, only a minimum of They cause job dissatisfaction. On the other hand, when retention factors do not exist, negative attitudes arise that cause job dissatisfaction, but the presence of retention factors only leads to minimal job satisfaction. As a result, all motivators contribute more to job satisfaction than job dissatisfaction and all maintainers contribute more to job dissatisfaction than job satisfaction (Tolini, 2003). The theory of motivation and retention instead of simplifying and rationalizing the work to increase efficiency, recommend it means that the richness of the work should be added so that it has motivational aspects and results in the effective use of people and the increase of job satisfaction. In this sense, Herzberg's theory is opposite to Taylor's theory. The principles of job enrichment require job improvement in a way that includes new aspects and provides the opportunity for employees' psychological growth. This issue, which provides new aspects of such opportunities, is of particular importance. Simply adding one unwanted job to another job is job expansion and moving from one unwanted side to another job turnover is simply horizontally increasing the job load, while job enrichment requires vertically increasing the job load; a way to plan the necessary opportunities for success, recognition, responsibility and growth and automatic training (Farhani et al.2005).

Table 1. Motivating and maintaining factors in Herzberg's two-factor theory

Motivational factors	Retention factors
Achieve Success	Company policies and management
Appreciation and fame	Technical supervision
Automatic nature	Interpersonal relations (internal relations)
Responsibility	Salaries and fringe benefits
The possibility of growth and development	Job security
	Personal life
	Working conditions

Source: Farhani et al. 2005

Points of interest in Herzberg's two-factor theory

- The model of Herzberg and his colleagues is the bipolarity of existing job satisfaction and dissatisfaction factors he believes that health factors and motivational factors have two different directions, so the presence of factors from the first category can only prevent dissatisfaction among employees, but the establishment of these factors in the organization does not cause job satisfaction, while motivational factors primarily cause people are satisfied, And their absence brings only weak dissatisfaction.
- Considering multiple criteria by the founders of this theory means that Herzberg and his colleagues asked people to recall a time when they felt negative about their job and review in their mind the moments when they had positive psychological feelings towards their work.
- The effort of Herzberg and his colleagues to create a theoretical framework and a basis of judgment suitable for making decisions about motivational issues and positive and negative tendencies of employees are other points that can be pointed out. Herzberg uses various sources to create a rich theory as follows.
 - Falangan: This psychologist uses the method of sensitive events in his studies following him, Herzberg has used this method to evaluate job performance.
 - Hersi: He believes that individual feelings fluctuate a lot over time. This point made Herzberg consider the time criterion as the most important criterion for his research plan, Herzberg thinks that there are factors that cause satisfaction and dissatisfaction in the short term. They are different from the elements that create these two factors in the long run.
 - Content analysis: using this method, Herzberg converted the qualities into quantities
 - The study of sociologists of this group on the influence of the informal construction of groups on individual behavior and tendencies. They emphasize that it caused Herzberg's attention to two groups of human relations of superiors and colleagues and to attract his subordinates as a determining factor.
- Herzberg's new method of studying job trends is one of the other points. His study deals with the famous behavior of employees in the work environment and believes that we have reached a place that should be explored, let's start the continuum. This study

Publication of the European Centre for Research Training and Development-UK continuously links the work environment with job characteristics and provides a more accurate understanding of job satisfaction.

- The fifth important point in Herzberg's theory is to combine various elements and create coherent design research. According to Herzberg, these elements are divided into two categories, each expressing specific issues (Rezai Sufi et al. 2013).

Application of Herzberg's theory for managers

Almost all managers have the power to increase motivation in the workplace. They can give responsibility to the employees, appreciate their successes and create a spirit of success in people, increase their motivation. Motivated employees will believe that they have self-control over their jobs and this belief can be effective as a basic factor in team management, empowerment, and entrepreneurship. One of the problems of government organizations is the low level of employee salaries, and since job salaries and benefits are one of the maintenance factors, efforts to motivate employees and increase productivity will not lead to more results than restoring their work salaries (Askarian & Bagheri, 2012).

RESEARCH METHOD

In any research, the researcher tries to choose the most suitable way and method to show relationships between variables; Therefore, knowing the existing facts and understanding the relationships between them requires choosing the appropriate research method. So it will not be possible to achieve the goals of the research, unless When the search for knowledge or methodology is done correctly. In this regard, Descartes sees the method as a way to reach the truth in science. In short, it can be concluded that the research method is a set of methods and measures that are used to know the truth and eliminate slippage (Khaki, 2003). In this research, questionnaires, and library research have been used, and considering the current situation of the organization, this research seeks to investigate the factors affecting the motivation of employees, it can be concluded that the present research is applied research in terms of the purpose of research because it is direct toward the scientific application of knowledge in the field of management and terms research method is descriptive and correlational.

- The statistical population under investigation: One of the questions that every researcher must answer in the research process is whether to examine the data of all the people in the society or select a sample of it by observing the principles and rules and after examining and analyzing the data and characteristics of the selected sample, make a judgment about the statistical population and generalize the results to the society(Khaki, 2010). In this research, the research community is the employees of higher education in Afghanistan. Since the number of employees already selected 114 people and the necessary information about the desired community is based on the sample of the community, it is characteristic of round ten.
- Information collection tools: The use of data collection tools is different in different research. Because the choice of tools for data collection depends on the topic, purpose, and design of the research. Based on the points mentioned in the method, the research used the following tools to collect data

Library studies: Since every scientific subject has a past and a scientific history and in a hierarchical framework It is formed and implemented from theories; Therefore, through library studies, which is the introduction to collecting information, various texts have been examined, including books, articles, theses, reports, researches of different universities; Also, internet sites and other works that are somehow related to the subject of the research were searched to get a better and clearer picture of the subject.

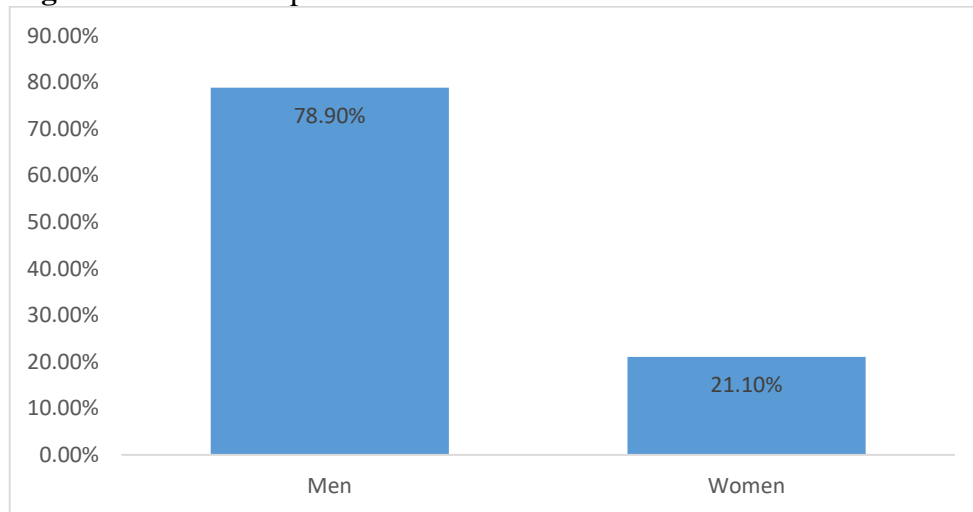
Questionnaire: A questionnaire is one of the most common tools for collecting information in survey research. A field is a set of goal-oriented questions that measure the opinion, point of view, and insight of a respondent by using various scales. In making a questionnaire, attention should be paid to four aspects. To investigate the effective factors on the motivation of higher education employees from the two-factor standard questionnaire of Herzberg has been used, which is designed based on the five-option Likert scale. This questionnaire has 40 items and was used for data collection. Herzberg believes that motivation is influenced by motivational factors, internal factors or the individual's mind Health factors are external factors. Motivational or mental factors come from doing work and cause individual satisfaction and are internal or mental rewards that are necessary to increase work performance, such as success, progress, and appreciation of the nature of work while ensuring and maintaining the health of the organization, identifying health or external factors are mainly related to the environment and job context and keep employees in the organization and include: policies and regulations and conditions of the work environment, salaries, and wages, personal relationships with colleagues and job security(Davis,1980). The number of expressions in each category of (internal mental) or motivational factors and external (health) or survival factors Order: (five phrases related to the factor of recognition and appreciation), (four phrases related to the factor of progress and career development), (three phrases related to the factor of the nature of work), (three phrases related to the factor of independence and Responsibility), (two terms related to the factor of success and job promotion), (three terms in the factor of rights and Wages), (three terms related to the policy factor governing the work environment), (five terms related to the method factor communication with those around you), (four phrases in the field of job security). (three phrases in the factor of working environment), (five phrases are related to the factor of supervision and supervision of officials).

Empirical Result

Data analysis is a multi-step process in which the data through the application collection tools are provided in the sample of the statistical population, summary, coding, and classification, ... and finally, they are processed to provide the basis for various analyses and connections between these data to test hypotheses. In this process, the data are examined conceptually and experimentally, and various statistical techniques play a significant role in the conclusions and generalizations. Although the analysis processes are different according to the type of research, the research problem, the nature of the hypotheses, the kind of theorizing, the tools used to collect information, etc., they have common steps (khaki, 2003). To analyze data and information based on predefined objectives, data related to each of the variables that resulted from the responses of the designed questionnaires were described in the form of statistical numerical characteristics, and then, using appropriate statistical models, the research questions were tested, and in the final stage, the final analysis and summary was done.

In the present study, 106 employees have answered the questionnaire, whose gender characteristics are summarized in the graph below.

Fig. 1. Gender of Respondents



Source: Author's computation

The following equation was used to predict the effect of maintaining and motivational factors on job motivation among employees and conclude which factor on employee motivation of higher education is more effective.

$$Y = \beta_0 + \beta_1 \text{Maintaining Factor} + \beta_2 \text{Motivational Facotr} + U (1)$$

In the regression calculation, we want to examine the role of maintaining and motivational factors on job motivation; That is, in this study, the independent variable is the maintaining and motivating factors, and the dependent variable is the job motivation variable.

- Effective of Maintaining Factor

Based on the regression test and the R-Square coefficient calculated in the table below, it can be done It was concluded that almost 80% of motivational changes can be identified and explained by maintaining factors.

Table 2. Coefficient of determining the regression equation of motivation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	0.895	0.801	0.799	0.19157

Dependent variable: Job Motivation

According to the table below, which shows the analysis of variance regression, the certainty of the existence of a linear relationship is verified between variables. This means that there is a linear relationship between the retention factor and job motivation

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Table3. Investigating the existence of a linear relationship between identified factors and job motivation

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	15.386	1	15.386	419.269	.000
Residual	3.817	104	0.037		
Total	19.203	105			

Dependent variable: Job Motivation

Table 4. Impact of Maintaining Factors on Job Motivation of Employees

Model	Unstandardized	Coefficients	Standardized	t	Sig.
	B		Std. Error		
			Beta		
Constant	0.387	0.184		2.107	0.038
Maintaining Factor	0.897	0.044	0.895	20.476	0.000

Dependent Variable: Job Motivation

The above table of equation coefficients gives us information about predictor variables. It provides us with the necessary information to predict the dependent variable. We can see that the value of the independent variable of the maintaining factors in the model has become significant because we look at the column Sig= 0.000. After determining the significance of the independent variable of the maintaining factors, the column of standardized coefficients shows the standardized regression coefficient or beta value. The standardized regression coefficient or the degree of influence of the independent variable on the dependent in our example is equal to 895; which shows the effect of the independent variable of the maintaining factors on the dependent of the employees' job motivation.

- Effective of Motivational Factor

Based on the regression test and the R Square coefficient calculated in the table below, it can be concluded that approximately 81% of motivational changes can be identified and explained by motivational factors.

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Table 5. Coefficient of determining the regression equation of motivation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	0.904	0.817	0.816	0.18365

Dependent Variable: Job Motivation

According to the table below, which shows the analysis of variance regression, the certainty of the existence of a linear relationship is verified between variables. This means that there is a linear relationship between the motivating factor and job motivation.

Table6. Investigating the existence of a linear relationship between motivational factors and job motivation

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	15.695	1	15.695	465.372	.000
Residual	3.507	104	0.034		
Total	19.203	105			

Dependent Variable: Job Motivation

The above table of equation coefficients gives us information about predictor variables. It provides us with the necessary information to predict the dependent variable. We can see that the value of the independent variable of the motivational factors in the model is significant, because Sig=0.000, we look at the Sig column. After determining the significance of the independent variable of motivational factors, the column of standardized coefficients. It represents the standardized regression coefficient of the beta value. The standardized regression coefficient or the degree of influence of the independent variable on the dependent in our example is equal to 0.904; which shows the influence of the independent variable of motivational factors on the dependent of employees' job motivation.

Table 7. Impact of Motivational Factors on Job Motivation of Employees

Model	Unstandardized	Coefficients	Standardized	t	Sig.
	B	Std. Error	Beta		
Constant	1.174	0.138		8.499	0.000
Motivational Factor	0.724	0.034	0.904	21.572	0.000

Dependent Variable: Job Motivation

RESULT DISCUSSION

"Parmir" and "East" 1993 measured the level of job motivation among non-specialist employees of 12 units of Ohio state auto industry has been investigated. The results of the research show that the motivation of this group of employees is dependent on supervision, colleagues, work identity, benefits and pay, job promotion, possible rewards, work methods, and communication. These components have been confirmed in the current research, and it shows that the results confirm each other. Bakhshi et al. in a research in which Herzberg's standard 40-item questionnaire was use is, obtained results that show that 81 percent of faculty members, external factors or retainers, and 72% of them consider internal factors or motivators to be effective in creating job motivation. Among the external factors, in order of importance, factors of salaries and wages, job security, working environment conditions, how to communicate with others, supervision and the policy governing the work environment, and among internal factors, in order of importance, the nature of work, knowledge, And appreciation of people, career development and career success have played the biggest role. While the results obtained in the current research explain that approximately 81% of motivational changes can be identified by maintaining factors and 90% of its changes by motivating factors. Also, job motivation among the maintenance factors has the highest correlation with job security, rights, policies, working environment conditions, supervision and supervision and communication, and among the motivation factors, the highest correlation with success Career has recognition and appreciation, work nature, career advancement, and job responsibility. This shows the viewpoints and importance of the employees of higher education members were different regarding the factors affecting motivation. "Kaya" 1994 has researched Ankara city universities. The results show that the motivation of employees depends on the environmental conditions of the work, the reputation of the work they do, gaining respect in terms of the completed task, job security, promotion, salary, social base, social services, and having authority and responsibility. These components have been confirmed in the current research, and it shows that the results confirm each other. Mirfakhrai 1991 Correlates job satisfaction of university librarians in the United States and concludes that work identity, supervision, salary, promotion, and colleagues have a high correlation with the overall motivation of university librarians. These components have been confirmed in the current research, and it shows that the results confirm each other. Another research by Ali Raghebi 2010 has shown that in every organization, factors such as salaries and benefits, method of payment of bonuses, informal relations, work characteristics, management's attention to the needs and expectations of employees, mutual compatibility between jobs and employees, participation of employees in organizational decisions, job security, trust and mutual respect between management and employees, delegation Authority and responsibility from the management to the employees, educational and career promotion, age and service history are effective on the motivation of the employees. In the present research, it was found that some of these components such as salaries and benefits, job characteristics, job security and job promotion are effective in employee motivation.

CONCLUSION

Human resources or in other words, human capital is one of the most important production factors in an organization is counted A survey of senior managers of large and successful companies listed by the famous Fortune magazine shows that the biggest reason for failure or failure of managers, from the point of view of these officials, is not having the necessary skills in the field of human relations. Research has also been done on the object survey type, the results of which show the skill or problem of relationships humanity is more important in organizations. By using this skill and using knowledge and other organizational resources, managers will be able to motivate employees to achieve organizational goals; Therefore, the question raised is, what are the effective factors on employee motivation? In social sciences, unlike experimental sciences, it is not possible to investigate the effect of one variable on a phenomenon by keeping other variables constant; therefore, one or more factors can not be mentioned to investigate the factors affecting the employees' motivation, and it is necessary to carefully evaluate all aspects in a general review. The success of an organization is determined by the decisions that its employees make and the behaviors they are encouraged to perform. Therefore, a vital resource for competitive advantage is to have suitable systems for attracting, motivating, and managing the organization's human resources. The role of human resources in today's world has increased the importance of human resource management, managers by employing expert and experienced forces. Development of human resources, especially competent employees, through empowerment and at the same time raising levels Motivating personnel can be considered one of the most important tasks of successful and progressive organizations. Managers in these organizations, with full knowledge of new management methodologies, consider motivation as the driving force of competent employees toward the success of the organization, and if managers properly apply these theories, they can act as a motivational force, provided that:

- 1 Employees should have intellectual knowledge and skills at work.
- 2- They want to learn and grow.
- 3- Be satisfied with their work environment

In this case, one can hope and raise their motivational level, otherwise, if Managers are not familiar with motivation theories and do not apply these theories in the organization. In this case, the competent employees gradually become indifferent to the organization and get out of the ranks and follow their work with dissatisfaction. In general, it should be said that motivational abilities are one of the skills that managers need to create. They need a suitable environment to achieve the goals of the organization. The study of motivation and behavior is an attempt to answer complex questions about the way employees are treated and managed by the manager. It seems that man's fertility and productivity is possible when he and the basics and nature of his behavior are known by the manager. The result of the word is that solved the needs of the employees and their attitude and motivation toward work It strengthened because the feeling of their willingness to work and the level of their sufficiency and efficiency was considered in the same way forms personal motivations. In conclusion, we must also remember that people's behavior results from different motives. In general, human behavior rarely

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originates from a motive and is often the result of the interference of several motives, but it should also be noted that motivation is an individual, situational, permanent, statement, variable, dynamic, and very complex thing; Therefore, it is not possible to establish rules and guidelines with certainty and general validity in this field. It is desirable to motivate people in every situation based on the characteristics of the person and the environment. It is hoped that the managers of the organizations, by knowing more and more the motivations of the people of their organization, satisfying their emotional, psychological, and social needs, succeed in flourishing and achieving the desired goals, and in this way contribute to the progress of the society. The population of the study was the higher education employees and staff. It was found that all characteristics of maintaining factors and motivational factors were confirmed. Based on the research findings, the researcher recommend managers pay attention to providing employees with satisfying rewards and benefits since they are the most common effective factors in employees' job motivation. Therefore, the decision-makers need to consider them when evaluating motivational factors. Considering the above factors, we have a satisfied organization with satisfied employees who are deeply interested in their tasks and strive for higher motivation.

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