

Research Article

Investigating the Impact of Motivation on Organizational Development by Explaining the Mediating Role of Employees' Self-Esteem

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ABSTRACT:

Manpower or human factor is undoubtedly the most honorable, important and valuable factor among the various factors and resources of an organization. This is a descriptive-correlational research conducted with a statistical population of 245 employees and professors of Bandar Abbas Islamic Azad University in 2017, among whom 150 employees and professors were selected as the sample size using the random stratified sampling method and the Cochran formula. The data collection tools used in this study include a job motivation questionnaire with 15 questions, an organizational development questionnaire with 30 questions and a self-esteem questionnaire with 58 questions, the content validity of which was approved by the supervisor and professors of Islamic Azad University, the construct validity of which was confirmed using the Confirmatory Factor Analysis method and the reliability of which was confirmed by Cronbach's alpha. The research data were analyzed using Pearson correlation coefficient and structural equation model. The results obtained from the structural equation model show that job motivation has a significant positive effect on job development both directly and indirectly through the mediator of self-esteem, and that self-esteem has a significant positive effect on job development. All hypotheses of the research have been confirmed.

Keywords: Job motivation; Organizational development; Self-esteem; Islamic Azad University, Bandar Abbas Branch.

[I] INTRODUCTION

Today's world is the world of organizations, and human resources are considered the most valuable resources in any organization [15]. When highly motivated, human resources, as the core of any organization, will lead to high returns and play a role as one of the influential factors in an organization to meet the needs of the organization and drive the system towards development and achievement of the organizational objectives [10]. The Organizational Development (OD) movement emerged in the second half of the twentieth century, and has grown considerably in the current

decade. This movement is based on assumptions that are fully compatible with the supreme human values. Organizational development searches the root of any empowerment and prosperity in the realm of "human development," and considers human as the main cause and key factor of any transformation [17].

The Organizational Development Theory is a highly sophisticated behavioral theory that refers to behavioral changes at the organizational level [18]. Organizational development that arises from the importance of human relationships in the

organization emphasizes values such as human prosperity, fair behavior in organizations, openness and transparency in the workplace, respect for personnel selection and balance between responsibility and authority. Organizational development, based on the value base common in the 1960s, which arose from the human relationship movement in general and sensitivity training group (T-group) in particular, has always acted for people as humanitarian and moral compassions [10]. Therefore, organizational development should be considered more than ever. Due to the rapid changes and widespread competition, organizations nowadays need to continue their own organizational development activities to ensure their success in the competitions. An organizational development includes activities related to appropriate development and changes and has emerged from the fact that change is inevitable. This process includes achievements in the areas of better working conditions, manufacturing technology, and financial and physical infrastructures. Organizational development coordinates individual and organizational goals in order to create coherent and efficient working groups in the workplace in accordance with the mission and interests of the organization. This goal reduces negative behaviors and brings about changes in the organization through voluntary responsibility and participation in continuous improvement activities [8].

Organizational development is a comprehensive and multidimensional concept. This is why it doesn't have a precise definition. Instead, researchers have focused on organizational development definition points according to their own interest. We present some definitions of organizational development in the following in order to give an idea about the broad spectrum of the definitions provided for it: mainly, organizational development is an organization's ensuring that it will achieve its goals by improving individual and group performance [8]. An organizational development is an informed and planned action of change, taken in joint by

managers, change specialists and employees for solving a problem. At the heart of this change of practice is achievement of organizational productivity with an emphasis on humanitarian principles. In other words, organizational development focuses on human behaviors [15]. Organizational development can be considered at micro and macro levels. While it contains information about individuals and personal interactions within the organization at the micro level, it focuses on information on strategy development, labor force coordination and external factors at the macro level [17]. Organizational development is an organization's long-term effort to improve its problem-solving abilities and cope with the changes in the external environment with the help of a behavioral scientist inside or outside the organization, which is usually referred to as the "change agent" [10]. Organizational development is an attempt to change the employees' attitudes and behaviors with the help of a change specialist and the use of behavioral science techniques in order to improve the efficiency and health of the organization's overall system. The goal here is to start and make a planned change in order to organize the relationships among organizational culture, structure, processes, and technology [8].

Organizational development activities have five distinct features apart from other management techniques: First, organizational development is interested in changing the strategies, structures and processes of a system. Second, the techniques and programs of organizational development depend on the methods and information of behavioral science. These techniques and programs may include leadership, group dynamics, and work design at the micro level, and strategy, organization design and international relations at the macro level. Third, organizational development is the management of a planned change. A planned change involves planning to identify and solve organizational problems. Fourth, organizational development is the design, implementation and improvement of change.

Finally, organizational development focuses on increasing organizational productivity [17].

The term "motivation" literally means dynamics and movement. Organizationally, motivation is an internal factor that leads to changes in behaviors and movement towards achievement of organizational goals. The resources of any organization are divided into human resources and material resources. Since material resources are also used by human resources, the optimal use of these material resources is impossible without a highly motivated force. In the modern world, manpower is the main capital in any organization and indeed one of the factors that influences the goals of any organization [14]. In order to achieve these goals, we must recognize the factors that motivate humans and strive to meet their essential needs. Obviously, people have different motivations due to individual differences. Therefore, we need to identify the employees' individual characteristics and find out about their motivation factors before taking any measure to motivate them. Managers and authorities should be aware that highly motivated human resources play an important part in the organization survival, organization dynamism, and realization of the organization's policies and strategies [9]. On the other hand, managers who care about human values and consider their employees' job satisfaction among the main goals of their organizations believe that efficiency increases as a result of motivation improvement [12].

In Islamic Azad University where the faculty members make up the main body of the university, the presence of motivated professors, as one of the components of education, can not only bring about students' excellence as the future employees of the country, but it can also lead to organizational dynamism and enrichment through the injection of dynamism and creative thinking into the educational system. Meanwhile, the university's administrative staff, as a support force in the organization beside the faculty members, play a major role in improving the quality of the services provided to students. Existence of tension and job dissatisfaction among the faculty members and

staff can be considered as a threat to the educational system and prevent the achievement of individual and social goals, because job motivation is one of the most important factors that can influence the success and backwardness of the system and waste the resources of the organization if ignored. A study has reported that effort and motivation are the factors for the success of organizations by 20% and 80% respectively, and the biggest challenge nowadays facing managers is exposure to less motivated and responsible forces [7].

It should be noted that humans have different motivations and prioritizations for their activities [2]. People also enter organizations with different job motivations. Among the factors influencing job motivation can be job identity, job importance, job independence, and job feedback. Any organization needs motivation to meet its goals, and if an employee does not have appropriate job motivation, he or she cannot satisfy him/herself and will cause a loss of efficiency [16].

Studies show that highly-motivated employees have good physical and mental ability, and an organization will be successful and desirable if it provides a high level of job satisfaction in order to lead to employees' absorption and survival [19].

Studies having investigated the relationship between job motivation and the level of performance have shown that the lack of motivation has reduced employee performance in the organization [6]. This factor has also led to employees' absenteeism and the reduced quality and quantity of work [5]. In addition, the results of studies have shown that long hours of work, lack of salary and wages, lack of job security, lack of job independence and inadequate resources are among the factors associated with lack of motivation and have led to employees' disappointment and despair [11,1].

In order to increase employees' productivity and job satisfaction, we must try to identify the necessities and factors that influence job motivation [3], which can increase productivity, meet the goals of the organization and create a passionate environment for activities. A healthy

and dynamic organization can be achieved by having employees with high self-esteem. Human resources is more important than all organizational tools in such an organization [4], and particular attention should be paid to the factors that create motivation for human resources [13].

Self-esteem is the result of social life and its values, and it is manifested in our everyday activities in one way or another. It is thus one of the most important determinants of human behavioral characteristics [3]. Different definitions have been given for self-esteem. Some believe that self-esteem is ones satisfaction with his or her self-image. Cooper Smith has also defined self-esteem as a personal judgment of competence, which is a general characteristic of personality, not a momentary or specific attitude for a particular situation. In other words, self-esteem refers to an evaluation of oneself or ones judgment about his

or her worth [4]. Therefore, by self-esteem is meant a sense and an image that a person develops about themselves over time in their mind. Simply put, self-esteem means an individual's assessment of him/herself. Therefore, everyone needs self-esteem regardless of age, gender, cultural background, direction and type of work [5].

Due to the competitive atmosphere of Iranian universities in attracting students and introducing their capabilities, the relatively new organizational structure of Islamic Azad University, the young age group of the population under study, the neglected importance of the present research variables and the inclusion of training programs for university staff have been among the important factors having motivated us to conduct this research.

Fig1 shows the conceptual model of the research.

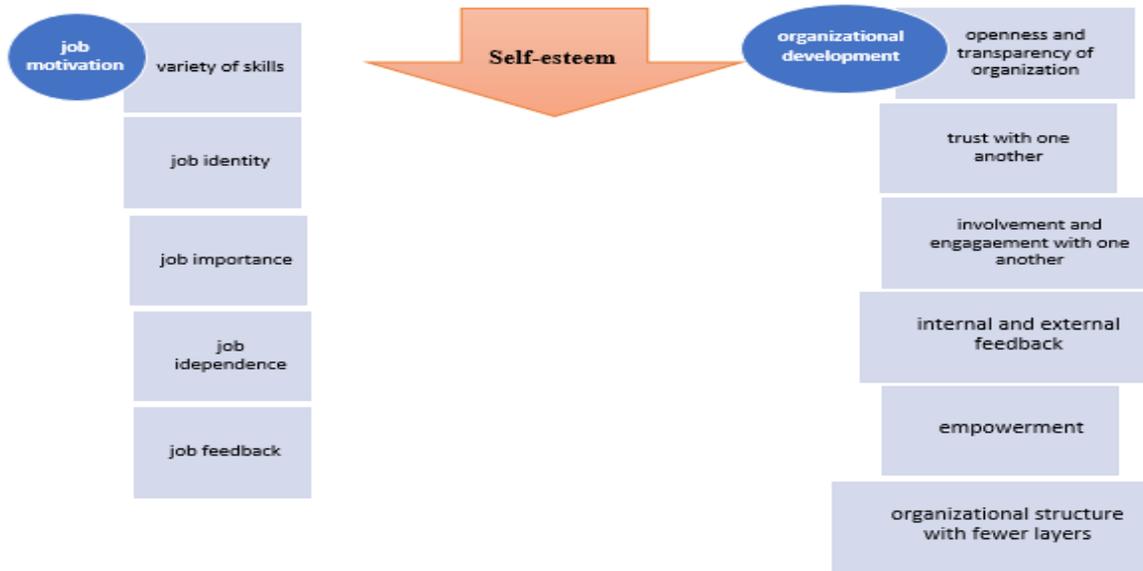


Figure 1: The conceptual model of the research

[II] RESEARCH METHODOLOGY

This is a descriptive-correlational research in terms of nature and method, and an applied research in terms of purpose. The data collection tools used in this study include Hackman and Oldham's (1980) Job Motivation questionnaire with 15 questions, Speeds Organizational Accelerator questionnaire (2007) with 30 questions and Coopersmith's (1967) Self-esteem

questionnaire with 58 questions. The study population consists of the employees and professors of Bandar Abbas Islamic Azad University with a total number of 245 people in 2017, among whom 150 employees and professors were selected as the sample size using the random stratified sampling method and the Cochran formula. The researchers used the confirmatory factor analysis validity with the aim of

indigenizing the measures and making sure about their content validity.

Because the t-value all questions was greater than 1.96, the relationship between the questions and variables was significant. The factor loads were greater than 0.5 in the standard estimation mode as well; therefore, the questions could account for the research variables well enough. We used the Cronbach's Alpha coefficient in order to measure the reliability of the questionnaires. As shown in Table 1, it is above 72% and we can thus say that the questionnaire has good reliability.

The Bartlett test and the KMO index were also performed for exploratory analysis. The results of this analysis are presented in Table 2. The KMO index is equal to 0.901, which is greater than 0.6 and is close to 1, and the sig value of the Bartlett test is less than 0.05, which indicates that factor analysis is appropriate for identifying the factor structure and model.

Research variables	Alpha
Job motivation	0.86
Organizational development	0.79
self-esteem	0.88

Table 1: Cronbach's Alpha coefficient of the variables

	KMO Index	0.901
Bartlett Test	Statistic	8724.805
	Degree of Freedom	2016
	Probability (sig.)	0.000

Table 2: Bartlett Test and KMO Index

[III] RESULTS

The demographic characteristics of the participants were examined and showed that most of the subjects were male (123 participants). The highest frequency belonged to the age group over 50 years old with 50 participants (33.3%). The findings show that most of the subjects (112 participants, 76.6%) were married. The highest frequency in relation to work experience belonged

to the age group of below 5 years of age with 61 participants (40.6%). In order to investigate the relationships expressed in the hypotheses, we first examined the significance of the effect of each of the predicted relationships using the significance model, and then, evaluated the extent and the manner of the effect of each of these relationships using the standard model.

3.1. Testing Research Hypothesis

1. Job motivation, mediated by self-esteem, has a positive effect on the employees' organizational development in Bandar Abbas Islamic Azad University (main hypothesis).
2. Job motivation has a positive effect on the employees' organizational development in Bandar Abbas Islamic Azad University (sub-hypothesis).
3. Job motivation has a positive effect on the employees' self-esteem in Bandar Abbas Islamic Azad University (sub-hypothesis).
4. Self-esteem has a positive effect on the employees' organizational development in Bandar Abbas Islamic Azad University (sub-hypothesis).

If the value of the degree of freedom (df) is less than 3, the RMSEA is less than 0.1, and GFI and AGFI are greater than 90%, it can be concluded that the implemented model fits the data well. The standard coefficient (R) for the existing relationships will also be significant at a confidence level of 95% if the t-value is greater than 1.96 or less than -1.96. As shown in Table 3, the good validity and fitness of the model are confirmed, because the value of chi-2, RMSEA and the ratio of chi-2 to the degree of freedom, and the GFI and AGFI values are all above 90%, and all hypotheses of the research have been confirmed as well.

Relationship between the variables	T-value	Direct effect (R)	Indirect effect	Total effect	Effect
Job motivation - self-esteem	6.93	0.54	-	0.54	Confirmed
Job motivation - organizational development	7.81	0.68	0.54×0.34= 0.1836	0.8636	Confirmed
Self-esteem - organizational development	4.55	0.34	-	0.34	Confirmed
$\chi^2 = 372.85$ $df = 132$ $RMSEA = 0.085$ $GFI = 0.96$ $AGFI = 0.95$					

Table 3: Frequency table for the effectiveness score of the first hypothesis

[V] DISCUSSION & CONCLUSION

The human resource factor is known as an influential factor for the survival of organizations. Therefore, recognizing the needs, motivations, tendencies, factors of satisfaction and dissatisfaction of employees is essential for the adoption of proper policies, appropriate strategies and effective plans of organizational development. Many factors affect organizational development, including the job motivation and self-esteem of employees, which has been addressed in this study. Therefore, the main objective of this research is to investigate the effect of job motivation on organizational development in Bandar Abbas Islamic Azad University by explaining the mediating role of self-esteem. Based on the status of the job motivation variable (the independent variable) with the t-value of 9.792, the degree of freedom of 234 and the significance number of (0.000) which is less than 0.05, and the upper and lower positive threshold, it can be concluded that the mean of the job motivation variable is higher than 3 and this variable has an appropriate status. Also, in the case of self-esteem, based on the t-value of 16.540, the degree of freedom of 234 and the significant number of (0.000) which is less than 0.05 and the upper and lower positive threshold, we can conclude that the mean of the self-esteem variable is greater than 3; as a result, the null hypothesis is rejected and this variable can be said to have a suitable status. In the case of organizational development, based on the t-value of 10.489, the degree of freedom of 234 and the significant number of (0.000) which is less than 0.05 and the upper and lower positive threshold, we can conclude that the mean of the self-esteem variable is greater than 3; as a result, the null hypothesis is rejected and this variable can be said to have a suitable status. Therefore, it can be stated that the mean of all of the three variables is above the average and H_0 is rejected in all of the variables.

We have used the Pearson correlation coefficient in this study to test the correlation among the

variables of the research. The Pearson correlation coefficient measures the linear correlation between two random variables. According to the correlation test, the significance number at the confidence level of 0.95 for all variables is less than 0.05, and the positive correlation coefficient between them indicates that they have a direct relationship with each other, which means that the improvement of one of them will lead to the improvement of the other.

Based on the findings of this research, it is recommended in the practical area to use different methods for the intrinsic and extrinsic motivation and thus take steps to strengthen the motivation of professors and staff in Bandar Abbas Islamic Azad University. In addition, due to the high importance of job motivation in promoting organizational development, it is recommended to the principals and decision makers at Bandar Abbas Islamic Azad University to consider job motivation as one of the important criteria for the recruitment and evaluation of their employees, and to support and encourage the staff to promote their motivational levels.

In order to increase the employees' self-esteem level, we recommend the managers and authorities in Bandar Abbas Islamic Azad University to provide the conditions in such a way that people feel they are valuable and useful in this university. On the other hand, in the theoretical scope, studying other variables that can play a mediating or moderating role in the relationship between motivation and self-esteem can be the subject of future research. Finally, based on the research findings, despite the fact that the university staff could get good scores in organizational development, it is recommended to identify the components that can pave the way for the growth and development of the university, and provide an opportunity for their realization, because this can affect their productivity so considerably.

ACKNOWLEDGEMENT

First of all, we are grateful to The Almighty God for establishing us to complete this research. We

take this opportunity to record our sincere thanks to parents for their support and unceasing encouragement.

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