

**Research Article**

## **IDENTIFY FACTORS AFFECTING THE INCREASING MOTIVATION OF EMPLOYEES' REFAHKARGARAN BANK IN KERMANSHAH**

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### **ABSTRACT**

The object of research is to identify factors that increase staff working motivation (case study in refahkargaran bank in Kermanshah province). In this article, researcher has reviewed and identified factors that increase the motivation of working in staff of refahkargaran bank in Kermanshah Province and is striving that in an effort And is in trying to seek the views of stakeholders and staff of refahkargaran bank in Kermanshah province, that many of whom are highly educated, to identify factors affecting the increase in the level of working incentive and for achieving the bank higher goals introduce these factors to managers of this bank with reminding, how this factors effect on staff motivation. In this context, the population is 256 people, samples using Cochran formula are calculated on 35 samples and a questionnaire was used for data collection. Since this survey questionnaire is customized, so the researcher was using discriminating items method to determine the reliability and credibility and using Cronbach's alpha method to determine the validity or reliability of the questionnaire. In addition, in this study, the researcher described four hypotheses that using the goodness of fit test and software spss, all four hypotheses have been accepted. The incantations of this study indicate that the most significant factor in improving the refahkargaran bank's staff' working motivation in Kermanshah Province from the perspective of the bank stockholders and employees, is due to the livelihood of the employees and later, due to environmental factors at work is important. In the third place, in the point of view of staff and stockholders of the bank due to family problems and Finally, according to the criteria of personality and a sense of respect for employees in increasing staff working motivation in refahkargaran bank's employees in Kermanshah province are important. Here is very important to note the results of this research have been inconsistent with the theory of Herzberg's two-factor Since two-factor theory of Herzberg tells an important factor in motivating employees is due to the sense of honor and character criteria and attention to economic factors are not considered as motivating factors, But these factors are contributing to the health of workers in the prevention of grievances. Therefore it can be concluded that motivational factors of employees depending on the category in which they are placed in different Maslow's hierarchy of needs pyramid, are different. As a result, employee motivational factors with respect to the placement of employees in each of the rows of Abraham Maslow's hierarchy of needs pyramid will change.

**Keywords:** *Motivation, Needs, Desires, Hierarchy of Needs Pyramid Personality Factors, and Environmental Factors at Work, Livelihood Factors, and Factors of Family and Private Problems of Employees*

### **INTRODUCTION**

What is revealed is that Philosophies and traditions of the past are not responded to the needs and problems facing people anymore and therefore the man is trying in a different view to interpret the vague and unfamiliar cases for him in an understandable manner.

Jvhch (1391) in organization theory book, states that the style of postmodernism is based on two principles that include:

1. Deconstruction which means breaking of great intellectual foundation reigning on society and organization.
2. Theorizing reflection

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This means people criticize their beliefs and mental norms and even break about Herzberg's two-factor theory, the same trend is true. Because looking at the achievements of this research the result can be that the motivation of the staff cannot be everywhere at the Herzberg presented a proposed framework, but must consider the varied needs of people and that, in what level of Maslow's hierarchy needs. The most dominant needs of them are placed and must define their motivational factors based on their needs.

## **MATERIALS AND METHODS**

### **Problem Expertion**

Increased efficiency is one of the means of production and it is considered as a very important point to further penetration of one enterprise in the market

One of the most important means of production in the world is the human resources involved in organizations that play the main and vital role in the continuing upward trend and sustainability of organizations in today's competitive world.

So the main issue as well as other refahkargaran bank is the more influence and achieving to the greater market share in banking services market that one of provider factors in this is increasing staff working motivation level in this bank. In this paper, as the researcher is Human Resource Management doctoral students in Isfahan institute of shakhespajouh and researcher dissertation topic is ((designing organizational post-modern design, the research based on data-foundation theory focusing on the factors affecting the development of the market share of refahkargaran Bank of Iran: case study: refahkargaran bank of Kermanshah. Due to the fact that Increased levels of arousal and motivation of working in bank is one of the factors that could affect the development of the country's refahkargaran bank's market share and since researcher is one of staff in refahkargaran bank with the posting head office -grade 4-A and accordingly access to data needed for this research is provided to the researcher, so he is reviewing and identifying the effective factors on increasing working motivation of staff in refahkargaran of Kermanshah province in order to generalize the obtained result of this investigation to whole bank levels to be in an attempt to remove one of the problems facing refahkargaran bank as a one of the active organizations in national level.

### **Research History**

About Increasing the motivation of employees, by and large, world-class comprehensive research has been done that can be among the most important companies Hawthorne Reviews Elton Mayo and Herzberg's two-factor theory to be reminded. Other studies conducted in the field of motivation Maslow's hierarchy of needs can be view. According to Maslow, when the need is met, again, is not the instigator of behavior? Satisfy a requirement means that been enough to meet the needs of the competition that is now stronger will be its successor. For example, if you know thirst is a powerful, it reduces with water and instead of it, other forces are important (Alagheband, 1380).

### **Importance of Subject**

Incentives, are behavior whys. Activities are started and continued by them (Alagheband, 1380). So for continuing refahkargaran bank acting, it is necessary to continue the activities of individual personnel, so researcher tries to identify factors that increase the motivation of employees and the use of these factors on improving banking activities and achieve the goal of more market share.

### **Keyword Exertion**

#### **Incentive**

Incentives are behaviour whys.

They will continue & beginning to work and they will appear the general direction of a person's behaviour. The human person not only in terms of ability to work, but in terms of desire to work or motivation is different. Incentives or requirements are considered as a nature and main reasons for doing.

#### **Need**

The need is a state of felt deprivation of a person, when it was not satisfied, the two solutions is further ahead. First, looking for something to satisfy the requirement and second is the efforts to adjusting need in such a way and reduce its severity.

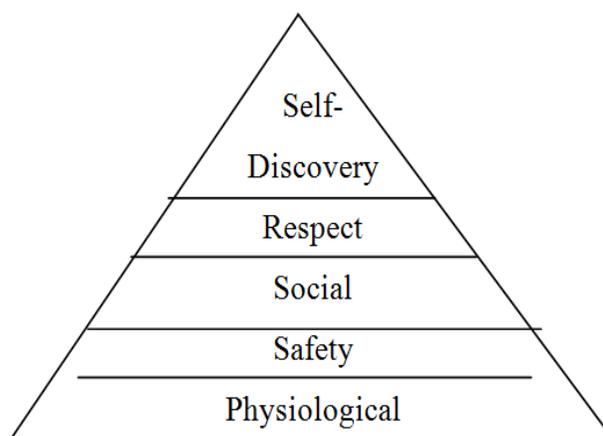
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### Desired

Man demands are some form of humanitarian needs that have been created by culture and individual personality. In the other words desire is how to meet the requirements, it means need in dealing with individual character and culture, is leading to desire. For example, to say a hungry people in Japan eat fish with rice to meet its hunger needs, while a hungry people in America may be required to satisfy their hunger with hamburger and fries and Coca-Cola.

### Hierarchy of Needs

It should be noted that the behaviour of a person at a particular moment is usually represented by the strongest need, so awareness about the needs that are most important for the people in general, seems important for managers. Abraham Maslow developed an interesting theoretical framework helped to explain the some man needs force. Maslow believes that human needs based on the following diagram are having a hierarchy in terms of an effective force of need will appear.



For example, in this graph physiological needs are having strong force, so they will be assigned a greater level of the pyramid and so when each needs get more power will be allocated larger space of the pyramid and pyramid shape may change to diamond, reverse pyramid.

### Personality Factors

The collection of responses of each person to environmental stimulus and how understanding the responses by the others will form the personality of person, each of those responses which are named behaviour are the new data than people past experience. Whatever this data has been made much earlier in life and took shape, its potential impact on future behaviour is more and more, because early in life, this behaviour show a larger part of all past experience of people if the data obtained later in life, will represent a smaller part of person's experience. In addition, behaviour, any more reinforced, has stronger pattern and more difficult it can be changed. For this reason, it is easier to bring about personality changes early in life and as a person gets older, the time and experience to make a difference in his behaviour are essential (Allagheband, 1380).

### Research Goal

The purpose of this study was to achieve a high level of working motivation among employees for achieving more market share of the banking services market for kargaranrefah bank via identifying affecting factors on employees' work motivation and stimulation to enhance efficiency and productivity of employees' working for high market share.

### Hypothesis of this Study

This study has four hypotheses as follows:

1. Considering personality traits and satisfy a high sense of respect among staff lead to enhancing employees' work motivation.
2. Optimizing the work environment factors lead to enhancing employees' work motivation.

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3. Considering the livelihood of employees lead to enhancing employees' work motivation.
4. Considering family and private problems lead to enhancing employees' work motivation.

### **The Research Statistical Hypotheses**

$$H_0: \rho \leq 0$$

$$H_1: \rho > 0$$

### **Research Variables**

This research has a dependent variable and four independent variables that have attracted the work foundation to it.

### **The Dependent Variable**

Dependent variable in this research is employees' work motivation of refahkargaran bank (case study in refahkargaran bank in Kermanshah Province) and after obtaining the result they can be extended to all bank employees.

### **Independent Variable**

The paper has identified four independent variables that are examined their effect on the dependent variable of research; namely, employees' work motivation, which include:

1. Personal characteristics and satisfying staff' sense of respect,
2. Optimization of environmental factors at work,
3. Considering the livelihood of employees,
4. Considering family and private problems of employees

## **MATERIALS AND METHODS**

### **Research Methods**

The ahead project method, based on the goal, is applied and based on the way out, is non experimental and descriptive.

### **Statistical Population**

The study population is all refahkargaran bank employees in Kermanshah province which are 256 persons.

### **Sample Size**

In this study, the sample size is calculated using Cochran formula and based on it, the number 35 has been considered. Since the population of ahead study, according to the refahkargaran bank staffing sector's report in Kermanshah Province has been 256 members, whom 7 people of them , are having master's degree certificate, so the researchers has considered the portion of success as the number of employees with master's degree certificate and to calculate the sample size. In the other hand since research hypothesis are oriented so confidence distance is %95 and  $=1/96Z_{\frac{\alpha}{2}}$  & consequently  $\alpha = \%5$  &  $Z_{\alpha} = 1.64$

On the other hand, since the population is 256 people and the number of master's degree holders is seven of us altogether, so the P or the ratio of success is as following:

$$\frac{N \cdot \left( Z_{\frac{\alpha}{2}} \right)^2 \cdot p \cdot q}{(N \cdot D)^2 + \left( Z_{\frac{\alpha}{2}} \right)^2 \cdot p \cdot q} n = 0/05 = \text{Test significant level } \alpha$$

$$n = \frac{256 \cdot (1.96)^2 \cdot 0.027 \times 0.973}{(256 \times 0.05)^2 + (1.96)^2 \cdot 0.027 \times 0.973} = 34.8 \cong 35 - 0/05 = 0/95 \alpha = 1 - \text{confidence level}$$

$$D = 0/05 = \text{error coefficient}$$

$$= 0/027256 P = 7 \div \text{success proportion}$$

$$q = 1 - p = 1 - 0/027 = 0/973 = \text{failure probability}$$

$$\text{Population size} = N = 256 \text{ , sample size} = n$$

so the sample size of this research is 35 people.

### **Data Collection Tools**

Tools for data collection is questionnaire and taking notes from books that have useful information relevant and applied on the issue of paper.

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### Validity or Reliability

Since questionnaire is set based on the Likert scale so to determine the validity or reliability of the method discriminate items or DP has used, which all items have been accepted. Differentiate items or DP is equal to the weighted average difference between groups 25% up and 25% down (ZohrehSarmad, 1381).

### Trustworthiness

To investigate the validity and reliability of questionnaires, Cronbach's alpha formula with the benefit of SPSS software is mentioned in the following formula:

$$r_{\alpha} = \frac{j}{j-1} \left(1 - \frac{\sum sj^2}{s^2}\right)$$

J = the number of sub-questions questionnaire, JS ^ 2 = variance subtests Jth,

S ^ 2 = variance test (Zohrehsarmad, 1381).

In this study, based on the Cronbach's alpha, alpha of any assumptions and all the questionnaires have been calculated using SPSS that is considered subsequently.

Reliability obtained for the first research hypothesis is 0.6087

\*\*\*\*\* Method 1 (space saver) will be used for this analysis \*\*\*\*\*

\_RELIABILITYANALYSIS - SCALE (ALPHA)

1. PORSESH1 1
2. PORSESH3 3
3. PORSESH4 4
4. PORSESH2 2
5. PORSESH5 5

Reliability Coefficients

N of Cases = 35,0 N of Items = 5 Alpha = ,6087

0/9072 Reliability obtained for second hypothesis

\*\*\*\*\* Method 1 (space saver) will be used for this analysis \*\*\*\*\*

\_RELIABILITYANALYSIS - SCALE (ALPHA)

1. PORSESH6 6
2. PORSESH7 7
3. PORSESH8 8
4. PORSESH9 9
5. PORSES10 10

Reliability Coefficients

N of Cases = 35,0 N of Items = 5

Alpha = ,9072

0/9005 Reliability obtained for third hypothesis

\*\*\*\*\* Method 1 (space saver) will be used for this analysis \*\*\*\*\*

\_RELIABILITYANALYSIS - SCALE (ALPHA)

1. PORSES11 11
2. PORSES12 12
3. PORSES13 13
4. PORSES14 14
5. PORSES15 15

Reliability Coefficients

N of Cases = 35,0 N of Items = 5

Alpha = ,9005

0/8444 Reliability obtained for fourth hypothesis

\*\*\*\*\* Method 1 (space saver) will be used for this analysis \*\*\*\*\*

\_RELIABILITYANALYSIS - SCALE (ALPHA)

1. PORSES16 16

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2. PORSES17 17
3. PORSES18 18
4. PORSES19 19
5. PORSES20 20

Reliability Coefficients

N of Cases = 35,0 N of Items = 5 Alpha = ,8444

0/9008 Reliability obtained for whole questionnaire

\*\*\*\*\* Method 1 (space saver) will be used for this analysis \*\*\*\*\*

\_ R E L I A B I L I T Y A N A L Y S I S - S C A L E ( A L P H A )

1. PORSESH1 1
2. PORSESH2 2
3. PORSESH3 3
4. PORSESH4 4
5. PORSESH5 5
6. PORSESH6 6
7. PORSESH7 7
8. PORSESH8 8
9. PORSESH9 9
10. PORSES10 10
11. PORSES11 11
12. PORSES12 12
13. PORSES13 13
14. PORSES14 14
15. PORSES15 15
16. PORSES16 16
17. PORSES17 17
18. PORSES18 18
19. PORSES19 19
20. PORSES20 20

Reliability Coefficients

N of Cases = 35,0 N of Items = 20 Alpha = ,9008

Thus, the reliability scores obtained for the entire questionnaire is over 90%, we can say that reliability of the questionnaire is very high.

### **Questionnaire Features**

This questionnaire has 20 questions in 20 numbers for the four hypotheses as follows:

The first research hypothesis: questions 1 to 5, a total of 5 questions.

Second hypothesis: Questions 6 to 10, a total of 5 questions.

The third hypothesis of this study: Questions 11 to 15, a total of 5 questions.

The fourth hypothesis of the study: Questions 16 to 20, a total of 5 questions.

### **Methods of Data Analysis**

The data obtained from the questionnaire using descriptive and analytic statistics were analysed. In descriptive sector relevance information to affecting factors in improving working motivation level of employees' refahkargaran bank based on point of view of stockholders and staff of refahkargaran bank of Kermanshah province is offered upcoming classified without the involvement of researcher

### **Analysis of the Research Hypotheses based on Descriptive and Inferential Statistics**

The number of employees and staff of refahkargaran bank in Kermanshah Province have been 256 people that researcher using Cochran formula has calculated sample size of 35 people. Then data collection has been done using a customized questionnaire and by using descriptive and inferential statistics (k2) and goodness of fit test data obtained has been analysed and using the Friedman test research hypotheses has been prioritized. As described above, this study has four hypotheses that will be discussed below.

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**Table 1: Frequencies**

		Observed N	Expected N	Residual
Very low	Hypothesis1	0	11.7	-
	Hypothesis2	2	11.7	-5.0
	Hypothesis3	1	11.7	-6.0
	Hypothesis4	1	11.7	-6.0
Low	Hypothesis1	0	11.7	-
	Hypothesis2	1	11.7	-6.0
	Hypothesis3	1	11.7	-6.0
	Hypothesis4	2	11.7	-5.0
Middle	Hypothesis1	19	11.7	7.3
	Hypothesis2	8	7	1.0
	Hypothesis3	5	11.7	-2.0
	Hypothesis4	13	11.7	6.0
High	Hypothesis1	14	11.7	2.3
	Hypothesis2	19	7	12.0
	Hypothesis3	16	11.7	9.0
	Hypothesis4	14	11.7	7.0
Very high	Hypothesis1	2	11.7	-9.7
	Hypothesis2	5	7	-2.0
	Hypothesis3	12	11.7	5.0
	Hypothesis4	5	11.7	-2.0
Total				

**Table 2: Chi-square statistics**

	Hypothesis 1	Hypothesis 2	Hypothesis 3	Hypothesis4
Chi-Square(a)	13.086	30.000	26.000	21.429
df	2	4	4	4
Asymp. Sig.	0.001	0.000	0.000	0.000

**The Analysis of the First Hypothesis based on Descriptive Statistics**

According to the frequency table and a bar chart or graph of first hypotheses since most of stockholders and staff has selected (middle) for first hypotheses and obtained scores average for it has been equal to 3.5 that is higher than middle level so in point of view of stockholders and staff of refahkargaran bank in Kermanshah province first hypothesis is accepted as follow:

Considering personality traits and satisfy a high sense of respect among staff lead to enhancing employees' work motivation.

Considering personality traits and satisfy a high sense of respect among staff will not lead to enhancing employees' work motivation.

$\rho \leq 0H0$ :

Considering personality traits and satisfy a high sense of respect among staff lead to enhancing employees' work motivation.

$H1:\rho > 0$

As seen in the graph and the frequently table of the first hypothesis, the difference between high and very high options with low and very low option is quite evident, and the option of low and very low by any of people of sample population has not selected.

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On the other hand, the calculated Chi-square with the degree of freedom for first hypothesis has been 2 time of 13.086, which is larger than table's K square with numerical value of 5.991 and  $\text{Sig} = .001 < .05$ , so the assumption  $H_0$  in favor of  $H_1$  hypothesis is rejected and  $H_1$  accepted assumptions..

Considering personality traits and satisfy a high sense of respect among staff lead to enhancing employees' work motivation.

### **Research Second Hypothesis**

#### **2. Optimizing the work environment factors lead to enhancing employees' work motivation.**

##### **Analyzing Second Hypothesis based on Descriptive Statistical Analysis**

According to the frequency table and a bar chart or graph, second hypothesis, since most of the stockholders and the staff has chosen ((more)) in relation to the second hypothesis and the obtained scores average is equal to 3.68 that is higher than ((average)) so, So from the perspective of those involved in the bank's employees of the reafhkargaran bank of kermansha province the second hypothesis is accepted as follows:

Optimizing environmental factors at work can boost the motivation of employees\*\* \*\* .

##### **Analyzing Second Hypothesis is based on Inferential Analysis**

Optimizing the work environment will not lead to improving work motivation of employee?  $H_0: \rho \leq 0$

Optimizing the work environment will lead to improving work motivation of employee.  $H_0: \rho \leq 0$

As seen in the graph and frequency table of the second hypothesis, the difference between high and very high options with low and very low option is quite evident

in the other hand Since the calculated chi-square of second hypothesis with degree of freedom 4 has been equal to 30 that is higher than ( $k_2$ ) of table as 9.488 and also  $\text{Sig} = .000 < .05$ , so the hypothesis  $H_0$  is rejected in favour of the hypothesis  $H_1$  and assume that  $H_1$  is accepted. The data show:

\*\*Optimization work environmental factors will lead to improving employees' work motivation\*\*

### **Research Third Hypotheses**

#### **3. Considering the livelihood of employees lead to enhancing employees' work motivation**

##### **Analyzing the Third Hypothesis based on Descriptive Statistic**

According to the frequency table and a bar chart or graph of third hypothesis, since most of the staff involved has chosen ((more)) option in relation to third hypothesis and obtained mean scores was equal to the 4.057 which is higher than ((more)), So from the perspective of bank employees of refahkargaran bank involved in Kermanshah Province, the third hypothesis is accepted as follows:

\*\*Due to the livelihood of employees will lead to improving employees' work motivation\*\*

##### **Analyzing Third Hypothesis based on Inferential Analysis**

Considering livelihood will not lead to high employees' motivation.  $H_0: \rho \leq 0$  Considering livelihood of employees will lead to is a high employees' motivated.  $H_1: \rho > 0$

As seen in the graph and frequency table of the third hypothesis, the difference between high and very high options with Low and very low is apparent. In the other hand, since Chi-square calculated for third hypothesis with degree of freedom 4, is equal to 26 that is greater that table's (( $k_2$ )) as 9.488 and also  $\text{sig} = .000 < .05$ , so the assumption  $H_0$  in favor of assumption  $H_1$  was rejected and  $H_1$  assumption will accepted; therefore the data show:

Considering livelihood of employees will lead to enhancing employees' high motivation.

### **Research Fourth Hypotheses**

#### **4. Considering family and private problems lead to enhancing employees' work motivation.**

##### **Analyzing Fourth Hypothesis based on Descriptive Statistics**

According to the frequency table and a bar chart or graph of fourth hypothesis, since most of the staff involved in bank has chosen ((more)) option in relation to the fourth hypothesis and the average grade for that is equal to 3.57 that is higher than ((middle)), so based on perspective of stockholders and staff of refahkargaran bank in Kermanshah province the fourth hypothesis will accepted as follows:

\*\*considering to family and private problems led to improving staff motivation for their work\*\*

##### **Analyzing Fourth Hypothesis based on Inferential Analysis**

Considering family and private problems will not lead to higher staff's work motivation.  $H_0: \rho \leq 0$

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Considering family and private problems will lead to higher staff's work motivation.  $H_1: \rho > 0$   
 As seen in the graph and the frequency table of the fourth hypothesis, the difference between high and middle options with low and very low is quite evident. On the other hand, the chi-square calculated for fourth hypothesis with the degree of freedom 4, is equal to 21.429 that is greater than table ((k2)) as 9.488 and also  $\text{sig} = .000, .05$ , therefore reject the hypothesis  $H_0$  in favor of  $H_1$  hypothesis and supposition  $H_1$  is accepted. So the data show:

**\*\*Considering family and private problems of employees will lead to improve employees' work motivation\*\***

**Prioritize Hypotheses**

As described above, for prioritize the hypothesis of this study, the Friedman test was used that will investigate as follows:

**Table 3: Descriptive Statistics**

	N	Mean	Std. Deviation	Minimum	Maximum
Hyp 1	35	3.5143	.61220	3.00	5.00
Hyp2	35	3.6857	.96319	1.00	5.00
Hyp3	35	4.0571	.93755	1.00	5.00
Hyp4	35	3.5714	.91670	1.00	5.00

**Table 4: Friedman Test**

	Mean Rank
Hyp1	2.19
Hyp2	2.51
Hyp3	3.04
Hyp4	2.26

*a Friedman Test Ranks*

**Table 5: Test Statistics**

N	35
Chi-Square	13.415
df	3
Asymp. Sig.	0.004

**Friedman Test Analysis based Descriptive Statistic**

According to the frequency table and a bar chart or graph Friedman test for research ahead, since the obtained average of scores of third hypothesis is 4. 0571 that is most greater average between all research assumptions' averages and since in assumptions' ranking average of ranking of third assumption is equal to 3.04 that is greater than other rankings' average, so from the perspective of bank's employees and staff of refahkargaran bank of Kermanshah province, the third hypothesis has highest priority and has most effect in increasing employees' work motivation. This hypothesis is as follow:

**\*\*considering the livelihood of employees will lead to improving employees' work motivation\*\***

**Friedman test Analysis based on Inferential Statistics**

Research hypotheses have not different priorities.  $H_0 = 0$

Research hypotheses have different priorities.  $H_1 \neq 0$

As Friedman test charts and tables of this study, it can be seen that the highest average score is allocated to third hypothesis. On the other hand, the fact that calculated K square for Friedman test of Study with degree of freedom as 3, Is equal to 13.415 that is greater than table K square as 7.815 and the  $\text{Sig} = .004 < .05$ , so the hypothesis  $H_0$  in favor of  $H_1$  hypothesis is rejected and the hypothesis  $H_1$  will confirmed; and we can say that from the perspective of those involved in the bank's employees in the kargaranrefah

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bank of Kermanshah province, third research hypothesis, has most high priority and the greatest effect in increasing the work motivation of employees. This hypothesis is as follow:

**\*\*considering the livelihood of employees will lead to high employees' work motivation\*\***

## **RESULTS AND DISCUSSION**

### **Discussion**

This study aimed to identify factors that increase the work motivation of employees of kargaranrefah bank of Kermanshah province and the researcher believes that one of the factors affecting the development of the bank's market share Can be increasing employees' work motivation , so in order to this , ahead research from the perspective of the great is applied –developmental and from perspective of do out is descriptive –analytic that the researcher using questionnaires and taking notes from books related to the subject of research, has collected the requirement data. And by taking advantage of spss software tested assumptions based on goodness of fit test and have prioritized assumptions based on fridman test. In the end the truth of each hypothesis confirmed.

**1. Considering personality traits and satisfy a high sense of respect among staff lead to enhancing employees' work motivation.**

**2. Optimizing the work environment factors lead to enhancing employees' work motivation.**

**3. Considering the livelihood of employees lead to enhancing employees' work motivation.**

**4. Considering family and private problems lead to enhancing employees' work motivation.**

Based on the results obtained from the aforementioned assumptions priority by Friedman test, contrary to Herzberg's two-factor theory, this research represents the first priority ((considering the livelihood of employees)) in raising work motivation of employees and Indicates that factors influencing employee motivation cannot be design certainly in all countries and societies. Because as this research shows, in some community, health factors which has told by Herzberg, will convert to motivational factors that can be enlightenment by Abraham Maslow's hierarchy of needs theory. Accordingly, it can be stated that motivational factors of employees at any community depends to some level of the hierarchy of needs in which they are placed; and it's modality of employees' needs that indicate which motivation factors , they are affected with.

### **Conclusion**

#### **First Research Hypotheses Investigation Result**

**\*\* Considering personality traits and satisfy a high sense of respect among staff lead to enhancing employees' work motivation. \*\***

The frequency table and chart of first hypothesis represent the significant difference between more option and high more option with low and very low and in fact very few options and low hasn't been chosen by any people of the sample size. In the other hand, based on goodness of fit test performed using chi-square analysis, resulting statistic is greater than the table that indicates compatibility obtained statistic data from the questionnaire in the field of confirming additive effect of independent variable on the dependent variable, therefore it can be resulted that based on views of bank staff and those involved in refahkargaran bank of Kermanshah Province.

**\*\* Considering personality traits and satisfy a high sense of respect among staff lead to enhancing employees' work motivation \*\***

In addition from the perspective of the analysis of Friedman test, this hypothesis, based on perspective of staff this hypotheses has fourth and last degree of priority in affecting on work motivation comparing with other assumptions

The results of investigation of the second hypothesis

**\*\* Optimizing the work environment factors lead to enhancing employees' work motivation \*\***

The frequency table and chart of second hypothesis represent the significant difference between ((more)) option and ((best)) option with low and very low and more of people has been chosen ((more)). In the other hand, based on goodness of fit test performed using chi-square analysis, resulting statistic is greater than the table that indicates compatibility obtained statistic data from the questionnaire in the field of

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confirming additive effect of independent variable on the dependent variable, therefore it can be resulted that based on views of bank staff and those involved in refahkargaran bank of Kermanshah Province \*\*

#### **Optimizing the work environment factors lead to enhancing employees' work motivation \*\***

In addition from the perspective of the analysis of Friedman test, this hypothesis, based on perspective of staff this hypotheses has second degree of priority of effect of improving work motivation of employees.

#### **The Results of Investigation of the Third Hypothesis**

##### **\*\* Considering the livelihood of employees lead to enhancing employees' work motivation. \*\***

According to frequency table and chart of third hypothesis most of employees and staff has choose ((more)) option and obtained scores average for it is greater than ((more)) also. In the other hand, based on goodness of fit test performed using chi-square analysis, resulting statistic is greater than the table that indicates compatibility obtained statistic data from the questionnaire in the field of confirming additive effect of independent variable on the dependent variable, therefore it can be resulted that based on views of bank staff and those involved in refahkargaran bank of Kermanshah Province.

##### **\*\* Considering the livelihood of employees lead to enhancing employees' work motivation \*\***

Based on analysis of Friedman test, this hypothesis, based on perspective of staff this hypotheses has the most degree of priority of effect on improving work motivation of employees.

#### **The Results of Investigation of the Fourth Hypothesis**

##### **\*\* Considering family and private problems lead to enhancing employees' work motivation \*\***

According to frequency table and chart of fourth hypothesis since most of employees and staff has choose ((more)) and ((middle)) option and obtained scores average for it is greater than ((middle)) also. In the other hand, based on goodness of fit test performed using chi-square analysis, resulting statistic is greater than the table that indicates compatibility obtained statistic data from the questionnaire in the field of confirming additive effect of independent variable on the dependent variable, therefore it can be resulted that based on views of bank staff and those involved in refahkargaran bank of Kermanshah Province

##### **\*\* Considering family and private problems lead to enhancing employees' work motivation \*\***

Based on analysis of Friedman test, this hypothesis, based on perspective of staff this hypotheses has third degree of priority of additive effect on improving work motivation of employees.

### **Suggestions**

Since having the work necessary incentive for the employees of each organization is the most prominent factors in the success of the competition in the market. So is suggested to all managers and stakeholders of organizations to expand their market share and influencing in goal market in the field of identifying effective factor on increasing motivation level of employees and optimized utilization of these factors carry out the effort for increasing of their work level.

#### **The Suggestion related to First Research Hypothesis**

Since the first research hypothesis, considered personality traits and satisfy a sense of respect of employees so it is recommended administrators to try identifying personality features of Staff and etiologic factors of need to respect and priority sense in them and try to meet the requirement.

#### **Recommendation related to the Second Hypothesis**

Since the second hypothesis refers to optimize work environmental factors to increase the motivation of employees, therefore, recommended that these factors should be identified and to optimize them.

#### **The Proposed related to Third Hypothesis**

With regard to the third hypothesis considering the livelihood of employees is triggers factor for work in employees and since it is based on ahead research outcomes, this is the most important factor in increasing the level of motivation of bank employees in refahkargaran of Kermanshah Province, so it is suggested that administrators consider the salary and wage of employees and meet the physiological requirements of staff.

#### **Proposed related to the Fourth Hypothesis**

Based on the fourth hypothesis, resolution of family and private problems is consider as some factors increasing the level of motivation of staff working; therefore, proposed to identify employees problems and management take an effort to track out these problems for example treat the hard disease

### **Research Article**

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