

Study the Factors Affecting on Staff Stimulation in Bank Keshavarzi

Dr. Hosseinali Bahramzadeh 1, Mohammad Yami 2

1-Islamic Azad University, Bojnord Branch, State Management Department, Bojnord, Iran

2- Islamic Azad University, Bojnord Branch, State Management Department, Bojnord, Iran

Abstract

The present study investigates the factors affecting on staff stimulation in Bank Keshavarzi, Bojnourd Branches. The population of this research includes all managers and staff in the branches. The study is conducted in Bank Keshavarzi of North Khorasan with 23 urban and rural branches and 203 employees (16 females and 187 males; 38 employers as headquarter and management staff and 165 employers as the staff of the branches in the capital town and other cities in the province). The sample group includes 152 employees who are selected relatively based on categories with appropriate assigned to each category. The experiment is conducted in group and individually and it has been implemented in group in this study. The results of the experiment are treated as raw score for all managers and staff. The hypotheses are tested by using (X 2) statistical approach. The results show that there is a deep and logical relationship between the proposed hypotheses elements. In addition, it is concluded in management level in the province that there is a relationship between high level education, experience, self identification motivation and care for security needs for mangers and staff.

Keywords: motivation, self identification, security needs

Introduction

Every organization encompasses human, structural, technical, technological, cultural and other environmental elements in order to fulfill commonly and interactively the predesigned objectives (Mo'meni, 2009, 63). Here, it is tried to determine the main role for important and basic stimulations of people. Basically, stimulation is regarded as human dynamic behavior (foundation of behavior) which guides him or her towards satisfaction of basic needs. In other words, the roles which are played by an individual are used totally to make balance and to satisfy basic needs even though their process cannot be identified (Barbily, 2010: 67). Psychological coherence in a person depends on his or her proper contact with external environment and sufficient levels of stimulations or information he or she receives (Shermer, 2001:87). The major goal of any organization is to achieve optimum efficiency. It implies that concerning about both organization management and physical and psychological health of employees are essential because human resource is regarded as the most valuable capital for organization (Mehdad, 2007: 192). An effective process to retain human resource is to attract and to develop qualified and efficient work force successfully. The success of an organization depends on the decisions made by the employees and the behaviors they are encouraged to. Thus, the critical source for acquiring competition advantages is not to have the smartest design for product or services, the best marketing strategy, the modern technology or strong financial management but to have

1. Assistant Professor

2. M.A. student, Corresponding author

proper systems to attract, stimulate and manage organization human resource (Rabinse, 2010: 91). Various factors and elements take part in every organization formation and one of them is human resource which without doubt takes a critical role in achievement of the objectives and demands of the organization and if this factor is removed, there remain useless things by themselves. What promotes human force to move towards the organization plans is nothing but stimulation. Today, the traditional model of management, that is, manager controls and the employees are monitored and supervised, does not work and the management role must be changed from conceptual framework, commanding and controlling the environment into taking responsibility and mutual respect with the employees (Esmali, 2002: 72). As it has been mentioned in management literature, every individual needs knowledge and stimulation as two main factors predicting successful performance of any purposeful operation (Ouma, 2008: 91). On the whole, individuals possess power by means of these factors. By increasing the level of these factors, every organization can map a clear image of future for achieving its objectives.

Our needs are main reasons for our actions and the proper management in organization requires that managers identify and predict their subordinate human resources motivation in order to response correctly and in time to employee's needs and provide a background for their activities and real efficiencies so that organizational objectives are realized.

It is hoped that by this study, a closer relationship than before is established between managers and employees to have a work life without any concern. A manger and an organization are successful when the most efficient human forces are attracted and their leaves are prevented.

Manager can promote a good interrelationship between employees in order to retain the human resource and to enhance their mood, motivation and satisfaction as well as their serviceability and retain ability. About the literature of this research, it should be said that the working human resource in organizations is the main capital available for managers and human resource management may be regarded as the main task for managers. The behavior and activity of people are the result of their motivations or needs. By identifying and predicting the motivations and needs of employees, the managers can response in time and properly to their motivations and needs and the human resource can be exploited properly in consistent with the objectives of organization. The correct management in the organization requires that managers identify and predict the motivations of subordinate human resource. Otherwise, misbehaviors such as dissatisfaction, imprudence, aggressiveness, ...would emerge. Inconsistency between the views of managers and employees in terms of the needs and stimulations of employees is regarded as the important factor leading to human resource issues in organization. Accordingly, the research studies the factors affecting on stimulation of employees in Bank Keshavarzi and it is explored whether type of views of managers and their concerns about the stimulation can affect on the stimulation of the employees or not.

Methodology

The population of this research, includes all employees in head offices and branches in the province (N=203) and the sample group includes 152 employees who have been selected randomly. The questionnaire contains 27 items with inserting a tick mark in one of four answers with two scales: positive (yes) and negative (no). For assessment of reliability of main factors resulting in stimulation in employees of the bank, Cronbach Correlation Alpha has been used. The result (95% reliability) indicates that there is a coordination and harmony among the items. For measurement of minor factors reliability (such as higher education level in managers and their effort to stimulate) test-retest has been used. The Pearson Correlation Coefficient (90%) has been measured for test- retest of questionnaire. For the internal consistency of the questionnaire,

Cronbach Alpha method reliability (76%) has been used and indicated that there is an internal coordination and harmony for the questionnaire items.

Results and Discussion

The descriptive findings of this research encompass the frequency and frequency percent for the participants in terms of the proposed hypotheses in the study.

The first hypothesis analysis: We use χ^2 as follows:

$$\chi_0^2 = \sum \frac{(\hat{n}_{io} - f_{ie})^2}{f_{ie}} = 6/4 + 6/4 = 12/8$$

Given that $\chi_0^2 = 12.8$ and it is higher than $\chi_{1,0/95}^2 = 3.8$ in χ^2 standard chart with 1 degree freedom and 95% (equal to 3.8) so the hypothesis H_0 is rejected, that is, it is effective and there is a significant relationship between this factor and stimulation of employees.

The second hypothesis analysis: the relationship between salary and allowance and stimulation in employees.

$$\chi_0^2 = \sum \frac{(\hat{n}_{io} - f_{ie})^2}{f_{ie}} = 7.2 + 7.2 = 14.4$$

Given that it is higher than $\chi_{1,0/95}^2 = 3.8$, so hypothesis H_0 is rejected and the second factor is effective on stimulation of employees.

The third hypothesis analysis: the relationship between job security and stimulation in employees.

$$\chi_0^2 = \sum \frac{(\hat{n}_{io} - f_{ie})^2}{f_{ie}} = 8.3 + 8.3 = 16.6$$

Given that it is higher than $\chi_{1,0/95}^2 = 3.8$ so the third factor is also effective on stimulation in employees.

The fourth hypothesis: the relationship between job satisfaction and stimulation in employees.

$$\chi_0^2 = \sum \frac{(\hat{n}_{io} - f_{ie})^2}{f_{ie}} = 5 + 5 = 10$$

Given that $\chi_0^2 = 10$ is higher than $\chi_{1,0/95}^2 = 3.8$, so the hypothesis H_0 is also rejected in this hypothesis and it means that the fourth factor is statistically effective on stimulation of employees.

The fifth hypothesis: the relationship between system of rising in rank for employees and the stimulation.

$$\chi_0^2 = 9.8 + 9.8 = 19.6$$

Given that it is higher than $\chi_{1,0/95}^2 = 3.8$ so the fourth factor is also effective on the stimulation in employees.

The sixth hypothesis analysis: the relationship between job conformity with individual characteristics and stimulation in the employees.

$$\chi_0^2 = 7.2 + 7.2 = 14.4$$

Given that $\chi_0^2=14/4$ is statistically higher than $\chi_{1,0/95}^2=3.8$ so the sixth factor is effective on stimulation in the employees and the hypothesis H_0 is rejected.

	1	2	3	4	5	6
χ_0^2 observed	12.8	14.4	16.6	10	19.6	14.4

Since all factors are statistically and evidently effective on stimulation in the employees, all hypotheses are confirmed. We study here the most effective one. The above table in incremental order is as follows:

hypotheses	4	1	2	6	3	5
χ_0^2 incremental order	10 19.6	12.8		14.4	14.4	16.6

It is evident that factor four is the least effective and factor five is the most effective on the stimulation of the employees and incremental order for the remaining factors is as follows: (3),(6),(2) and (1).

Conclusion

It is important to concern about the human resource retaining system such that an organization would not achieve success sufficiently if it operates properly in terms of recruitment, training, employment and even other staff treatments, but it fails retaining the work force by proper management (stimulation)(Armestrang, 2009: 78).

The working manpower in any organization is the main capital available to managers and human resource management may be the major task of manager. The behavior and actions of people are related to their motivations and needs. By indentifying and predicting the real stimulations and needs of the employees, mangers can manage properly and in time to meet the needs and stimulations of the employees and to exploit them appropriately to fulfill the objectives of the organization. The results of the study indicate that there is a deep and logical relationship between the components of the proposed hypothesis. The present study is extensive and it can be expressed by investigating the factors affecting on the human resource retaining by stimulation of employees as follows. Giving reliable and true information at the beginning of recruitment, clear job progress process, assigning responsibility based on qualification and attending to proper payment system and effective evaluation are all effective stimulations for employees. The results of this study show that factors such as individual characteristics of employees, system of rising in rank, individual values of the employees are most effective and factors such as salary and allowance, security needs, employee involvement in decision making are medium effective and other factors such as equipments and advanced technology, welfare services, health services, consumer cooperative role, job satisfaction are less effective on the stimulation of the employees of this bank.

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