

The Study of the Relationship between Managers' Roles and Motivation among Personnel

Mehdi Ebrahiminejad, Sina Zeynali

Department of Management, Shahid Bahonar University, Kerman, Iran

Abstract

In addition to doing their organizational tasks, the managers play their roles such as interpersonal, communicative, and decision making roles. On the other hand, properly perceived management toward personnel's motivation may also serve as a valuable tool in order to recognize the reasons for behavior in organizations and prediction of the impact of their administrative measures. In this sense, the current investigation deals with study on the relationship between the roles of managers and creation of motive among personnel. The research statistical population comprises of all personnel of Mashiz Gharzolhasaneh and saving fund branches in Kerman province (Iran) where 196 of them were chosen as sample group by means of statistical formula. Data were collected by means of questionnaire and with simple randomized sampling technique. Research findings showed that there is less correlation between interpersonal roles and creation of motive compared to managers' roles while the maximum correlation corresponds to communicative roles and motivation. Similarly, there is also relatively high correlation between roles of decision making and motivation.

Keywords: Managers' Roles, Personnel's Motivation, Interpersonal Roles, Communicative Roles, Decision Making Roles

Introduction

Management is a complicated task but it is added to its complexity and difficulty with approaching to base of organizational hierarchy pyramid and development the scope of activities. Surely, the presence of human factor (as an integrated and inseparable element in management) is considered as the foremost factor for difficulty of management task. At first place, the

main reason for such difficulty is related to this point that one should create interest and tendency to working with various and different people in which no pair of persons are the same and identical and coordinate their activities. This point is considered as a total necessity for any manager to be aware of subject of personnel's motivation, which is in fact to follow up the reason for movement and behavior of organizational members and personnel (Zijada & Emina, 2012).

In fact, searching for subject of motivation is the answer to reasons for human's behavior. Why does a human work? Why are some people active and some other absentees? What is the reason for their interest in a job or reluctance for it? These questions and many others of such kinds are entirely related to subject of motivation and their answer is summarized in reasons for motive and personnel's motivation. Thus, with encompassing the way of motivating the personnel and awareness of their motives, manager may take step toward realization of organizational goals by the help of personnel and succeed in doing their tasks as well (Alvani, 2010).

Alternately, the managers play various roles in organizations, which identifying these roles may play essential role to improve managers' performance. The present research is intended also to measure their effects on motivation among personnel rather than introducing managers' roles. With purposing three hypotheses in this investigation, we have studied on the relationship between managers' roles with motivation of personnel as well as importance and impact of any role in creating motive in personnel.

Paying attention to position of discussion about subject of motivation in management, review of personnel's behavioral methods and their requests from organization, and way of their satisfaction may draw attention toward subject of motivation in personnel. If real needs of workforce are not discovered and identified and are not met on time, there is

Corresponding author: Sina Zeynali, Department of Management, Shahid Bahonar University, Kerman, Iran.
E-mail: sina_zeynali2012@yahoo.com

some possibility for their mistake and quit from the job. Thus, it necessitates for organizational managers to search for these factors so that to be able to express appropriate behavior proportional to them and eventually to lead the organization toward higher activity and efficiency (Moshabaki, 2001).

With respect to the above-said points, the present study is purposed to review on relationship between roles of managers and motivation in personnel.

Theoretical Framework

According to Shakespeare's view, "The world is a scene of play and males and females perform on this stage." Based on this allegory, all members of this group are actors on this stage and anyone plays certain role (Robins, 2010). Term "role" may show that group of person's systematic actions, which are coordinated with certain position and situation. When a person has certain social position it is expected from him/ her to act in certain way and s/he also expect this from others. This means that a group of certain and expected behavioral models are ascribed to any person, who is responsible for a certain task in a social unit (Mann, 1999). In other words, role denotes a group of organizational behaviors in a group or organization that is followed by an organizational job. As a result, role playing will include both formal (the explicit job-related requirements) and informal requirements (social and deductive requirements). Motivation is a force that causes personnel to behave in certain way. From management point of view, creating of motive in personnel is aimed at to adjust their behaviors in order to be in favor of organization at best (Griffin, 2010). In a study under title of "the review of comments from members of academic faculty regarding the effective motivational factors on educational performance", dividing motivational factors into two internal and external motivational factors, the related results for external motivational factors reflected that maximum mean scores respectively belonged to variables of providing necessary conditions to improve knowledge and information level, possession of job security, enforcement of laws equally, respect for work environment, the existing order in the workplace. The results relating to internal motivational agents showed that the highest mean scores were ascribed respectively to variables of instinctive interest in teaching, personal characteristics, possessing creative power and innovation, having potential for decision making, sense of adequacy and competence in doing of tasks. The minimum mean score among external motivational factors was allocated to six variables respectively including

situation for management, possibility for involvement in affairs of faculties, and the present competitive climate; and at the same time the lowest mean score in internal motivational factors, was related to three factors respectively: having competitive sense, tendency to assume responsibility, and interest in resolving of conflicts (Azizzadeh Foroozi *et al.*, 2005).

In another survey that was conducted under title of "job motivation and satisfaction", which reviewed the role of job characteristics and their relationship with motivation and job satisfaction among the directors of charity institutes in UK, the research findings indicated that managers have expressed their satisfaction with some factors like wages, occupational positions and work conditions at lower level. It was mentioned in this investigation that managers are motivated by a group of factors. The findings related to job features indicated that managers acquire satisfaction at high level through challenges and their job attributes while possess control over daily decisions at high level. This survey showed that four factors might cause dissatisfaction among departmental managers, which they may be related to job characteristics. These factors are Inappropriate work conditions (long and boring work hours)/ work adverse conditions, wage low level, inappropriate relations and adverse climatic conditions (Parsons & Bread, 2006).

Roles of managers

In a study under title of "Management 12 roles in Iran", twelve managerial roles have been noticed in which the role of managers was related to these twelve types: self-management, leadership and management of personnel, system-developer, system protector, entrepreneurship, information receiver, networking, speaking, formality role, and social role. These twelve roles have been classified at four levels of personal, inter-organizational, organizational, and trans-organizational.

Personal level: The first level is related to those activities which a manger does in relation to his/ her private management and includes role of self-management. In this role, manager deals with personal development such as participation in management training programs, allocation of time to managerial mentors, free studies and the like. Furthermore, manager renders time management and his/ her private planning in workplace or his/ her personal affairs within the framework of this role (Latifi, 2008).

Inter-organizational level: This a role, which makes the manager involved in organization with other people. Management of personnel that is placed at this level refers to relationship among the manager with the person-

nel under his/ her management inside the organization. Role of personnel's management covers those activities, which the manager does them regarding personnel's motivation, employment affairs, training of colleagues, counseling, arbitration and judgment, and reinforcement and punishment. Mintzberg introduces this role in more narrowed format under title of leadership; the noticeable point in playing this role for Iranian managers is to distinct fulfillment of training duty by managers.

Organizational level: This level comprises of six administrative roles including system developer, system protector, entrepreneurship, sources management, receiver and distributor of information. Role of system developer complete a role, which has been called as bargaining or negotiation in research of Mintzberg; this role of strategic management tasks covers (codification, execution, and evaluation of strategy) and culture building by the managers. The role of system protector is the extended role that is called as heuristics by Mintzberg. Entrepreneurship role includes all activities, which are done by manager to bring new designs, products, or business units into the organization that is called as internal entrepreneurship in literature of management (Alvani, 2010).

The role of sources management is a role that Mintzberg calls it as sources allocator in his studies. In this role, managers appropriately distribute those sources, which enter into the organization, among organizational internal unites and activities.

Information receiver is a role that Mintzberg in his study refers to it regarding acquiring information inside and outside organization and using oral and written communication channels. This role is also exactly seen about the Iranian managers.

Role of information distributor in study of Mintzberg denotes the activities of managers for distribution of acquired information inside and outside the organization among organizational internal units and personnel and their colleagues so this role is also exactly observed concerning Iranian managers.

Trans-organizational level: (or networking) in this role the manager is tasked with establishing relation with potential customers, centers of power, owners of sources and information outside the organization. (Speaking): the Iranian managers transfer the information, which they received in the position of receivers this data within the framework of this role, to environment outside the organization, (Robins, 2010).

Formality role: This role, which was purposed in survey of Mitzenberger, takes time of the managers for its playing. The managers participate in formal and official ceremonies such as inauguration of a production line or

lecture in an event or occasions as formality within the format of this role (Perepelkin & Dobson, 2010).

(Social role): This role is one of distinctive aspects of 12-role model in Iranian managers with Mitzenberger model in this investigation. It was observed in these studies that Iranian managers take noticeable time to play this role while Mitzenberger did not refer to this role of managers in USA. Playing social role may be examined from two aspects for Iranian directors: The first is establishing intimate relationship with personnel or so-called participation in happy and tragic ceremonies of personnel and paying attention to personnel's private lives where this role may increase popularity of manager among the personnel. The existing pluralist, patriarchic, and emotional culture in Iran make managers' social role important in terms of considering emotional relations and issues of personnel in work environment. Secondly, manager deals with some affairs within the framework of social role that leads to developing outside environment of organization or community. So far it has not already referred to manager's duty in literature of management, but management writers and experts have emphasized on necessity of managers' social role during recent years. The results came from studies indicated that the average time of daily work is 8 hours and 6 minutes for Iranian managers. Generally, they pass 63% of working time in their office and 37% of this time may be spent outside their office. They are often present in their office to deal with administrative affairs, phone contacts, and session (Latifi, 2008).

The results of studies showed that the expected satisfaction of managers was mutually related with properties of certain jobs. Similarly, the rate of managers' satisfaction is directly related to the opportunities, which exist for using their job competencies (Boies & Rothstein, 2002).

In a study under title of "The impact of motivation reducing factors on managers' performance", it has been dealt with review on managers' view regarding the impact of deleting material and immaterial motivate reducing factors on performance. The findings of this study showed that among a group of questions, which had been formulated to omit material motive reducing factors, only variable of providing the needed work equipment's has affected on managers' performance more than average level, but concerning to deletion of immaterial motive reducing factors, the following factors have played role respectively: 1) Inconsistent decision making by superior managers; 2) lack of sincerely behavior by top managers; 3) Lack of coordination in decision making by top managers relating to subordinates; 4) Influencing of others in decisions made by top

managers. Similarly, the results of aforesaid study indicated that deletion of immaterial motivation reducer factors have affected on performance of mid-rank and operational managers but they were not significantly related with their performance. Some other findings suggested that lack of receiving reward and bonus for long time might not be considered as motive reducing factor; however, variables of discrimination in reward payment and lack of law execution equally were reducing factors for motivation. The results of this survey signify that omission of motive- reducing factors more than average level may improve managers' performance and among them the effect of immaterial reducing factors was higher than the impact of material motive- reducing factors (Latifi, 2008).

Similarly, in an investigation under title of "Study on needs, motives, and appropriate jobs for women in Public Sectors" in which it has been dealt with women's requirements in order to increase motivation among them, it was concluded that all their training, psychological, and social requirements should be especially noticed to upgrade females' employment quantitatively and qualitatively. Bio-physiological needs are some needs, which cause creation and increasing of motive for participation of women in economic, social, and occupational development. Based on this study the highest mean values belong to these variables: establishing kindergarten in workplace of employed women, equitable work division between members of family in home, flowing working hours, increasing childbirth leave and reduction of working hours for nursing mothers, extension and execution of law regarding half-time work and eventually paying attention to financial requirements. In the questions at second part of this questionnaire, the question regarding women's motive and main goal for employment, the highest percentage belonged to variable of individual independence and financial support and also in question about childbirth, the maximum percentage of answer was ascribed to depositing the child to a reliable person from the family or in kindergarten. Concerning to psychological requirements in part of essential needs or shortage needs, the highest means included the existing job security, ability to access to political jobs, accessibility to higher rank occupations, enjoying more respect for employed women in the family, agreement and accompaniment of husband with employment of his wife. About sociological needs, the highest mean values consisted of the present female organizations, introducing and encouragement of typical women, presentation of

appropriate occupational model from mass media, occupational and professional counseling centers, and adjusting content of textbooks to present meritorious personality of woman (Danesh, 2010).

Research hypotheses

With respect to research theoretical bases and above-said issues, the hypotheses of this study are purposed as follows:

1. There is a positive correlation between managers' interpersonal roles with creating motivation in personnel.
2. There is a positive correlation between managers' communicative roles with creating motivation in personnel.
3. There is a positive correlation between managers' decision making roles with creating motivation in personnel.

Materials and Methods

Given that the present research is purposed to study on relationship between roles of managers with creating motivation among personnel thus this current research is of applied studies based on objective and it is one of descriptive- surveying studies in terms of nature and method.

Data collection tool

Several extended studies were carried out regarding relationship between roles of managers with creating motivation among personnel in the current survey by means of sources such as Persian and foreign essays and books, theses, and internet sources and research hypotheses were considered by the aid of these studies. In this study, two questionnaires were employed to measure two variables of managers' roles and creating motivation as tools for gathering data.

Research validity and reliability

To determine validity, sigma- count technique was adapted. In this method, comments from five expert professors in this field were utilized to determine the aptitude for each of existing factors in the questionnaires where they selected rate of aptitude of any question with several lingual variables including completely appropriate, appropriate, relatively appropriate, and inappropriate respectively with coefficients of 4, 3, 2, and 1. The validity of questionnaires was calculated as 87% by this technique.

To identify reliability of questionnaire, 15 participants were elected from five branches and responded to encoded questions in these inventories and this test was repeated after 10 days so the following result was derived from first questionnaire (managers' roles):

$$r = 1 - \frac{6 \sum d^2}{n(n^2 - 1)} = 1 - \frac{6 \times 24}{15(15^2 - 1)} = 0.96$$

And this outcome was acquired for the second questionnaire as follows:

$$r = 1 - \frac{6 \sum d^2}{n(n^2 - 1)} = 1 - \frac{6 \times 24}{15(15^2 - 1)} = 0.96$$

Research statistical population and sample

Research statistical population includes all personnel from 65 branches of Mashiz saving and Gharzolzhasaneh funds in Kerman province with total size of N=452 employees. With respect to lack of dispersion (scattering) in statistical population, the following formula has been utilized to determine sample size.

$$n = n_{\max} = \frac{\left(\frac{z}{2}\right)^2}{4(d)^2}$$

If confidence coefficient is set 95% and rate of allowed error to be (d) 7% then sample size will be derived as follows:

$$n = \frac{(1/96)^2}{4(0/07)^2} = \frac{3/84}{0/0196} = 196$$

In this study, two questionnaires were used to measure two variables of managers' roles and creating motivation. Given that some respondents might not give answer to the questionnaires and or non- returning some of questionnaire forms at the stipulated time as well as due to great distance between branches, 300 questionnaire forms were posted by mail and at last 203 questionnaire forms were returned. To select samples, random number table was used. Likewise, simple randomized sampling technique has been adapted in this survey.

Data analysis method

In order to analyze the collected data, descriptive and inferential statistics have been utilized. Several statistical parameters such as mean, standard deviation, frequency, and frequency percentage were used at level of descriptive statistics. The correlation method has been employed to measure the relationship between managers' roles with creating motivation among the personnel. This technique has been utilized when there are some data about two numerical variables so this study is intended to determine the relationship among two or more variables. With respect to correlation methodology the existing techniques in inferential statistics were used in this survey including Spearman correlation coefficient, linear regression, t-test, and diagram of dispersion (scattering). The resultant data from questionnaire were encoded and analyzed after entering in SPSS20 software.

Results and Discussion

Various factors were test by regression equation in order to examine effective factors in creating motivation in personnel. The regression was done by backward technique in which all three independent variables (interpersonal, communicative, and decision making roles) entered into this model at single step. All three above variables are significantly related to each other and they totally explain about 0.297 of dispersion of variable of creating motivation in personnel in this study.

To calculate significance level of this computed model for prediction of score in variable of creating motivation in personnel, dispersion analysis was used. The derived results show that this computed model is significant at level 0.05 and accordingly it can be employed it for prediction of score of variable of creating motivation among the personnel.

With respect to above computations and the following given coefficients, the regression equation may be prepared as follows:

(Decision making roles) + 0.469 *(communicative roles)* 0.572 + interpersonal roles = 37.183 + 0.434 × (Creating motivation in personnel)

Table 1: Summary of the computations relating to the calculated models in regressive analysis

Model	R	Determination coefficient (R ²)	Adjusted determination coefficient (Adj.R ²)	Standard error of estimation
1	0.545	0.297	0.286	10.11

Table 2: The computations of dispersion analysis to make decision about models of regressive analysis

	Model	Sum of squares	Degree of freedom (d.f)	Mean squares	f-statistic	Significance level
1	Regression	547.8571	3	182.2857	970.27	P<0.000
	Error	4.20328	199	153.102		
	total	0.28900	202			

Table 3: Table of regression coefficients

	Model	Coefficient	Standard error	t-statistic	Significance level
1	Fixed coefficient	183.37	235.4	779.8	P<0.000
	Interpersonal roles	434.0	193.0	2.247	P<0.026
	Communicative roles	572.0	186	3.070	P<0.002
	Decision making roles	469.0	142.0	298.3	P<0.001

As it observed, the model coefficients are positive for all three interpersonal, communicative, and decision making roles and this means that all three roles have been effective on motivation while impact of communicative role has been greater than two other roles.

The relationship between creating motivation in personnel and interpersonal roles of managers

The relationship among creating motivation in personnel and interpersonal roles of managers between managers was computed based on Spearman correlation coefficient. According to the conducted calculations, this was concluded that there is a positive and significant relationship among creating motivation in personnel and interpersonal roles of managers. The way of point dispersion and the derived determination coefficient ($R^2 = 0.1535$) also confirm this issue.

Table 4: The relationship among creating motivation among personnel and managers' interpersonal roles

	Creating motivation in managers	
interpersonal roles of managers	Spearman correlation	0.312
	Significance	P< 0.0001
	Frequency	203

The relationship among creating motivation and managers communicative roles

The relationship among creating motivation among personnel and managers' informative roles was calculated based on Spearman correlation coefficient and according to the conducted computations, it was concluded that there is a positive and significant relationship among motivation in personnel and communicative roles of managers.

The form of point dispersion and the derived determination coefficient ($R^2 = 0.2263$) also verifies this issue.

Table 5: The relationship among creating motivation among personnel and managers' communicative roles

	Creating motivation in managers	
managers communicative roles	Spearman correlation	0.395
	Significance	P< 0.0001
	Frequency	203

The relationship among creating motivation in personnel and managers' decision making roles

The rate of relationship among creating motivation among personnel and roles of decision making in managers was calculated based on Spearman correlation coefficients. According to the rendered calculations, it was concluded that there is positive and significant relationship among motivation in personnel and managers' decision making roles. The way of point dispersion and the acquired determination coefficient ($R^2 = 0.2263$) also confirm this fact.

Table 6: The relationship among creating motivation among personnel and managers' decision making roles

	Creating motivation in managers	
managers' decision making roles	Spearman correlation	0.418
	Significance	P< 0.0001
	Frequency	203

Given the following diagram, the median of variable of creating motivation in personnel has been derived a little higher than figure 3 (aver-

age) (at least fifty percent of answers are placed among average level (3) and higher than average (3.5)).

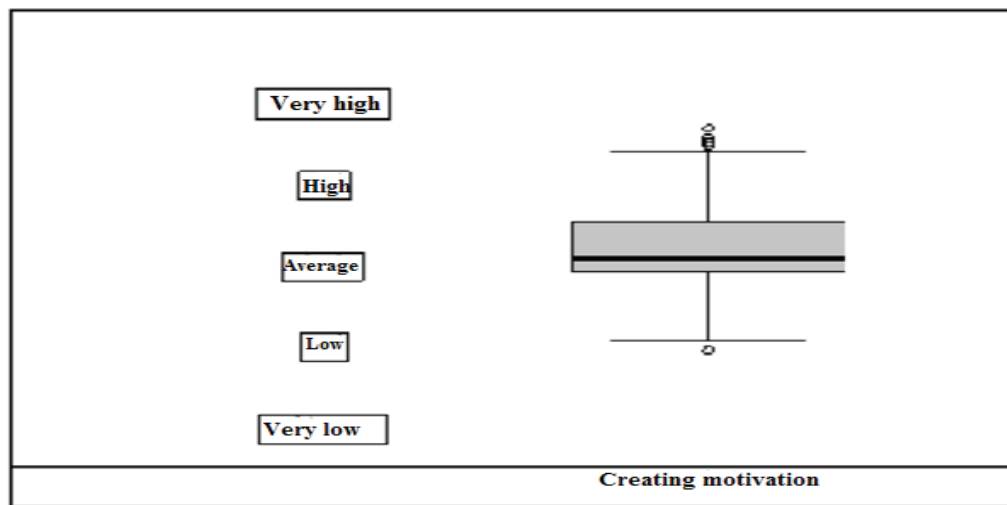


Fig 1: Median of creating motivation variable

Median points for each of managers' roles are placed a little higher than average point (3). Variables of communicative and interpersonal roles have possessed the lowest and highest dispersion. Furthermore, the median values have been derived as the maximum rate for variable of communicative roles and the minimum rate for interpersonal roles compared to others.

Conclusion

The relationship between managers' roles with creating motivation in personnel was examined in this study. The results of the current research indicate that there is lower correlation between interpersonal roles with creating motivation compared to other roles. This means that those managers, who based on their positions as directors participate in ceremonies regarding personnel; go to visit patient and depressed personnel, and lead the organization toward proper direction with on time and sound guidance and also establish rational relations with other organizations, will have positive effect on creating motivation and improving spirit in personnel.

Likewise, research findings reflect that second hypothesis has the maximum correlation compared to other hypotheses. Some efforts like on time visits and review of statistics and reports, on time holding seminars and conferences and sending oral messages to personnel, discussion about plans, policies, activities,

results of organizational measures with other organizations and people outside the organization may essentially effect on creating motivation among personnel.

Third hypothesis, which ranked at second order in terms of importance, shows that there is great correlation between decision making roles and creating of motivation. Some measures may highly affect in creating motivation in personnel including change and transformation in organization, purposing of reforming projects, initiative and creativity, presentation of on time solutions to remove crises as well as properly division of organizational sources free of any discrimination, and concluding of rational contracts with other organizations with considering expediency for the given organization. With perceiving and recognition of several situations through playing appropriate and duly roles, the managers can create motive for the personnel, who respect for good conditions, colleagues, and sense of respect or apt position in the organization as well as feeling of possession of valuable work and doing it appropriately and the like so this will result in further efficiency and effectiveness in the organization.

Recommendations of the study

With respect to research results, the following suggestions are presented for managers:

1) Holding of training courses for managers to enhance their knowledge and skills in the institution

in order to familiarize them with management principles and techniques more than ever.

2) Sharing of the relevant information with institution including goals, strong points, weak points, and way of performance of institution with personnel, and exploitation from their comments toward achieving the goals;

3) Constant presence in seminars, conferences, and private meetings of present personnel;

4) Avoiding from undue discrimination between personnel and creating of healthy and dynamic climate in the institution;

5) Paying attention to constructive proposals and employing them as an effective step taken toward advancement in the institution;

6) Creating of motivation with perceiving and identifying various conditions and with playing appropriate and expedient roles for the personnel, who attach respect for appropriate working conditions, good colleagues, with sense of respect or apt position in the organization, and sense of possessing a valuable job and doing it appropriately etc.

8) Conducting deeper and further studies regarding human issues in organizations and appropriate planning to enhance spirit and motive in human resources;

9- Doing similar investigations in banks and public organizations to compare the given results with each other

References

- Alvani, M . (2010). Public management, 1st Ed., Tehran: Ney Pub.
- Azizzadeh Foroozi, M., Mohammadalizadeh, S., & Fasihi Harandi, T. (2005). The review on comments of members of academic faculty regarding the effective motivational factors on educational performance, *Journal of development steps in medical training, medical training studies and development center*, 11(3), 42 – 59.
- Boies, K., & Rothstein, G.M. (2002). Managers Interest in International Assignments: The Role of work and Career Satisfaction; *International Journal of Intercultural Relations*, 26 (4), 233-253.
- Danesh, A. (2010). The study on needs, motives, and appropriate jobs for women in Public Sectors, *Journal of woman in development and politics (female research)*, 8th career, 19(1), 12 – 19.
- Griffin, M. (2010). Organizational behavior, Trans. Alvani Mehdi, & Memarzadeh Gholamreza, Tehran: Morvarid Pub.
- Latifi, F (2008). Management twelve- role model in Iran, *Sharif Scientific Researching Journal*, 27(1), 72 – 888.
- Mann, N.L. (1999). Principles of psychology, Trans. Saatchi Mahmoud, Tehran: Amir Kabir Pub.
- Moshabaki, A. (2001). Management of organizational behavior, 1st Ed., Tehran: Termeh Pub.
- Parsons, E., & Bread B. A. (2006). Job Motivation and Satisfaction: Unpacking the key factors for charity shop managers, *Journal of Retailing and Consumer Services*, 13 (2), 121-131.
- Perepelkin, J., & Dobson, R.T. (2010). Influence of ownership type on role orientation, role affinity, and role conflict among community pharmacy managers and owners in Canada, *Research in Social and Administrative Pharmacy*, 6 (2), 280–292.
- Ranjbarian, B., & Alavi, T. (2006). The impact of motivation reducing factors on performance of managers in Isfahan University of Medical Sciences, *Scientific Research Health Management Journal*, 14 (1), 170–182.
- Robins, S. (2010). Management of organizational behavior, Trans. Parsaeyan & Aarabi Seyed Mohammad, Tehran: cultural researches office Pub.
- Zijada, R., & Emina, R.A. (2012). Determining the Level of Management Competences in the Process of Employee Motivation, *Procedia - Social and Behavioral Sciences*, 41(3), 535 -543.