

## **The Survey of the Factors Effective on Job Motivation in the Employees Working in Medical Services Insurance Organization from the Perspective of the Organization's Managers**

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**Abstract:** The present study aims at the survey of the factors effective on the job motivation of the employees working in medical services insurance organization from the perspective of the organization's managers. The study population includes 70 organizational managers and due to the small number of the individuals used in the present study as the study population there is made use of demographic methods and also there is made use of questionnaire to measure the factors effective on job motivation. The reliability coefficient calculated here was 0.87 and the questionnaire's validity was confirmed by the supervising and the advising professors. To analyze the data, Kolmogorov-Smirnov statistical methods, correlation tests and regression analysis were applied. The results, in a significance level of 5% and confidence level of 95%, indicated that all of the factors proposed by the present study are the ones augmenting job motivation. From the manager's point of view such factors, according to their importance level, respectively are: communication, success, appreciation, advancing and developing the work environment conditions, job motivation and rewarding. According to the results obtained from the regression mode, communication and acquiring success are the most important factors in the creation of the motivation. In addition, the findings are also indicative of the idea that enjoying a high level of job motivation acts as a barrier to the risk of intentions to leave.

**Key words:** Job motivation, insurance organization, headquarter managers, correlation, organizational managers

### **INTRODUCTION**

Although, there are few human efforts made without motivation all of the conscious behaviors are among the deeds which are displayed as a result of internal arousal or there are other external reasons behind their occurrence. Therefore, one of the jobs that management should shoulder is figuring out and applying the staff motivations to fully accomplish the organizational tasks. The tendency or the volition to perform a job or motivation is the fundamental factor in the creation of endeavors and the activities carried out by an individual's (Desler, 1999). There is a general consensus between the behavioral sciences and management experts and specialists regarding the importance of the human aspect of any organization. Any error causing harm in the technical and physical aspects of the organization can be easily repaired. But making incorrect decisions regarding the human issues implies heavier losses which cannot be compensated for with the ease that the normal and physical losses can be. The most important resource in every organization is the human resource. The constituents of the human resource are the reasonable and emotional creatures who if propelled by the sufficient amount of motivation can apply their skills at the service of the organization. Thus, some of the researchers believe

that the success and the progress in every organization is directly and closely associated with the human resources therein (Khalili, 1995). In the present study, it has been tried to investigate some of the factors effective on motivation. Thus, the most important issue which is posed by the current study is that the effective factors influencing the staff motivation are identified according to the existing theories on motivation and then the extent to which each factor exerts its effect is determined (Hersy and Blanchard, 1996).

**Main hypothesis:** Communication, appreciation, acquiring success, progress and growth, rewards and the work environment are effective factors on staff motivation in the medical services insurance organization from the perspective of the organization's managers.

#### **Secondary hypotheses:**

- The work environment is effective on the job motivation creation in the staff from the perspective of the organization's managers
- Progress and growth are effective on the job motivation creation in the staff from the perspective of the organization's managers

- Appreciation is effective on the job motivation creation in the staff from the perspective of the organization's managers
- Success acquisition is effective on the job motivation creation in the staff from the perspective of the organization's managers
- Material rewards are effective on the job motivation creation in the staff from the perspective of the organization's managers
- Communication is effective on the job motivation creation in the staff from the perspective of the organization's managers

## **MATERIALS AND METHODS**

The study methodology is a survey method which has been performed both based on library methods and collecting the information via the questionnaires completed directly by the respondents. The current study is a correlation test of the applied type in terms of the inter-variable relationships investigation. The job motivation is the dependent variable and the input stimulant is the independent variable which will be measured, manipulated or selected by the researcher to specify its effect or its relationship with the other variables (appreciation, progress and growth, success acquisition, rewarding, work environment conditions). The study population includes all of the managers who have been working in the organization during the study period the total number of whom reaches to 70 individuals. To gather the data required concerning the study population, one of the following methods can be used.

**Demography:** A questionnaire is distributed to all the individuals (study population) and they are asked to answer the items therein or the entire study population is interviewed to gather their replies (Robins, 1995).

**Data collection through sampling:** It is a process during which a number of the units are selected in such a manner that they could be regarded as the representatives of the larger population they have been selected from. Because of the small size of the study population, there is made use of demographical methods in the present study.

**To gather the data, the following tools have been used**

**Library research:** In this method, the written information from the studies and the relevant books published both inside and outside Iran are applied to extract the data and to form the basis of the study literature.

**Field studies:** Questionnaires have been administered to collect the data for testing the study hypotheses. A questionnaire is a collection of questions (phrases or

items) which are replied to by the respondents. Such responses formulate the data required by the researcher. Also, the respondent's knowledge, interests, attitudes and beliefs can be evaluated by means of the questions presented in the questionnaires.

According to the present study being of a survey nature, the data have been collected via questionnaires which have been administered to do further research on the study variables and the topic of interest to the present study has also been investigated via performing direct and field observations in the medical services organization. The questionnaires, after being designed, were distributed among the study population and they were collected upon completion. The questionnaires are usually designed to measure the model's variables. The questionnaire should be capable of correctly and accurately measuring the variables and such measurements should not undergo variations for various individuals. Therefore, the reliability and validity are of a great concern in designing questionnaires. The questionnaire of concern here is comprised of two general parts in the first part of which the variables of interest are measured and in the second part the individual's characteristics and their occupational features are investigated (Heymans and Claes, 2008).

**To measure each of the model's factors, there are a number of variables put forth which are as:**

- Communication: four questions
- Appreciation: four questions
- Progress and growth: four questions
- Success acquisition: four questions
- Rewarding: four questions
- Work environment conditions: four questions
- Job motivation: four questions

Questionnaires have been used to gather the data. The questionnaire used in the present study includes 28 questions covering two main parts and the questions related to the proposed hypotheses are rated based on Likert's 5-point scale (very low, low, medium, high and very high). The questions have been designed by the assistance requested from the respectable supervising and advising professors. Before being administered, the questions have been evaluated and revised and modified several times by the great efforts made by the professors to remove any ambiguity and unmeaning point and to finally meet the requirements and be ready to be distributed to the medical services insurance organization's managers. Due to the fact that the data collection instrument (the questionnaire) has been an international standardized questionnaire, so it was used as a tool in collecting the study information which was shown to enjoy a high validity which was evaluated based on content validity measures. The questions

therein are exactly designed in connection to the study variables and based on the international models and articles. The questionnaire was nationalized based on the advises and the discretions requested from the professors expert in marketing and study methodology (supervising and advising professors) and also the translation experts were asked for their expertise. besides making use of the standard and previously-tested questions which have been confirmed by the professors and the experts, factor analysis was used for the 28 main questions to ensure more of the questionnaire's validity and sevenfold classification of the variables was confirmed with no change. To determine the questionnaire reliability, Cronbach's alpha method was used. Cronbach's alpha method is one of the methods measuring the instrument's reliability. The method is used to calculate the measurement instrument internal consistency for example questionnaires or the tests which evaluate different features. In such instruments, each of the answers can take various numerical values. The Cronbach's alpha index has been computed considering the 30 samples acquired in the pretests (Table 1). In the present study, Kolmogorov-Smirnov statistical methods, correlation tests and regression analysis are used.

**RESULTS AND DISCUSSION**

Correlation test results have been reflected in Table 2. The coefficients are indicative of the inter-variable correlations in 0.99 confidence level (Table 2). In this Study, the goodness of fitness for the six main variables of the study model the effectiveness of some of which has been confirmed statistically in the secondary hypotheses one to six with the response

variable, i.e., job motivation is evaluated by taking advantage of step-by-step regression analysis. The reason for evaluating the goodness of fitness for the model was to concomitantly investigate the sextuple variable's effects on the staff job motivation. In the section on the hypotheses test, the relationship and the effectiveness of the two of the variables alone have been studied but as for the work environment conditions which is a dynamic system all of the variables change altogether and concomitantly. So, they should be investigated within a comprehensive model and simultaneously. This is why the multiple linear regression analysis has been used here.

**Response variable; job motivation**

**Predictor variables:** Communications, appreciation, progress and growth, success acquisition, rewards, work environment conditions (Table 3). As it is clearly seen from the above table, the regression model has been fitted in two steps or stages. The total model determination coefficient is 98% which is located in an acceptable area. Durbin-Watson value is also found to be in an appropriate stance and it is illustrative of the regression model residues non-autocorrelation (Table 4). Variance analysis indicates that both of the fitted models are statistically significant and evaluating the linear regression model goodness of the fitness was also found to be statistically significant. According to model's adequacy confirmation, the next part deals with the regression model coefficient's estimation and test.

Table 5 the regression model coefficients have been given. As it is observed, in the final model that is the second one, only two variables of the six accessory variables are present. The other four are absent due to the lack of a significant relationship with the response variable, job motivation or due to overlapping with the two predictor variables present. The three variables present in the model are statistically significant according to the significance tests performed and their probability rates.

**Regression model final form:**

$$\text{Job motivation} = 0.41 \times \text{communications} + 0.48 \times \text{success acquisition}$$

Table 1: Cronbach's alpha

Parts	No. of data	No. of variables	Cronbach's alpha value
Communication	30	4	0.769
Appreciation	30	4	0.925
Progress and growth	30	4	0.819
Success acquisition	30	4	0.876
Rewards	30	4	0.799
Work environment conditions	30	4	0.902
Job motivation	30	4	0.828
Total	30	28	0.874

Table 2: Inter-variable correlation coefficients

Variables	Motivation creation	Job relations	Appreciation	Progress and growth	Success acquisition	Material reward	Work environment conditions
Motivation creation	1	-	-	-	-	-	-
Job relations	0.331	1	-	-	-	-	-
Appreciation	0.457	0.602	1	-	-	-	-
Progress and growth	0.405	0.621	0.641	1	-	-	-
Success acquisition	0.448	0.507	0.763	0.457	1	-	-
Material rewards	0.445	0.671	0.351	0.615	0.0510	1	-
Work environment conditions	0.739	0.546	0.781	0.448	0.439	0.478	1

Table 3: Determination coefficient and Durbin-Watson index of the fitted models

Model	Determination coefficient	Durbin-Watson value
1	0.98	-
2	0.98	1.98

Table 4: The fitted model variance analysis

Model	Variations source	Sums	df	Mean squares	F-values	Probability amount
1	Regression	746.57	1	746.57	2501.16	0.000
	Residuals	18.80	63	0.30		
	Total	765.38	64			
	Regression	750.52	2	375.26	1566.12	0.000
	Residuals	14.86	62	0.24		
	Total	765.38	64			

Table 5: The fitted models regression coefficients

Model	Factor	Coefficient value	Student's t-value	Probability value
1	Communications	0.78	50.01	0.00
2	Communications	0.41	4.360	0.00
	Success acquisition	0.48	4.060	0.00

According to the significant effectiveness of the progress and growth on the job motivation, the followings are suggested to be implemented by the medical services insurance organization senior managers: the creation of a meritocracy system and avoiding discrimination between the administrative personnel is very important and makes all of the staff sufficiently motivated to promote and reach the higher rank and know performance improvement and enjoying a higher rate of motivation as their sole method of making progress at work (Ebadi, 1996). Establishing reasonable connection between the position and the occupational stance of the individuals especially considering the job hardship constant based on the periodical evaluations by the human resources department is also very influential in the individual's motivation. The employees who think they are not in the position they should be are always found dissatisfied with lower levels of motivation in doing their jobs. Of course, the employees should be appointed according to the position requirements and the individual's skills in the early stages of employee selection procedures to avoid such problems (Cesare and Sadari, 2003). Facilitating the process of staff job promotion and taking their education levels and the other related skills into consideration can enhance their motivation. If the employees are set to appropriate positions according to their skills and competencies and their skills and educations are used in the best possible way and such factors can be applied in the organizational involvement of the individuals then they will find higher motivation to increase their occupational skills. according to the significant effectiveness of the occupational success on job motivation, the followings are suggested to be executed

by the medical services insurance organization senior management: holding job-related educational courses causes an increase in the occupational motivation. The scientific empowering of the employees makes them not to feel stagnant and static and see themselves in a dynamic and constantly improving environment and this will cause their job motivation and job satisfaction to be enhanced as well. The increase in the staff job security and improving their vocational status in terms of objective-orientation and being placed in positions proportionate to the education and job records will exert a considerable effect on the staff job motivation. Of course, job security is like a two-edged blade which may result in being less motivated and the staff stagnancy stemming from the overly high rates of job security. But the security which originates from appropriate organizational behavior and good performance will undoubtedly be accompanied with extraordinary motivation in the staff in order to enhance themselves in their current positions and even upgrade themselves to higher ranks.

## CONCLUSION

According to the effectiveness of appreciation on the job motivation, the followings are recommended to the medical services insurance organization senior managers: Establishing job promotion mechanisms according to the individual's capabilities, job records and history that can bring about higher levels of job motivation. Establishing appropriate frameworks for the job enhancement mechanisms will eliminate any sort of doubts and complaints and causes motivation to grow in them in order to do their best to better accomplish their jobs and reach to higher levels. Periodical assessments and accurate control and inspection of the employee's performance by the organization's human resources manager and keeping a record thereof in their files to be used for increasing the salaries or considering benefits can also play a significant role in the staff motivation. Performance evaluation has always been an efficient tool at the hand of the organization and it can be used for granting rewards and other benefits based on the results obtained therein. And if it is implemented correctly it can cause the staff motivation to increase. Periodical appraising and appreciating the employees with higher efficiencies and motivations and informing the others of such actions and also similar activities in an organizational level in order to disperse them in the entire organization's departments can cause the staff motivation to expand and increase considerably. If the individuals

with higher motivations are appreciated, they will be chosen as role-models by the other staff and their behaviors will become their career's pattern.

### **SUGGESTIONS**

According to the effectiveness of the communication factor on the job motivation the followings are suggested to the organization's senior management: the increase in the number of the communication channels between the managers and the personnel for the purpose of getting aware of the problems and hardships the staff are faced in the organization. This case can be made feasible via specifying certain days during the month for holding meetings between the experts and employees with the managers. Of course, in line with this, the managers should get closer to the staff and also become more capacitated to receive criticisms with open arms. Creating a friendly work environment and increasing the cooperation and group works among the personnel cause the job motivation to increase. Doing so can be made feasible through defining group projects, creation of work teams and also appreciating group works. Increasing the communications between the managers from various sections of the organization for the purpose of augmenting joint ventures and shared consultation and making the individuals informed of the other issues currently in progress in the organization can also be effective on the staff motivation rise. This can be upgraded via holding joint sessions between the various groups working in the organization. Eliminating the job and professional conflicts between the staff and also resolving the conflicts existing between the staff and the managers cause the job motivation to increase. In line

with this, the job description and range of authority, the responsible officials and the entire individual's job angles should be determined in order for the conflicts and quarrels to be minimized. According to the results of the regression model, it is suggested that the improvements in the areas such as "communications" and "success acquisition" should be placed atop of the agenda. As it was mentioned in the previous sections, the improvement and enhancement of these two factors can be implemented in the organization.

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