

The factors affecting job motivation of university employees and its relationship with health factors at workplace

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Abstract

Background: Job motivation of workforce is one of the most important issues that organizations face to perform their tasks and duties well and with confidence and maintain their effectiveness.

Methods: The present study was applied research conducted by using a combination of library studies and Delphi technique. The sample size of the present study was 332 employees of Islamic Azad University of Khuzestan. They were selected using Cochran's formula. Two researcher-made questionnaires including job motivation questionnaire with 54 questions and health factors questionnaire with 30 questions were used to collect the data. The collected data were analyzed by SPSS-22, Lisrel, and Amos-22 Software.

Results: The variable of factors related to job motivation consisted of 15 components. The variable of job motivation in general found that according to the scoring scale of Abbas Bazargan, this variable is at more than satisfactory level. The variable of health factors was at more than satisfactory level. There was significant association between job motivation with health factors ($P < 0.001$). Relationship between job motivation and health factors showed that direct and significant relationship between job motivation with health factors. The value of path coefficient of impact of health factors on job motivation showed that the relationship between job motivation and health factors is significant.

Conclusion: Job motivation is a multidimensional phenomenon that cannot be measured directly by one variable. One of the important tasks of organizations is finding the ways to create and strengthen motivation. Managers should consider motivating employees as one of the most important tasks.

Keywords: Health; Motivation; Occupational Groups.

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Introduction

The perception, attitude and needs of people to work in every organization are different from each other. Therefore, the management of the organization must have a real, correct and logical understanding of the people of the organization in order to be able to use them to achieve the goals and objectives of the

organization by creating appropriate motivation. The most important factor affecting the success of any organization is workforces of that organization, which with their creativity, faith and commitment have a significant impact on the performance of the organization (1). Motivation is a key factor in creating people's efforts and it is

crucial to motivate employees to achieve an efficient result, create a positive work environment and implement the programs successfully (2). Meeting the mental and psychological needs of people has a special importance. Thus, one of the important tasks of the manager is to increase motivation of employees (3). Based on Shokrkon et al., job motivation is created when it is an alignment between the individual goals and the organizational goals (4).

Creating motivation is one of the important factors that shaping it for employees is one of the duties of managers of organizations to encourage employees to do better work. It is an inner state that causes a certain behavior by a person. Employee motivation is not a personal or organizational characteristic but is the result of exchange between the individual and the work environment. Given this nature of motivation, organizational policies positively or negatively affect employees' job motivation, indicating that different types of one's adaptation to the environment can have significant impacts on this variable (4).

One of the most important conditions for achieving a determined goal is to motivate the employees. Motivation of university employees is a key factor in the quality of education, research and development of any country. Thus, lack of their motivation and job dissatisfaction can threaten their physical, mental health and quality of life and prevent them from achieving the high goals of university (2).

To increase their morale and job satisfaction, it is necessary to satisfy their needs at the workplace, since motivation is a key factor in creating activities. Only managers can satisfy the needs of employees, who have created a suitable psychological atmosphere within the organization (5). Careful planning to create, maintain and increase employee motivation requires studying and identifying the factors affecting the promotion of

motivation. It can help increase job satisfaction of university faculty members. Accordingly, the present study aimed to investigate the factors affecting the job motivation of employees and its relationship with health factors in a case study of the Islamic Azad University of Khuzestan province.

According to the mentioned materials, the main problem of the research is: what are the effective factors on the job motivation of the employees of the Islamic Azad University of Khuzestan branch based on health-motivational factors?

Methods

The present study was applied research in terms of aim. The present study was conducted using a combination of library and field studies. Delphi technique was used to implement the field method. Non-probabilistic sampling was used in this study based on the opinions of experts and the data were collected using researcher-made questionnaires. It can also be stated that this study was a cross-sectional research in terms of temporal horizon. The statistical population included the employees of Islamic Azad University of Khuzestan. According to the statistics of Islamic Azad University, the total number of employees was 2428 people.

The present study included two variables. The first variable was job motivation, which included five dimensions and fifteen components. The first dimension of job characteristics included the components of skill diversity, task importance, freedom of action and feedback, the second dimension of spirituality at work included the components of sense of solidarity, alignment with values and sense of meaning at work, the third dimension of goal setting included the components of money and rewards, participation and stability, the fourth dimension of the perception of equality includes the components of wages and benefits, organizational attention and procedural

justice, and the fifth dimension of the instrumental aspect included the components of effort and performance. The second variable was health or maintenance factors, which included the four components of wages and salary, communication with others, job security and work environment conditions.

In this study, stratified random proportional to size sampling was used and the sample size calculated using the "Cochran" formula as follows:

$$n = \frac{NZ^2 \cdot p \cdot q}{(N-1)e^2 + Z^2 \cdot p \cdot q}$$

n=Statistical sample size

N=Statistical population size

Z = The value of the normal variable corresponding to the desired confidence level for the 95% confidence interval that is 1.96.

P= The proportion of the desired variable (0.5) (The proportion of the desired variable used for more than 0.5.)

q.p = proportion of other variables (0.5)

e= The value of allowed error that is "5%."

$$n = \frac{N(Z)^2 \times .5 \times .5}{(N-1)(.05)^2 + (Z)^2 \times .5 \times .5} = \frac{2428 \times 0.9604}{2428 \times 0.0025 + 0.9604} = \frac{2331.12}{7.0304} = 331.57$$

Table 1. Stratified sampling proportional to each class

Row	University branch	N	n
1	Ahwaz	442	60
2	Shushtar	360	49
3	Dezful	312	43
4	Mahshahr	207	28
5	Abadan	196	27
6	Masjed Soleyman	154	21
7	Omidyeh	136	19
8	Behbahan	190	26
9	Izeh	98	13
10	Ramhormoz	82	11
11	Andimeshk	96	13
12	Khorranshahr	60	8
13	Susangerd	58	8
14	Baghmalek	15	2
15	Shadegan	22	3

According to the value obtained from Cochran's formula, 332 questionnaires were distributed based on the sample size Table 1.

To collect the data required for the present study, a researcher-made questionnaire was used, which was adjusted by the opinions of supervisors and advisors and a group of experts. To measure and determine the validity of the model and determine the dimensions of the questionnaires, the Delphi method was used and a group of experts, including professors provided their opinions on the research topic in this regard. In this study, 2 questionnaires in the areas of job motivation with 54 questions and dual-factor theory health factors with 30 questions were used. To determine the sample size of experts, a selective and random method was used as the number of experts was unknown. In this regard, 30 people were selected and a total of 30 questionnaires were submitted to them. After completing the questionnaires, the researcher collected them and finally all the dimensions related to the questionnaires were confirmed by a sample of experts.

Research questions

1. What are the motivation components of employees?
2. What are the components of health factors?

What is the relationship between employee motivation and health factors?

Results

The results showed that out of 332 participants, 230 (69.3%) were male and 102 (30.7%) were female. The highest number (86 people (29.5%)) were between 36 and 40 years old. Also, 171 people (51.5%) had a bachelor's degree, 288 (86.7%) were non-manager, and 128 people (38.6%) had an employment history of 11 to 15 years.

The variable of factors related to job motivation in this study consisted of 15 components. To describe the variable and

Table 2. Description of the variable of job motivation and its dimensions (n = 332)

Dimension/component	Mean	Median	SD	Minimum score	Maximum score	
Job motivation	3.129	3.12	0.43	1.3	4.93	
Job characteristics	Diversity of skills	3.1822	3.50	0.78	0.1	5.00
	Task importance	3.2480	3.33	0.68	0.2	5.00
	Freedom of action	3.2500	3.00	0.79	0.1	5.00
	Feedback	3.1491	3.00	0.70	0.1	5.00
Work spirituality	Feeling of solidarity	3.2003	3.00	0.78	0.1	5.00
	Alignment with values	3.1834	3.00	0.74	0.1	5.00
	Feeling meaningful at work	3.2154	3.00	0.78	0.1	5.00
Goal setting	Objective reward	3.2199	3.00	0.61	1.50	5.00
	participation	3.2199	3.00	0.55	1.33	5.00
	Stability	3.6220	2.5	0.60	1.50	5.00
Perception of equality	salary and benefits	3.1370	3.00	0.56	0.1	5.00
	Procedural justice	3.2123	3.00	0.68	0.1	5.00
	Respect and attention to the organization	3.1506	3.00	0.71	0.1	5.00
Instrumental aspect	Effort	3.9383	2.93	0.74	0.1	5.00
	performance	3.0075	3.00	0.78	0.1	5.00

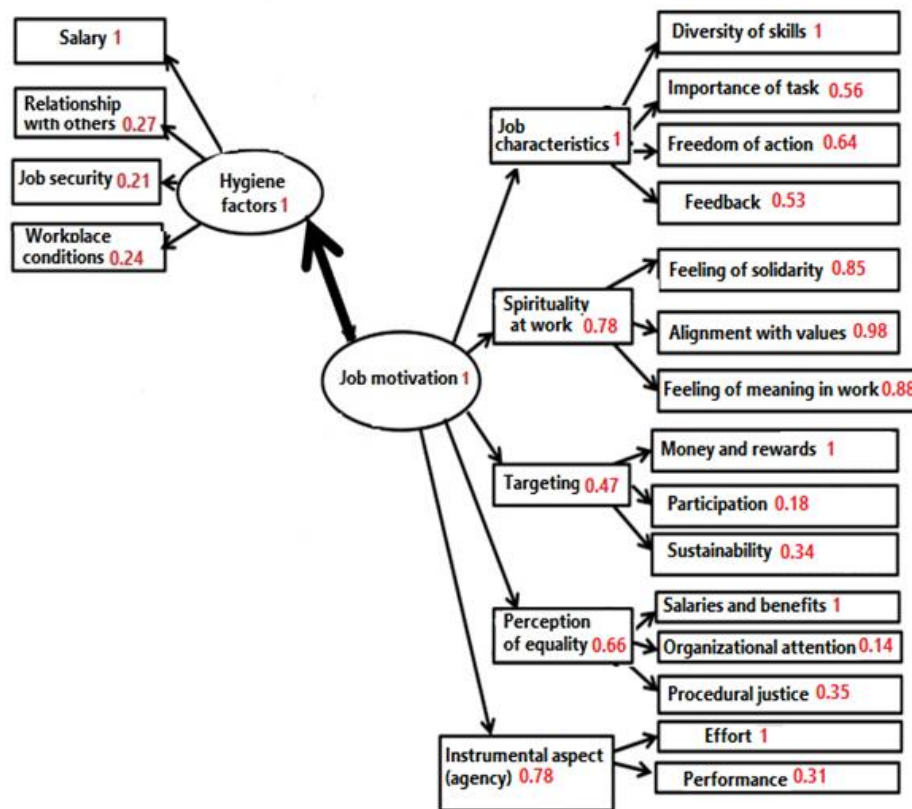


Figure 1. Research model

Table 3. Description of the variable of health factors and its dimensions (n = 332)

Component	Mean	Median	SD	Min score	Max score
Health factors	3.0075	3.08	0.63	1.13	5.00
Salary	2.9357	3.00	0.74	1.00	5.00
Relationship with colleagues	3.0527	3.00	0.79	1.00	5.00
Job security	3.0979	3.00	0.74	1.00	5.00
Workplace conditions	2.9438	3.00	0.77	1.00	5.00

its components, descriptive indices such as mean, median, standard deviation, minimum score, and maximum score were used. To interpret the mean index, Abbas Bazargan scoring criterion as shown in Table 3 was used. According to the results of Table 3, for the variable of job motivation in general, mean of 3.12, median of 3.12, standard deviation of 0.43, minimum score of 1.30, and maximum score of 4.93 were obtained. It was found that according to the scoring scale of Abbas Bazargan in Table 4, this variable is at a more than satisfactory level.

The variables of health factors had a mean of 3.0075, median of 3.083, standard deviation of 0.63, minimum score of 1.13, and maximum score of 5.00, which according to the Abbas Bazargan scoring scale, this variable is at a level more than satisfactory, with mean of 3.0075, median of 3.08, standard deviation of 0.63, minimum score of 1.13, and maximum score of 5.00. Based on the Abbas Bazargan scoring scale, this variable is at a more than satisfactory level Table 3.

Pearson correlation coefficient was used to examine the relationship between job motivation and health factors. The results showed that according to the level of significance ($P < 0.001$), there is a direct and significant relationship between job motivation with health factors with more than 99% confidence ($r = 0.66$). The value of path coefficient of impact of health factors on job motivation is 0.051 and the value of t related to this coefficient is 6.096. Since this value is greater than 1.96, it can be concluded with 95% confidence that the relationship between job motivation and health factors is significant and direct.

Discussion

The present study aimed to describe the status of components of employee job motivation and its relationship with health factors in a case study of Islamic Azad University of Khuzestan province. The results of discussed as follows.

In the present study, job motivation questionnaire includes 15 dimensions (diversity of skills, importance of duty, freedom of action, feedback, sense of solidarity, alignment with values, meaning in work, objective reward, participation, sustainability, salaries and benefits, procedural justice, respect and attention to the organization, effort, and performance. The variable of factors related to job motivation in this study consisted of 15 components.

The variable of job motivation in general found that according to the scoring scale of Abbas Bazargan, this variable is at a more than satisfactory level. Also, the variable of health factors according to the scoring scale of Abbas Bazargan table was at more than satisfactory level. There was also a direct and significant relationship between job motivation with health factors. Relationship between job motivation and health factors showed that direct and significant relationship between job motivation with health factors. The value of path coefficient of impact of health factors on job motivation showed that the relationship between job motivation and health factors is significant.

If employees have decision-making power (freedom of action), they will have a sense of responsibility for the results of their job and it will result in job motivation and satisfaction. Therefore, the five dimensions of the job characteristics model can be integrated and used as a single indicator, called the job motivation potential indicator. Based on the results for the dimension of job characteristics and according to the Abbas Bazargan scoring scale, this dimension is at a more than satisfactory level.

A basic aspect of workplace spirituality is a deep sense of meaning and purpose in work. One dimension of workplace spirituality is experience of a strong sense of alignment between employees' individual values and the organization's mission and values. This dimension of

workplace spirituality includes interaction with the larger organizational purpose. Alignment with the values of the organization means that people believe that managers and employees in the organization have related values and a strong conscience and the organization pays attention to the welfare of employees and their solidarity (6). Based on the results for the component of alignment with the values and according to the scoring scale of Abbas Bazargan, this component is at a more than satisfactory level.

Another basic dimension of workplace spirituality includes a sense of solidarity with others. This dimension of workplace spirituality occurs at the group level of human behavior and implies interactions between employees and colleagues. Workplace spirituality is based on the belief that people know each other in connection with each other and that there is a relationship between each person's inner self and others' inner self. This level of workplace spirituality includes mental, emotional, and spiritual relationship among employees in work groups. Based on the results for the sense of meaning in the work and according to the Abbas Bazargan scoring scale, this component is at a more than satisfactory level. Employees can be intrinsically and extrinsically motivated to participate in the organization's goal setting. The intrinsic motivation is rooted in the employee and the extrinsic motivation to participate in goal setting is a means to achieve the goals of the organization.

Based on sustainability, the goal should affect the long-term tendency of the individual to do the work to achieve the desired results. Based on the theory of equality of perception, the appropriateness of the division of various resources, including respect, rights and benefits, etc. is examined. Accordingly, the three dimensions identified in this regard, including: salaries and benefits, procedural justice, respect and attention to the organization were used. This theory in

addition to emphasizing the importance of employees' sense of justice to act fairly in the organization states that if employees feel they have been treated fairly, they are motivated to establish justice. According to the results for the dimension of equality of perception and according to the Abbas Bazargan scoring scale, this dimension is more than satisfactory. According to the results, all dimensions of the job motivation questionnaire have acceptable t values and factor loads, so they are significant. This variable refers to the benefits paid by the organization to compensate for the performance of the employees. This factor does not refer only to money itself, but also to the ability to convert money and facilities, each of which can somehow satisfy a specific need (5).

Based on the results for the salary and benefits component and according to the Abbas Bazargan scoring scale, this component is at a more than satisfactory level. Effort refers to the degree to which people believe that it possible to achieve different levels of work performance by working hard. Based on the results for the effort component among employees and according to the Abbas Bazargan scoring scale, this component is at a more than satisfactory level. Performance refers to people's belief that different work outcomes or rewards result from success at different levels of performance (7). Based on the results for the performance component and according to the Abbas Bazargan scoring scale, this component is at more than satisfactory level.

Herzberg's dual-factor theory (motivation-health) is one of the most comprehensive theories of motivation that divides the factors affecting motivation into two categories of motivational and health. He argues that health factors lead to the elimination of dissatisfaction in people. In general, health factors are factors that are mainly related to the environment and the area of work and retain employees in the organization. They include environmental

policy and regulations, work environment conditions, salaries, relationship with others, supervising and monitoring, and job security.

In the dimension of salary, according to $M = 2.93$ and the Abbas Bazargan scoring scale, the obtained value is at a satisfactory level. In a research carried out by Smith et al. (8) and Nasiripour et al. (9), they examined the factors affecting job satisfaction based on Herzberg theory. They concluded that attention and planning to provide appropriate salary and job security as a health factor and a sense of responsibility at work and a sense of success at work as motivational factors more than any other factor were effective in improving employee performance.

Rahimi Klarijani, prioritized the factors in the ways of motivating in the following order: observance of the principles of human relations, the governance of ethical values at the workplace, delegation, paying attention to the environmental conditions of the workplace, the existence of criteria for payment of salaries and benefits, paying attention to quality of work life, participatory management, support of superiors and paying attention to job characteristics (10). Also, consistent with this research question, we can refer to studies conducted by Rezaei Soufi & Shabani (5), Ashtiani Iraqi (11), Jobehdar (12), Haji Ali Akbari et al. (13), Bahadori et al. (14), Tan & Waheed (15), and Muslima et al. (17).

The dimension of human relationships is the factor that covers all other elements. These relationships include the relationships of individuals with superiors, subordinates, and so on. Creating the right human relationships allows people become independent while dependent on the working group. In this study, according to the Bazargan scoring scale, the dimension of relationship with others value was obtained at $M = 3.5$ that is at a more than satisfactory level. Also, in line with this study question, we can refer to studies

conducted by Rezaei Soufi & Shabani (5), Rahimi Klarijani (10), Jobehdar (12), Haji Ali Akbari et al. (13), Bahadori et al. (14), Tan & Waheed (15), Ortega & Rocío GálvezGarcía (16), and Muslima et al. (17).

The three factors of nature of work, job security and salary were identified as very important factors in motivating faculty members. In this regard, Ziar et al., investigated the factors affecting the job motivation of faculty members based on Herzberg's dual-factor theory. Results showed that internal factors were more important than external factors. In younger people in the study population, the importance of internal factors was higher. Effective external factors were more important in older people. The three areas of nature of work, job development and job position also had the highest importance among the areas of effective internal factors and the area of job security and relationship with others had the highest importance among the areas of effective external factors (1).

Bastani, studied whether Herzberg's Health Motivational Theory is true among faculty members of Iran University of Medical Sciences. It was found that factors such as job promotion, job importance, job challenge and appreciation lead to job satisfaction, and salaries and benefits, management policies, intimacy among employees, and job security prevent job dissatisfaction (18). The results of studies conducted by Yazdanpanah et al., showed that paying fair salaries, providing welfare facilities, delegating authority, providing job security are effective in increasing efficiency (19). In line with this question of study, we can refer to the studies conducted by Rezaei Soufi & Shabani (5), Rahimi Klarijani (10), Jobehdar (12), Haji Ali Akbari et al. (13), Bahadori et al. (14), Tan & Waheed (15), Ortega & Rocío GálvezGarcía (16), and Muslima et al. (17).

The dimension of work environment conditions literally means the physical characteristics and facilities of each job and

one of its scientific concepts refers to the level of facilities that the organization provides to the individual and leads to its growth. This factor also refers to the volume of work and physical conditions such as facilities and equipment available to perform tasks. In the present study, the status of work environment conditions was examined according to the Bazargan scoring scale and based on the results obtained for this dimension and according to $M = 2.94$, it is at a satisfactory level.

In this regard, the results of a study conducted by Li & Shnanghog, showed that employees have job satisfaction regarding the responsibilities, level of access to materials, relationship with colleagues and also their own work, and the lowest level of job satisfaction was obtained in organizational policies, management system, unfavorable working conditions and the amount of their salaries (20). Hoseyni et al., investigated the factors affecting the job motivation of faculty members based on Herzberg's motivational theory. They found that the external domain of motivational factors was more important than the internal domain and the factors of job security, salary, work environment conditions, job position and promotion, job advancement, respectively, had the highest importance. The factor of independence and responsibility was identified as the least important factor (2).

Bahadori et al. also analyzed Herzberg's job motivation model in health care organizations. The results revealed that among the dimensions of the final motivation model, in dimension of health factors, salaries and working conditions had the highest effect and personal interrelationships had the least effect (14). Haji Ali Akbari et al., conducted a study to identify the factors affecting motivation in employees and extracted the factors of motivation of employees based on six factors. They included job growth and development, working conditions, human dignity, salaries and benefits,

organizational commitment and responsibility (13).

Pearson correlation coefficient was used to examine the relationship between job motivation and health factors. The results showed that based on the significance level of $P = 0.000 < 0.01$ there is a direct and significant relationship between job motivation and health factors with more than 99% confidence. The value of path coefficient of effect of health factors on job motivation is 0.051 and the value of statistic-t related to this coefficient is 6.096. Since this value is greater than 1.96, it can be concluded with 95% confidence that the relationship between job motivation and health factors is significant and direct. Studies have indicated that the issue of employee motivation is nowadays one of the most important management issues. In this regard, we can refer to studies conducted by Ziar et al. (1), Hoseyni et al. (2), Soufi & Shabani (5), Rezaei Bahadori et al. (14), Tan & Waheed (15), Ortega & Rocío GálvezGarcía (16), Muslima et al. (17), and Khoshnevis & Tahmasebi (21),

Several theories have been proposed regarding job motivation. One of them is Herzberg's dual-factor theory Bahadori et al. (14), Herzberg's dual-factor theory refers to some job factors that lead to satisfaction while other factors cause job dissatisfaction. This theory has been obtained based on the results of a research on job satisfaction. Herzberg's dual-factor theory refers to some job factors that lead to satisfaction while other factors cause job dissatisfaction (21), Based on the results of studies, factors affecting job satisfaction are divided into two categories of motivational factors (internal) and health factors (external factors) (22). Health factors according to researchers include the following items (14):

1- Policy and management: It refers to the correct implementation of the existing policy in developing various policies and includes the organizational rules,

regulations and guidelines under which the work is performed.

2- Supervision: It refers to the competence of the manager and his or her willingness to delegate authority, participation of others, performing evaluations and implementing procedural justice.

3- Salaries and benefits: This variable refers to the benefits that are compensated by the organization for the performance of the employed person. This factor refers not only to money itself, but also to the ability to convert money and facilities, each of which can somehow satisfy a particular need.

4- Relationships with colleagues: In this variable, the characteristics of interactions between the person and other employees of the organization are mentioned so that the relationships of people with superiors, colleagues and subordinates are included and establishing proper human relationships causes people to be independent while dependent on the working group.

5 - Working conditions: This factor refers to volume of work and physical conditions such as facilities, tools, and equipment available to perform tasks.

6- Job security: It refers to the stability or instability of the organization, leaders and tenure, their management and the job future of the employed person.

Herzberg believed that external factors are more important than internal factors, because external factors are necessary in the work and their absence creates problems, but internal factors motivate people to work. The existence of work motivation can also increase employee job satisfaction. Studies have shown that motivated employees improve organizational performance (22).

Turabik & Baskan, argue that health factors are mainly related to the environment and the job area and retain employees in the organization and include environmental

policy and regulations, work environment conditions, salary, relationship with others, the way of job supervising and monitoring and security. In some cases, they have confirmed the importance of motivational factors over health or external factors, which is in accordance with Herzberg, and in some cases, they have stated the importance of external factors. They have stated employee motivation increases employee morale and job satisfaction and it is important for faculty members who are the main workforces of university (23). Samereh & Seyedi, also conducted a research to investigate the level of job satisfaction of employees and the impact of individual and organizational factors on it, emphasizing the Herzberg's motivation-health theory to enrich their jobs (24). In a research conducted by Bakhshi Ali Abadi et al., the results showed that sense of pride, effectiveness, honesty in management and job security were the most important motivational factors. Almost all contemporary theories recognized that motivation refers to the dynamic processes of resource allocation. However, motivational theories differ fundamentally in emphasizing the part of the complex network of motivational structures (25).

Recommendations

Other managers of the organization are recommended to identify the factors affecting job motivation using indigenous models.

It is recommended to conduct similar research in other organizations and different work situations.

Future researchers are also recommended to study other factors that have not been studied in this study and can affect job motivation.

Using other variables related to personality and other personality types and examining its relationship with job motivation.

Further research can be conducted according to one of the three dimensions of

organizational commitment separately for three types of organizational commitment.

Conclusion

Since choosing the right job is one of the most essential issues that employees face, it is recommended to pay more attention to the factor of skill diversity as one of the important components in this regard to increase job motivation, since capabilities such as job diversity requires the use of complex and high-level skills, which is one of the challenging characteristics of the job and may include individual or collective interests, and this challenge is an important factor in increasing job motivation. In this regard, more attention should be paid to increasing the experience and abilities of employees who are effective for success in teamwork. Also, the organization should try to determine the appropriate job based on knowledge, skills, experience, interest and characteristics and individual ability to perform a certain task for individuals, considering the current status of Islamic Azad University branches that face budget deficiencies and the inflationary economy that governs society seems to have overshadowed the employees' perceptions of salaries and benefits. Therefore, it is recommended for future studied conducted on the dual-factor theory to pay attention to the dimension of salaries and benefits in the category of motivational factors in developing the questionnaire.

Authors' contribution

Mehran Nazari and Saeed Sayadi developed the study concept and design. Masoud Pourkiani acquired the data. Mohammad Jalal Kamali and Mehran Nazari analyzed and interpreted the data, and wrote the first draft of the manuscript. All authors contributed to the intellectual content, manuscript editing and read and approved the final manuscript.

Informed consent

Questionnaires were filled with the participants' satisfaction and written

consent was obtained from the participants in this study.

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Conflict of interest

The authors declare that they have no conflict of interests.

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