

## Factors Influencing Worker Motivation in a Private Iranian Universities: Lessons for Leadership

Amir .....<sup>1</sup>, Setareh .....<sup>2</sup>  
University of Education, ....., Iran  
University of ....., ....., Iran  
Email: -----@gmail.com

*Received April 17<sup>th</sup> 2012; revised May 20, 2012; accepted June 4, 2012*

Maintaining high performing employees and keeping them in line with organizational goals have been identified as major challenges facing employers and managers of organizations. An important factor influencing worker commitment and productivity is motivation. This study was carried out to assess factors influencing motivation of workers in the catholic university college of ....., ....., and to draw lessons for administrators and staff in agrarian communities. Structured and semi-structured questionnaires were administered to 80 respondents selected from a staff population of 116. The study discovered that love for the job, Career development prospects, good salary and healthy relations were largely responsible for the motivation of workers. The study also revealed that there are certain hidden incentives in the district which served as motivation to the workers; notable among them are low cost of foodstuff, cheaper transportation and housing. The study recommends that leaders should help create more factors which will ..... Workers to go to agrarian communities, rather than scrambling for places in the overcrowded cities of .....

**Keywords:** worker motivation; staff output in private university

### Introduction

There is consensus among management practitioners and scholars that human beings occupy a very important place in every successful organization. Thaw (2002) has pointed out that without people there is no organization. Having identified three main elements of every organization as people, structure and purpose, Thaw (2002) believes that all these elements are needed for an organization to exist and function successfully. Other scholars of management have further argued in support of this assertion that people are the most essential and valued assets of an organization. It is the people's efforts which contribute to the achievement of any organization's objectives (Armstrong 2001). Cole (2002) affirms this in his conviction that arguably, the most essential single resource in any organization is people. Hiring and retaining highly skilled and motivated labor has been found to improve efficiency and increase productivity in every organization. Maintaining high performing employees and keeping them in tune with organizational goals have been identified as the main challenge facing many employers and managers of organizations. Managers who attempt to impose formal or strict standards and procedures on their workers in order to maintain productivity end up inviting resistance or hostile reactions and in some cases, risk incurring personnel turnovers. However, all over the globe, employers and managers have found it increasingly difficult to hire and maintain the desired caliber of staff (Maskell & Maskell, 1999). Simply hiring the best people with extraordinary competence, expertise and abilities does

not necessarily guarantee high productivity. A lot also depends on the determinants of motivation (Valogo, 2007).

Robbins & Laughton (2001) define motivation as a process that accounts for an individual's intensity. Direction and persistence of efforts towards achieving a goal. This suggests that whether or not an employee chooses to work hard towards the attainment of set goals of the organization at any given point depends to a large extent on certain factors which are driving him/her to do so. It is these determinant factors that every manager or leader needs to identify in each individual in order to sustain his/her efforts at work. Money in this sense is therefore, one of the fundamental factors in any employer-employee relationship. Doyle (1992) has also observed that money as a medium of exchange is the means by which employees can obtain their numerous needs to satisfy their desire. For Doyle (1992), money is also the "score card by which employees assess the value that the organization places on their services and by which employees can compare their values to others" (p.641).

According to the needs theory, money is an immediate and powerful tool of motivation as far as the satisfaction of basic human needs is concerned. For example, considering Maslow's needs theory, money is likely to be a motivator to people who are still grappling with physiological needs and safety or security needs. People who are striving for higher order needs such as esteem and self-actualization, according to Maslow, are less concerned about money in the work. According to Aldermen's Existence Relatedness and Growth theory (Aful-Broni, 2004) people will be motivated by money when they have a strong need for existential or survival needs which correspond to Maslow's physiological and safety needs.

Another study carried out by Locke and cited in Robbins and Laughton (2001) at the University of Maryland compared four (4) main methods of motivating worker's performance, namely, money, goal setting, participation in decision making and.....

www.ilit.s.ir SAMPLE PAPER TWO