

## **“An Evaluation of Strategies of Reinforcing Internal Motivations of Employees in Isfahan Steel Company (Foolad Mobarake Company) Based on Herzberg’s Motivation-Hygienic Model”**

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### **ABSTRACT**

Careful and systematic planning, creation, maintenance and strengthening employee motivation is the most important strategy to increase organizational efficiency. This needs comprehensive review and prioritizing factors that affect motivation enhancement and labor productivity. Therefore, in this study internal motivations of employees in Isfahan Steel Company (Foolad Mobarake Company) are explored based on Herzberg’s motivation-hygienic model. This study is descriptive and survey due to its nature and its objective. Tool used in this research was motivational Questionnaire that reliability was calculated 0.86 by Cronbach’s alpha. The population under study includes: 188 managers and employees in the Isfahan Steel Company (Foolad Mobarake Company) at all organizational levels including managers, staff and operators that have been selected by non-random targeted method. To test the hypothesis, data was evaluated by Hotelling test and multivariate analysis of variance and other statistical methods and statistical software SPSS was used for data analysis. Findings show that job growth, success, participation, acknowledgement, responsibility and challenging work cause the reinforcement of the internal motivation of employees in Isfahan Steel Company (Foolad Mobarake Company). Due to the findings, the staffs of Foolad Mobarake Company know that the factors affecting their internal motivations were at a desirable level and also believe that these factors reinforce their internal motivations. Based on the theoretical framework presented, management has provided desirable environmental conditions in order to help employees to have more motivation and peace in their work. Therefore, providing organizational conditions and creating motivation in employees causes them to show their willingness and interest in achieving organizational goals.

**KEY WORDS:** Motivation, productivity, reinforcement, solution, staffs of Isfahan Foolad Mobarake Company.

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### **INTRODUCTION**

Sustainable development is one of the supreme goals in all societies and it is the result of increased efficiency in community. The purpose that human resource is considered as most important factor and main goal. In studies done in the field of increasing the efficiency emphasized so much on the unmatched role of human resources. Experiences of advanced societies in all over the world has shown that can achieve to great goals in the organization by low investment, successful implementation and execution of motivational programs and plans and using correct methods about motivational management. So identifying and prioritizing the factors affecting on motivation in order to planning for increase staff motivation is essential step in development of human resources and its updating and therefore increasing the efficiency of organizations.

Management involves creating and maintaining an environment in which individuals are trying to achieve a common goal together as groups. A manager cannot be successful in this work unless they know what impels people to make more effort.

For every manager in the organization awareness of employee motivation is an absolute necessity which actually is the cause of the actions and behaviors of members of the organization. Exploring motivation can answer the reason of the human behavior. Why do people work in organizations? Why are some people very active and some not? What is the reason for the interest in the job and apathy? These questions and many others are all associated with motivation and responding to them is summarized in employees’ motivation and incentives. Thus one of the important tasks of managers in organizations is to identify potential talents of the employees and provide growth conditions for them that increase productivity. Today, we cannot take steps towards sustainable development regardless of the amount of productivity in production and without the knowledge of the factors that increase it. Since the human has a key role in development and development is made possible by human, meeting the psychological needs of people is very important so one of the important tasks of a manager is motivating people

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(people with multiple needs in order to achieve organizational goals). Considering the sensitivity of the issue, the researcher decided to do a research about reinforcement approaches of internal motivation in Isfahan Steel Company (Foolad Mobarake Company); and review the results of staff apathy in job. It is hoped that it can be a small useful step for managers.

### **Theoretical and research background**

Motivation process refers to complex forces, drives, needs, stressful conditions or other mechanisms that begin individual activities to accomplish their goals and continues it (Naeli, 1373, p. 13). All motivations are goal-oriented, and needs and desires affect goal-oriented behavior and change it. For example, a person who is not willing to work overtime normally, if they need money at a specific time (desire), maybe they change their behavior (goal-oriented behavior) and satisfy their needs. Performance primarily is the result of interaction of three sources: physical, financial and human; physical and financial sources are not produced by themselves but it will happen when the human element is involved. Despite the fact that the human element is the most important factor in production, human behavior is complex and unpredictable and management has little control over. Understanding human behavior and the positive impact on it can increase productivity and improve performance. Performance of an employee is a function of ability and motivation. The first factor (ability) will determine what they can do, and the second factor (motivation) identifies what they want to do. The ability can be determined based on the judgment or by actual measurement and depends on such factors as experience, skills or education. On the other hand, desire, which is affected by motivation, is in the human. Whenever there is a strong motivation, employee productivity increases and poor motivation has a negative impact. Therefore management should be aware of what motivates human for better performance, and try to create an environment that is positive and a strong motivation (Parizi, Irannezhad & Gohar, Sasan, 1373, p 376). General pattern of motivation process looks simple, but this is not always true. There are many difficulties that make the simple theoretical aspect difficult. "Dunnett" and "Kutcher" and others have identified four such complexities which are briefly mentioned:

1) Motivations can actually be understood, but cannot be seen. So when we see that people are doing a great job, we do not really know whether they are doing it to get more money, or simply because they enjoy their work. In fact, at least five reasons are known to understand the difficulty of outward behavior of motivations.

- A) Every simple work or action may indicate different motivations.
- B) Motivations may appear in different shapes with different manifestations.
- C) Different motivations may appear in the same work and actions.
- D) Similar motivations may be expressed by different behaviors.
- E) Perhaps different cultural and personal factors significantly modify the method of expressing some of the motivations.

2) The second complexity of pattern focuses on the dynamic nature of the motivations. Any person at any time usually has a set of needs, desires and expectations. These motivations not only will change, but may also be in conflict with each other.

3) Significant differences which may be between people in selecting and attaching more importance to certain motivations than understanding motivations and intensity of pursuit of such motivations.

4) Impact of achieving a goal on motivation and future behavior. In other words, meeting some of the needs, wishes and expectations sometimes may led to people attraction to different motivations. Another time, such pleasure can help to increase the strength of motivation.

### **Motivation in different doctrines**

Despite the fact that the historical views of motivation are not true, however, their study is interesting for several reasons. One of these reasons is creating motivation foundations for modern thought. Another reason, historical perspective of motivation is typically based on reasoning and human understanding and considering the strengths and weaknesses of these viewpoints make managers to become aware of useful insight about employee motivation in workplace. In evaluating different attitudes towards motivation in management three models are mentioned: Traditional mode, human relation model and human resources model.

### **Current perspectives on motivation**

In current views about motivation many factors that stimulate people are under focus. In content theories of motivation, the emphasis is on this fact that "what" stimulates the individual or people (the content of individual goals and aspirations), in contrast, in process theories emphasis is on "how" in motivation (i.e., the process of thoughts that address motivation). In the third method which is reinforcement theory, two factors of "what" and "how" are neglected in order to focus attention on ways that behavior is learned.

### The role of motivation in the organization

In recent years, motivation in work has attracted the attention of many organizational researchers and managers. To realize the importance of this concept in the management, just asking top managers about the most difficult things at work can confirm this fact. In summary, the following reasons can be identified in relation to the importance of motivation in organizations:

1) The managers of organizations cannot ignore the behavioral necessities of an organization. In addition to the necessity of obtaining the financial and material resources, every organization needs human resource to fulfill its duties. This employed human resource should:

A) Be attracted in a way that not only joins the organization but also feels themselves responsible for the results of their actions.

B) Carry out assigned tasks based on commitment to the organization.

C) Aside from their role, people should show creativity, satisfaction, and innovation in their work behavior. So for an organization to be effective, we have to pay attention to motivational issues in order to encourage people to participate in decision-making seriously.

2) The second reason for considering the subject of motivation is its extension of concept. Motivation is a very complex phenomenon affecting many factors in environment and influenced by them. It is considered necessary to understand the concept of motivation because a complete and better understanding of other factors such as style of leadership, re-planning jobs and payroll systems are all related to the performance of employees, job satisfaction and the like.

3) The third reason to consider the subject of motivation is increasing restrictions that are created by government regulations and increasing foreign and domestic competitions and inevitably makes management looking for a new way to increase the efficiency and effectiveness of the organization. Hence organizational effectiveness to some extent depends on management's ability in motivating employees and directing them at least to reasonable efforts that lead to organizational goals.

4) The fourth reason may be the nature of technological needed now and in the future. In other words, it is necessary to ensure an organization that its employees have both the ability and the interest to use advanced technology in order to achieve organizational goals.

5) The final reason is that in recent years, organizations attach great importance to human resources in addition to material and financial resources. Now, many organizations tend to train their own employees in the form of resources of a talent bank for future, and to exploit them as they grow.

### Conceptual Model of the Research

Herzberg (1959) constructed a two-dimensional paradigm of factors affecting people's attitudes about work. Herzberg's original research was undertaken in the offices of engineers and accountants rather than on the factory floor and involved interviewing over two hundred employees. His aim was to determine work situations where the subjects were highly motivated and satisfied rather than where the opposite was true and his research was later paired with many studies involving a broader sampling of professional people. He concluded that such factors as company policy, supervision, interpersonal relations, working conditions, and *salary* are hygiene factors rather than motivators. According to the theory, the absence of hygiene factors can create job dissatisfaction, but their presence does not motivate or create satisfaction.

In contrast, he determined from the data that the motivators were elements that enriched a person's job; he found *five factors* in particular that were strong *determiners of job satisfaction: achievement, recognition, the work itself, responsibility, and advancement*. These motivators (satisfiers) were associated with *long-term* positive effects in job performance while the hygiene factors (dissatisfiers) consistently produced only *short-term* changes in job attitudes and performance, which quickly fell back to its previous level.

In summary, *satisfiers* describe a person's relationship with what she or he *does*, many related to the tasks being performed. *Dissatisfiers*, on the other hand, have to do with a person's *relationship to the context or environment* in which she or he performs the job. *The satisfiers relate to what a person does while the dissatisfiers relate to the situation in which the person does what he or she does.*

Hygiene Factors (leading to dissatisfaction):

- Company Policy
- Supervision
- Relationship with Boss
- Work Conditions
- Salary
- Relationship with Peers

Motivators (leading to satisfaction):

- Achievement

- Recognition
- The work itself
- Responsibility
- Advancement
- Growth

### **Research Hypothesis**

#### **Main Hypothesis**

Non-financial factors have role in internal motivation of employees in Isfahan Steel Company (Foolad Mobarake Company).

#### **Secondary Hypothesis**

1. Job Growth has role in internal motivation of employees.
2. Success has role in internal motivation of employees.
3. Participation has role in internal motivation of employees.
4. Acknowledgement has role in internal motivation of employees.
5. Responsibility has role in internal motivation of employees.
6. Challenging work has role in internal motivation of employees.

## **RESEARCH METHODS**

Since the aim of this research is using results to solve the problems, this type of research is applied, and since the researcher is obtaining information about the views and opinions of different people, the nature of the research is descriptive that was conducted Field Method. According to the theoretical framework of the research and application of Herzberg's two-factor theory, and since the researcher in this study has only examined the motivational aspect, in the process of gathering information only used from motivational questionnaire.

#### **Statistical Population and Sample size**

The population of this research includes managers and employees in Isfahan Steel Company (Foolad Mobarake Company) at all organizational levels including managers, staffs and operators. Because in this research by consultation with some professors and authorities in this organization we used non-random targeted sampling method, so official staff with a history of 10 years and above selected to answer the questionnaires that were 197.

Because of not returning all sent questionnaires, sample size was equal to one- hundred eighty eight (n=188).

#### **Tools for data collection**

In this study, according to objective and nature of research the most appropriate method for data collection was using questionnaires, which was consisted of two parts:

The first part of the questionnaire is related to demographic variables including age, marital status, education, area of residence, type of shift, workplace and job background.

The second part of the questionnaire: in second part the questionnaire was prepared to determine the reinforcement approaches to internal motivations of employees in Isfahan Steel Company.

#### **Statistical methods used to analyze data**

In this study, descriptive statistics was used to show demographic information. For this purpose demographic information is shown by using the frequency table and histogram charts; and according to research questions for data analysis, and interpretation of results of Hotelling test and multivariate analysis of variance. All statistical operations were performed by SPSS software.

## **RESULTS**

- Among the questions related to job growth in Isfahan Steel Company in the studied sample, the highest mean score of answers is related to “impact of in-service training in progress” with the mean of 3.77 and minimum mean score is related to “adequate speed of doing work” with the mean of 2.84.
- Among the questions related to success in Isfahan Steel Company in the studied sample, minimum score of answers is related to “ impact of administrative regulations on success of programs” with the mean of 2.90 and highest mean score is related to “feeling successful in fulfilling duties” with the mean of 4.09.

- Among the questions related to participation in Isfahan Steel Company in the studied sample, the highest mean score of answers is related to “being polite and respectful relations between the co-workers” with the mean of 4.6 and minimum score of answers is related to “the degree of consultation with staff in the formulation of organizational plans” with the mean of 2.99.
- Among the questions related to acknowledging workers in Isfahan Steel Company in the studied sample, the highest mean score of answers is related to “the feeling of safety in the workplace due to regulations” with mean 3.63 and minimum score of answers is related to “amount of acknowledgment of how the staff work” with the mean of 2.76 .
- Among the questions related to responsibility in Isfahan Steel Company in the studied sample, the highest mean score of answers is related to “amount of assigned duties according to employees’ experience” with the mean of 3.84 and minimum score of answers is related to “the amount of dealing with personal tasks in proportion to the volume of work assigned” with the mean of 2.19.
- Among the questions related to challenging work in Isfahan Steel Company in the studied sample, the highest mean score of answers is related to “the amount of motivation needed for more effort in order to perform duties” with the mean of 3.77 and minimum score of answers is related to “the impact of supervisor on encouraging to do more work” with the mean of 3.17.

**DISCUSSION OF RESEARCH FINDINGS**

**The result of the first hypothesis**

The outcome of the research from statistical sampling point of view showed that in Isfahan Steel Company, job growth was at a desirable level and causes the reinforcement of internal motivation of employees. Based on the achieved results, job growth from staff point of view was higher than average; from amongst the reviewed items, highest mean score is related to “impact of in-service training” with the mean of 3.77 and the minimum mean score is related to “adequate speed of doing work” with the mean of 2.84. The organizational supervisors have to think about their organizational position and success and one of the solutions to increasing the scientific development of the organization is the participation of employees in in-service training programs. Supervisors believe that in-service training programs can foster technical and academic skills and proper attitude of employees. Moreover, sometimes they neglected predisposing factors for change in employees’ behavior, that such negligence leads to failure of all their efforts to improve the organization. In order for an institution to develop skilled workers, it needs to invest in staff training and here the manager has a major role. Some might argue that if a company wants to invest in this way, due to transferring employees, it will be beneficial for other companies; but the reality is that if the organization has a good learning environment, and if motivational factors are considered there, the transfer of staff will decrease normally. However if the organization cannot behave appropriately with their employees, they will leave the company anyway.

Figure 1 shows results obtained from first hypothesis.

| Job Growth | Mean | Standard Deviation | Standard Error | t    | df | sig   |
|------------|------|--------------------|----------------|------|----|-------|
|            | 3/27 | 0/64               | 0/07           | 4/11 | 92 | 0/000 |

**The result of the second hypothesis**

The outcome of the research from statistical sampling point of view showed that in Isfahan Steel Company factors based on success were at a desirable level and caused the reinforcement of employees’ internal motivation. Since in an organization a person needs to be aware of their position in order to progress and achieve career objectives, this awareness makes them become aware of the strengths and weaknesses of their performance and behavior, and use necessary arrangements for their efforts to be more efficient. Organizations also need to understand the efficiency of their employees in order to improve the human resource condition accordingly, and in this way increase the quality of their service. Organizations can grow and develop continuously and this way they can increase their employees’ performance and to achieve this goal, they should improve their employees’ professional competence. On the other hand, the criteria for evaluating success of any organization are the quality of its human resources performance. Only the high quality human resource can help organization to achieve its objectives. According to results the highest mean score is dedicated to “feeling successful in the assigned duties” with the mean of 2.09. It shows that there is harmony and coordination between assigned duties of employees in Isfahan Steel Company and their abilities; and with continuous and planned efforts, managers and supervisors are trying to allow the right people that are adjusted to environmental and organizational changes, continue their activities and increase their efficiency in order to reach the organizational goals.

Figure 2 shows results obtained from secondary hypothesis.

| Success | Mean | Standard Deviation | Standard Error | t    | df | sig   |
|---------|------|--------------------|----------------|------|----|-------|
|         | 3/50 | 0/76               | 0/08           | 6/35 | 92 | 0/000 |

### The result of the third hypothesis

The outcome of the research from statistical sampling point of view showed that participation was at a desirable level in Isfahan Steel Company and caused the reinforcement of employees' internal motivation. It is clear that participation is a process whose aims are to encourage staff and members of organization in more commitment to and participation in the organization's success. This logic is based on the thought that employees participate in the decisions that affect their destiny, they have more discretion in administrative and organizational duties, they have control over their working life, the organization makes them more motivated, staff find greater commitment to the organization, efficiency and productivity increase in the organization and finally they become more satisfied with their work. According to results that the highest mean score is dedicated to "polite and respectful relations between colleagues", it shows that establishing good communication is considered the main artery in organization and also friendly and respectful relationship at every level makes the wheel of Industry move more quickly and smoothly. And such relationships allow employees to consult with managers and each other.

Figure3 shows results obtained from third hypothesis.

| Participation | Mean | Standard Deviation | Standard Error | t    | df | sig   |
|---------------|------|--------------------|----------------|------|----|-------|
|               | 3/47 | 0/70               | 0/07           | 6/42 | 92 | 0/000 |

### The result of the forth hypothesis

The outcome of the research from statistical sampling point of view showed that in Isfahan Steel Company acknowledgement of employees was at a desirable level and reinforced employees' internal motivation. The results of this study reflect this fact that employees feel they and their work are appreciated if the following conditions are met: when employees feel safe at work due to reasonable regulations; the managers and supervisors are skillful at selecting staff; staff are rewarded and appreciated because of their good work; workers have job satisfaction because of being well-paid; staff have this feeling that their dignity is respected by the organization and they are appreciated. This statement refers to the importance of meritocracy in organization. In other words, employees warmly welcome meritocracy in the workplace.

Figure 4 shows results obtained from forth hypothesis.

| Acknowledgement | Mean | Standard Deviation | Standard Error | t    | df | sig   |
|-----------------|------|--------------------|----------------|------|----|-------|
|                 | 3/24 | 0/76               | 0/08           | 3/03 | 92 | 0/003 |

### The result of the fifth hypothesis

The outcome of the research from statistical sampling point of view showed that in Isfahan Steel Company responsibility was at a desirable level and reinforced employees' internal motivation. Considering that human capital is the most influential factor in development and is the impetus of development and also performance of the organization greatly depends on employees' performance who are employed in the organization and take responsibility for their actions and actually their ability can mean the difference between failure and success, therefore assessing the appropriateness of the individual and the responsibilities entrusted to them and improving its indicators and indices is essential and central to individual and organizational excellence. Research has shown that disproportion between individuals and assigned responsibilities and expertise can impose heavy costs on the organization. More people slip toward failure or lack of success due to lack of job appropriateness, not because of lack of skills or low desire to work well. According to results among the proposed items the employees of Isfahan Steel Company gave the highest score to "the proportion of assigned duties and responsibilities to employees' experience and specialty" with the mean of 3.84. This shows that managers and supervisors have paid due attention to this important subject that is related to human capital and ultimately development and productivity of the whole organization.

Figure 5 shows results obtained from fifth hypothesis.

| Responsibility | Mean | Standard Deviation | Standard Error | t    | df | sig   |
|----------------|------|--------------------|----------------|------|----|-------|
|                | 3/26 | 0/63               | 0/06           | 3/90 | 92 | 0/000 |

**The result of the sixth hypothesis**

The outcome of the research from statistical sampling point of view revealed that in Isfahan Steel Company challenging work was at a desirable level and reinforced employees' internal motivation. According to above findings, it can be inferred that one of the influential factors in motivating individuals in their jobs is their job content; since employees mainly look for jobs that have challenges and it is attractive to them, and they have sufficient motivation and interest for doing their job. Also, when employees know that the organization needs the service that employees provide, they intensify their efforts to provide good service. The outcome of the study in terms of sample, employees have sufficient motivation for more efforts to perform their duties with the mean of 3.77, but the lowest mean (3.17) is related to "impact of supervisor on encouraging employees to work more" which obliges managers and supervisor to look for necessary actions in order to create dynamism and lead employees to perform their duties willingly; and this will not happen unless managers cause employees to have positive attitude towards their job. By improving this attitude it is possible to achieve organization's transcendental goals, productivity and effectiveness.

Figure 6 shows results obtained from sixth hypothesis.

| Challenging work | Mean | Standard Deviation | Standard Error | t    | df | sig   |
|------------------|------|--------------------|----------------|------|----|-------|
|                  | 3/60 | 0/78               | 0/08           | 7/36 | 92 | 0/000 |

Figure 7 shows test ranking of the research variables:

| Statistic                            | Mean     | Standard Deviation   |
|--------------------------------------|----------|----------------------|
| <b>Internal Motivation Variables</b> |          |                      |
| Challenging work                     | 3/60     | 0/78                 |
| Success                              | 3/50     | 0/76                 |
| Participation                        | 3/47     | 0/70                 |
| Job Growth                           | 3/27     | 0/64                 |
| Responsibility                       | 3/26     | 0/63                 |
| Acknowledgment                       | 3/24     | 0/76                 |
| <b>Sig</b>                           | <b>f</b> | <b>T<sup>2</sup></b> |
| 0/002                                | 10/49    | 10/49                |

**Conclusion**

In total, the outcome of the research from statistical sampling point of view reveals that staff of Isfahan Steel Company evaluates the factors affecting their internal motivation at a desirable level. In other words, they know that the guidelines established by management which lead to the reinforcement of their internal motivations are appropriate and also they know their goals are in line with organizational goals to a large extent. Thus based on the theoretical framework presented, we can say that management has provided desirable environmental conditions in order to help employees to have more motivation and peace in their work. Therefore, providing organizational conditions and creating motivation in employees causes them to show their willingness and interest in achieving organizational goals. Because they believe that the organization has been able to meet their expectations greatly; therefore, more efforts seem necessary in order to achieve organizational goals in order to compensate for the organization's support and efforts. The result of these events can lead to this fact that employees' behaviors influence organizational outcomes such as improving organizational performance and higher quality services. In other words, the organization can achieve the goal of relationship-oriented marketing philosophy that is sure to achieve more desirable level of service. Of course reviewing and verifying these relationships requires further investigation in future.

Generally, sustainable development is one of the supreme goals of all human societies and it is the result of increased efficiency in community, a goal in which human resource is the key factor and the main goal. In studies and researches conducted on increasing productivity, the unique role of human resources is greatly emphasized. Creation, maintenance and above all, improving motivation and morale of the employees is the most important factor in increasing productivity. The experience of advanced societies has shown that organizations can reach big objectives in organization by small investments, successful implementation and execution of programs, motivational schemes and applying techniques of motivation management properly. Therefore, identifying and prioritizing factors that affect motivation (for planning to increase staff motivation) is an essential step in the development and updating human resources and consequently it increases productivity of organizations. A glance at productivity of work in Iran and comparing it to other Asian countries demonstrates that productivity index is very low in our organizations. Unfortunately the lack of a scientific fundamental comprehensive planning in organizations and also the lack of

enough motivation amongst staff in different sections of service, economy, and industry necessitate it for the authorities and managers to have a vision towards future. Therefore a dire need is felt for comprehensive planning in order to increase productivity especially in the field of human resource.

### **Limitations of the research**

Controllable limitations for researcher:

- 1) Testable cases: This study was conducted only in the Isfahan steel national company (Foolad Mobarake Company).
- 2) Time limitation: The period of this study has been 1391; therefore this study is based on cross-sectional time horizon and ensures consistency of results needs more studies in different time ranges.

Uncontrollable limitations for researcher:

- 1) Lack of cooperation's staff in filling up the questionnaires
- 2) Although in this study no name is mentioned in the questionnaire, but some administrative considerations may affect staff responding.
- 3) In responding to questions may be involved some positive and negative emotions from managers and employees about the organization.

### **Suggestions drawn from the research**

Motivation is a topic that has attracted the attention of most managers and administrative. As it has been shown in previous researches, motivation is considered one of the causes of human resource efficiency; and efficiency also is one the factors to achieving growth and productivity. The managers of major industries like Isfahan Steel Company (Foolad Mobarake Company) and maybe the other productive- economic industries is better to pay attention to the following items to achieving growth and productivity:

- 1) According to the impact of job growth on staff's internal motivation suggest that managers creates arrangements in order to establishing suitable facilities to facilitate tasks and on appropriate time, opportunities and appropriate training course to enhance the knowledge and applied skills of staff, create opportunities for positive and constructive competition among staff, and achieve conditions to higher job position for employees who have the necessary skills.
- 2) Since the administrative regulations allocated lowest rating in organizational success, suggest that managers revise existing regulations and frameworks and by modification of these structures provide better conditions to more success for employees in organization.
- 3) Due to the impact of participation on internal motivation of employees suggest that management emphasize on status of employees in organizational decision- making, consultation, involving their behavior in organizational outcomes and create a condition that employees do their tasks on desire. Also in order to make more intimate relationship between employees and their subordinates these behaviors should be modeled as supportive behaviors by managers.
- 4) According to the impact of acknowledgement on internal motivation of employees and the low-level average of these features among other factors in this organization suggest that managers revise on how to appreciate employees and create conditions that employees know that any attempt by them is not ignored by management along the productivity of organization and it certainly compensated. So their job security will increase and do their duties with doubly motivation.
- 5) According to the impact of responsibility on internal motivation of employees managers try to fit responsibilities and positions of employees; because the imbalance between these factors causing some problems and the organization lags behind the main goal.
- 6) According to the impact of challenging work on internal motivation of employees managers should think about arrangements in order to make interesting and challenging the work such as creating variety in work, making the job rich and productive, creating a sensible approach of supervisor to dealing with subordinates mistakes, understanding the staff in various conditions and ... .
- 7) Developing recreation & touring programs in order to increase face to face and hearty relationship; because these relationships have positive impact on intimate relationship outside the organization and creating healthy and friendly competition within the organization and ultimately lead to greater labor productivity.
- 8) Customizing in order to promotion team activities and team working.
- 9) Managers and leaders should be committed to their promises and obligations toward staffs and realize them to gain necessary reputation among them in order to create an atmosphere of trust and commitment. Friendly and loving attitude of managers towards staff & making open and honest relationships revive a spirit of creative confidence in the organization. Finally all of these behaviors will bring strengthen to internal motivations and their cardiac pledge in the organization.

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