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## The Relationship between Reward Management System and Employee' Performance and Motivation

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ARTICLE INFO	ABSTRACT
<p>Article History:            Received 3 December 2019            Received in revised form            24 January 2020            Accepted 8 March 2020            Available online 15 March 2020</p>	<p>The purpose of this article is to examine the relationship between reward management systems, employee performance, and motivation within an organizational context. The study adopts a survey approach, with data collected through questionnaires administered to employees after the imposition of the Ghaen tax, which influenced organizational operations and workforce perceptions. Statistical analysis was conducted using SPSS version 22, applying both two-variable regression and multivariable regression methods to explore the interactions among the study variables. The findings revealed that the financial reward variable alone accounted for approximately 54.7% of the variance in employee performance, highlighting the notable impact of financial incentives on work outcomes. However, in the multivariable regression analysis, the t-test results with a significance level of less than 0.05 indicated that only two factors financial rewards and non-financial rewards were statistically significant in explaining changes in employee motivation. Moreover, the study underscored the pivotal role of job satisfaction and motivation in predicting variations in employee performance. These results emphasize that while financial compensation is essential, non-financial rewards and satisfaction-driven factors also play a critical role in enhancing motivation and sustaining long-term employee effectiveness.</p>
<p>Keywords:            Performance, Management, Reward            Motivation, Personnel</p>	

### 1. INTRODUCTION

Globalization is concept that is including change and competition. Organizations that want to stay in the fierce competition and to develop their activities must have a variety of solutions. A multitude of external factors can cause problems for organizations. Especially in the global crisis, commercial organization from the standpoint of profitability and stability must be consider to the change and development of the internal system. Undoubtedly, the most important factor in the any organization is manpower. One of the main strategies in the management, is investment on staff. Organizations seeking to develop, motivate and increase performance through employees are in

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the types of applications of human resources. System based on reward located at the top of human resources and is considered supplement of strategic management. In addition, its role is also important in the performance of employees [1]. Barber and Brietz, said: management system based on reward has major impact on the ability of organizations attract, retain and motivate high potential employees which leads to high levels of performance together [2]. On the other, investments in enhancements of employees and upgrade skills and their ability are essential on side of the organization. In addition, according to social exchange theory, when the organization is invested on them employees show positive behavior [3]. Spector says that employees can be have high performance if they have the capability and enough motivation to do work. According to Thierry 'theory, the concept of motivation refers to cause, intensity and direction of human behavior. He said that the job motivation manifested at behavior or attitude of person than his job and it can be as the willingness of individual to make effort for organizational purposes, therefore, define as benefit their needs [4]. Motivation is one important concept in human resource development in many organizations, usually motivation is a special feature for an employee and is increased his performance to the upper limit [5]. Managers and officials must know that manpower effective by motivation survival, dynamics, implement policies and strategy of the organization. Job motivation is the most important factors in success and the backwardness of the system and, it is a waste of organizational resources if you neglect it. Human behaviors are due to reasons, those are internal or external reasons. These causes, guiding behavior in special way, in the other words human behavior is excitable and until there is not traction and tendency in person to do something, they do not perform the action. It is obvious that any manager needs to be aware of the characteristics of motivation of employees and find out the reason of motions and behavior and their actions in their work environment and indeed this need, followed questions about working people in the organization, cause of active or passive approach with job, love or the pointlessness of the job. The answers to these questions that somehow with intensity, unity, interest or causes of business people is linked in the organization is thematic that offers a picture of staff motivation in the organization to people superior and senior decision makers [6]. Motivation is one of the major issues of management capital associated with human and is started to improve the performance of people for process chain by the need or a sense of lack and deprivation and then he wanted to follow the cause of tension and action to the goal, that its product, is behavior of achieving a goal and sequence of this process leading to satisfy the need. Therefore attracting and increasing employee' satisfaction. [7] And interested those to tenure job and as a result achieving organizational goals have special importance [8]. Organizational motivation is including; factors that employees are encouraged to do the work and employees who are socially have motives, they will do all their efforts for profitability of organization [9]. It can be said according to employees' motivation and their needs, one of the most important factors that is in the increase productivity and should be considered their performance and one of the essential conditions to get the goal in the anything is stimulation and create incentives on people that they doing job. Considering the importance of this issue this article seeks review the relationship between management systems is based on remuneration and the performance of employees with the role of intermediary motivation.

### 1.1. The experimental of research background

Conclusion	The study name	Author and Publisher
The results show that if the principles of corporate management in the organizations with the type of healthcare in order of priority of employment, promotion, justice, law, accountability, prosperity, life and relationships. If you apply the principles of corporate management is in the organizations With the tourist services in order of priority the principles of accountability, life, justice, welfare, law, promotion, relationships and jobs. If apply the principles of corporate management is in the organizations With the food services In order of priority the principles of welfare, law, relationships, promotion, justice, life, responsibility and job. In that case, you can hoped improve the performance of Managers, men and women with a focus on satisfaction And corporate social motivation.	Examine the affecting factors organizational management principles in the improve the performance of managers and employees the separation of men and women in the service organizations (case study: service organizations Tabriz)	Feghhi Farahmand [10]
Findings showed there is a significant direct relationship between emotional exhaustion and indirect relationships this variable through job motivation with the different types of job performance (task performance and organizational citizenship behaviors).	The mediating role of job motivation in the relationship between emotional exhaustion and job performance on the pattern of resource conservation	Arshadi et al. [11]
To enhance the performance of managers, specialists and employees with a focus on the consent, cooperation and motivation' employees, it is better to arrange a comprehensive management style preferences use and apply (for example concessions and encourage employees based on merit), network, change-oriented,	Prioritizing management style to improve Performance of employees' Service organizations (case	Feghhi Farahmand [12]

elegant, appointed, illiberal, authoritarian and selective.	study: service organizations Tabriz)	
Dimensions of job motivation (Nature of the job, the need for power, organizational climate, affiliation and need to progress) significantly to be able to predict the behavior of their citizenship. When employees have motivateion and gratified their jobs, to conduct their responsibilities more accurately and optimize their performance.	The relationship between job motivation and organizational citizenship behavior of staff and department Medical Sciences Yasouj	Khalghi Fard et al. [13]
It seems that Managers and supervisors by providing time, information, support and encouragement, feedback, resources and rewards can play a vital role on learning and development of nurses.	Examine the relationship between job motivation and factors affecting it With the behavior of nurses	Frouhani et al [14]
Behaviors based on spiritual leadership can have a positive impact on job motivation of teachers	The relationship between spiritual leadership and job motivation among teachers of PNU Elam	Sadeghifar et al [15]
Identification and reward to employee' performance can lead to distinguish between the performance of employees.	-	Bishop [16]
Performance' employees is visible and organization can use from work commitments for motivation based on performance.	-	Yang [1]
Satisfaction and professional commitment have a positive effect on professional development activities of staff.	-	Blau G. et al. [17]
Supporting the staff have a positive relationship with job satisfaction of flight crew and organizational commitment. Organizational innovation, supporting the supervisor and empower its employees have a positive correlation with the support of employees.	Investigate the effects of support from staff on job satisfaction and organizational commitment case study China airlines	Yeh [18]
Emotional intelligence, organizational justice, job insecurity and job satisfaction is significantly associated with each other structural adjustment is modeled on that emotional intelligence can significantly effects on job satisfaction and the relationship between emotional intelligence and satisfaction was affected from organizational justice and job insecurity.	Organizational justice and job insecurity as a mediator of the effects of emotional intelligence on job satisfaction: a study from the China	Ouyang et al. [19]

## 2. THE THEORETICAL FRAMEWORK OF RESEARCH

At the current time organizations increasingly are facing with dynamic and changing environment, survival and vitality of civil society, depends to the willingness and recognizing them to change, transformation, action and their activities, in this way and creating a culture of change, and this affair makes a special responsibility towards managers that they are responsible leadership of organizations. Therefore responsibility to create incentives to shift and planning to change and guidance, it is the responsibility of management [20]. Human resources is considered the most valuable factor of production, the most important asset and the main source of competitive advantage and creating basic functionality and the real wealth of any organization [21].

On the other hand, motivation is the main reason for working and strengthening human volitional behavior to achieve the goals. Most management theorists and organization, know the twenty-first century as century led to the organization. Leadership plays its role in the individual and group effectiveness, it is famous title in organizational behavior. Researchers of organizational behavior have proved that leaders can be the factor of differentiation in the organization. One of the leadership styles that was considered in recent year's scientists of management field, it is leadership based on remuneration (financial and non-financial) [22]. Management system based rewards is including policies, procedures and methods of organization to remuneration to employees according to the partnership, their skills and ability. This system were in the remuneration philosophy of the organization, its strategy and policies and it is including agreements in the terms of procedures, methods, structures and approaches that is including types and appropriate levels of pay, advantages and other forms of remuneration. Instruments of management system based on reward is included; financial and non-financial rewards that also called the internal and external rewards. Financial rewards are as follows; an increase in salaries, benefits system, in addition to salary and other income.

On the other, non-financial rewards are as follows; the promotion and position, power and responsibility, education, appreciation and admiration, certificates and demoted, participation in decision making, vacation time, easily the workplace, social activities, records, flexible working hours, design work, recognition, social rights and so on. According to research, efficiency performance of the organization and management based on reward effect on ethics, performance and efficiency. Basically employee' performance refers to what employees have done or

remnants of it and including; production rate, product quality, production period, attendance at work and cooperation. Many organizations concluded apart from the completion of commercial purposes, their performance and reward systems, have been stimulus counter-productive behavior. On the other hand, "a pattern of path-goal" it describes the relationship between the bonus system and employee performance. This concept shows "if a worker see high efficiency as the main way to achieve one or more of the individual, the production will be more amenable. In return, if low efficiency know the way to their goals bring on the producing less. In the other words, employee when will be motivated to more effort that feels his efforts lead to a reward. The contents of expressed first hypothesis is extracted: management system based on reward on employee performance have statistically significant effects. As well as a basic definition of motivation include the ability to change the behavior, is driving force that is moved the person because his behavior lead to the specific purpose [23]. In his study leads getting the motivation of employees towards sustainability, efficiency and performance. In addition, employees who have incentive are spontaneous and have greater independence than patients without motivation. It can be said responsibility it's more faced with the opportunity to progress in the first group. Employees who have an incentive have more partnership in his job, And in the work of associates too more partnership is showed than people with low motivation. Expressed content is extracted the second hypothesis: management system based on reward have significant statistical effect on employee motivation. On the other hand social cognitive theory, claims that reward for success at challenging actions can be lead highly motivation [23].

### 2.1. The research model

According to the survey of the empirical literature and research literature the research model was adjusted like this model.

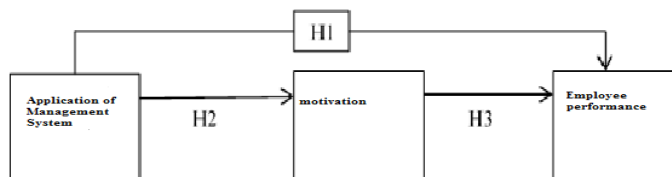


Fig. 1. Research Model

### 2.2. The hypotheses of research

First hypothesis: management' system based on reward has statistically significant effect on employee' performance.

The second hypothesis: management' system based on reward has statistically significant effect on employee motivation.

Third hypothesis: employees' motivation has statistical significant effect on their performance.

### 2.3. Research Methodology

This research, in terms of target is placed in the development - functional research category. This research' statistical population, are employees' tax organization (administrative employees, chairman, deputy director and director) in Qaen (30). Due to limited the statistical population determining the sample size was conducted the census in other words, all individuals were selected in the sample. For data collection was used from questionnaire. To variable' application of management system based on reward (financial reward: 4 items, internal reward: to variable incentive was designed (job satisfaction: 5 items, extrinsic motivation: 3 items, internal motivation 3 items) and variable performance of employees 5 items. Items were set in format of spectrum 5 point Likert from quite agree up to quite the opposite. In this study to assess the validity of the questionnaire was used from construct validity the confirmatory factor analysis. As seen in table 1 considering that Kamo index at the statistical population about the all variables is allocated the number higher than 6/0 therefore, the number of samples is sufficient for analysis and however, it is indicated that research data is reducible to the number of basic infrastructure. Also a sig Bartlett test, is smaller than 01/0 that show factor analysis is appropriate to identify the structure, factor model, and the assumption' known correlation matrix, is rejected. In the other words, the correlation matrix between the items, are not identity matrix. This means, on the one hand factor there is a high correlation between the items within each and on the other is not observed the correlation among the items of a factor with other operating items. As well as

operating items was located at of all items in a range of 0.52 to 0.88 that is acceptable to assess the internal consistency of items was used Cronbach's alpha.

<b>Table 1.</b> Kaiser Meyer and Uklein Bartlett test measuring the adequacy of the number of deaths Kaiser about application system variables of reward-based management		
		0/653
Bartlett's Test of Sphericity	Approx. Chi-Square	265/194
	The degree of freedom	55
	Significant number	0/0
Measuring the adequacy of examples' Kaiser Meyer on variable of incentive		698/0
Bartlett's Test of Sphericity	Approx. Chi-Square	781/32
	The degree of freedom	10
	Significant number	0.000
Measuring the adequacy of the number of samples of Meyer Kaiser in the case of variable of employees' performance		75/0
Bartlett's Test of Sphericity	Approx. Chi-Square	795/102
	The degree of freedom	28
	Significant number	00/0

Cronbach's alpha coefficient was calculated for variable application of management system based on reward (after the financial rewards: 88/0, the internal reward: 52/0, then non-financial rewards: 75/0), variable incentives (job satisfaction: 79/0, extrinsic motivation: 86/0, intrinsic motivation: 7/0) and was obtained to variable' performance of employees (75/0). Since Cronbach's alpha for all the variables was above 7/0 it can be said the questionnaire is satisfactory reliability. To analyze the data was used from two-variable regression and multivariate regression simultaneous using software spss22.

#### 2.4. Descriptive findings

Descriptive findings obtained from statistical analysis shows that; 86% of respondents were man and 14% female. 7% of respondents were less than 25 years, 53% between 35-25 years, 13% between 45-35 years and 27% between 55-45 years. . 86% of them were married and 14% single. In terms of education level of respondents, while 70% had a university degree, largest number was allocated to Ba (53%).30% associate, 7% Degree, MS 7% and 3% had a doctorate. In terms of experience, 53% between 5-1 years, 10% between 10-5 years, 7% between 15-10 years, 13% between 25-20 years and 17% 25 years had work experience. Based on employment status 17% were contractual, 33% were contract and 50% were the official also.

#### 2.5. The inferential findings

First hypothesis: management system based on reward there were statistically significant effect on performance of employees. Results of multivariate regression analysis is provided simultaneous at table 2, that show multiple correlation coefficient is equal to 0/82. Based on standardized beta coefficients, independent variables financial rewards beta  $\beta = 0/436$ , intrinsic rewards with beta  $\beta = 0/283$  and non-financial reward beta  $\beta = 0/212$  respectively. The highest share in explaining have performance of employees. In addition, the relationship between independent and dependent variables is linear (0/000 Sig =, F =763 / 17). The t-statistic and the error is smaller than 0/05for it also shows that just variable' financial reward have statistically significant effect in explaining variable performance of employees.

**Table 2.** Multivariate regression between variable dimensions of management system based on reward and employee performance

Sig	T	$\beta$	B	Sig	F	R <sup>2</sup> .adj	R	Predictor variables
124/0	591/1		812/0	000/0	763/17	634/0	82/0	Fixed amount
.011	2.743	.436	.327					Financial Rewards
.141	1.520	.283	.253					Intrinsic reward
.190	1.345	.212	.208					Non-financial rewards

Due to the multivariate regression simultaneous showed that part two variables of management system based on rewards explain (non-financial rewards and bonuses internal) and forecast the changes of variable performance of employees is not significant therefore these two variables delete and regression testing is done in two variables (table 3). According to table 3, the obtained value F (10/63) that is significant level of error is smaller than 0/50 it shows regression equation is significant. The value of the correlation coefficient (R =0/75) shows that there is strong and positive relationship between variable financial reward with performance of employees, adjusted coefficient of determination (R<sup>2</sup>.adj =0/547) show variable' financial reward 7/54 percent from changes of variable is explained the performance of employees. The regression coefficient (B =0/563) also is specified share of variable of financial rewards in anticipation of changes dependent variable this means that for every one unit increase at financial reward for employees in the organization, improved performance 3/56%. Also t-statistic and the level of error less than 0/05 shows that the observed variable has been the significant statistical effect in explaining changes of variable of employees' performance.

**Table 3.** Bivariate regression between financial reward variable and performance of employees

Sig	t	Sig	F	B	R <sup>2</sup> .adj	R	Variable
000/0	997/5	000/0	63/10	563/0	547/0	75/0	Performance of employees Financial Rewards

The second hypothesis management system based on reward has statistically significant impact on employee motivation. Results of multiple regression analysis is provided simultaneous in table 4, that show multiple correlation coefficient is equal to 0/848. The coefficient of determination adjusted is equal to R<sup>2</sup>.adj=0/687 that show, independent variables you can explain 7/68% variance on employees motivation. Based on standardized beta coefficients, independent variables of financial rewards by beta  $\beta$  =0/629, non-financial reward by beta  $\beta$  =0/478 and internal rewards by beta  $\beta$  =-0/168 / indicated the maximum of contribution explaining in the motivation of employees. In addition, the relationship between independent and the dependent variables is linearly (Sig =0/000 /, F =22/224). Also t-statistic and the level of error is smaller than 0/05 it also shows that has been significant impact at variable of financial rewards and non-financial rewards in explaining changes of variable in employee motivation.

**Table 4.** Multiple regression between variable dimensions of management system based on reward and employee motivation

Sig	T	$\beta$	B	Sig	F	R <sup>2</sup> .adj	R	Predictor variables
.110	1.655		.793	000/0	22.224	.687	.848	Fixed amount
.000	4.280	.629	.479					Financial Rewards
.339	-.973	-.168	-.152					Intrinsic reward
.003	3.282	.478	.476					Non-financial rewards

The third hypothesis: employee motivation has statistically significant impact on their performance. Multivariate results of regression analysis is provided simultaneous in table 5, that show multiple correlation coefficient is equal to 0/828. Modified determination coefficient is equal to R<sup>2</sup>.adj= 0/649 that shows, independent variables can explain 9/64 percent of the variance in performance of employees. Based on the coefficients of standardized beta, the independent variables of job satisfaction by beta  $\beta$  =0/518, extrinsic motivation by beta  $\beta$  = 0/369 and intrinsic motivation by beta  $\beta$  =0/039 they have highest contribution in explaining the performance of their employees. In addition, the relationship between independent and dependent variables is linear (Sig =0/000, F =18/887). The t-statistic and error less than 0/05 level it also shows that only job satisfaction variable and extrinsic motivation had explained statistically significant effect in changes of staff performance variable.

**Table 5.** Multiple regression between the dimensions of employee motivation variable and their performance

Sig	T	$\beta$	B	Sig	F	R <sup>2</sup> .adj	R	Predictor variables
.276	1.113		.554	000/0	18.887	.649	.828	Fixed amount
.825	.223	.039	.032					Intrinsic motivation
.029	2.316	.369	.308					Extrinsic motivation
.003	3.291	.518	.512					job satisfaction

### 3. CONCLUSION

Motivation, the desire to understand and pushing a person than what he is doing it. As an example when a person is faced with a task, determines motivation that person was done a special task according to its requirements with interest. Furthermore lack of motivation leading to lower performance. And the loss of competition and therefore, leads to the loss of productive resources for organizations. That's why managers are under stress that high level from the incentive to work are in employees. Considering the importance of this issue, this article check out the relationship between management systems based on reward and the performance of employees with the intermediary role of employees' motivation of the tax agency in the Cain.

The following will be presented a summary of the findings:

- The results of multiple regression analysis simultaneous showed that independent variable dimensions of management system based on rewards to explain 4/63% of the variance the performance of employees. Based on standardized beta coefficients, the independent variables of financial reward by beta  $\beta = 0/436$ , intrinsic reward by beta  $\beta = 0/283$  and non-financial rewards by beta  $\beta = 0/212$  in order had the highest proportion in explaining the performance of employees. The t-statistic and the level of error is smaller than 0/05. It also showed that only financial rewards variable have statistically significant impact in explaining of changes in employee' performance variable. Hence result of regression' two variables showed that financial rewards variable explained only 7/54 percentage of the changes in variable of employee's performance. The result of research is in line with jurisprudential research results of Farahmand, Frouhani, Bishop, Yang, and is confirmed them [10, 14, 16, 1].

- Also the results of multiple regression analysis simultaneous showed that dimensions of independent variable of management system based on rewards to explain 7/68 percentage the variance in employee's motivation. Based on standardized beta coefficients, the independent variables of financial reward with a beta  $\beta = 629/0$ , non-financial reward with a beta  $\beta = 0/478$  and internal rewards with a beta  $\beta = -0/168$  in order had the highest proportion in explaining the motivation of employees. The t-statistic and the level of error is smaller than 05/0 for it also showed that only two financial reward variables and non-financial rewards have been statistically significant impact on the changes in accounting policies variable. The result of research is in line with the results of Foroutani, Yang, and is confirmed them [14, 1].

- Also the results of multiple regression analysis simultaneous showed that dimensions of independent variable employee motivation to explain 9/64% of the variance performance' employees. Based on standardized beta coefficients, the independent variables of job satisfaction with beta  $\beta = 0/518$ , extrinsic motivation with beta  $\beta = 0/369$  and intrinsic motivation with beta  $\beta = 0/039$  in order have the greatest contribution in explaining the employee' performance. The t-statistic and the level of error is smaller than 0/05 for it also showed that only two job satisfaction and extrinsic motivation variables had statistically significant impact in explaining the changes in variable employee' performance. The result of research is in line with the results of Khalghi Fard and colleagues, and a Blau G. et al. , and confirms them [13, 17].

### 4. SUGGESTIONS

Managers who to adopt a management system based on reward (financial and nonfinancial) for the sake of their own leadership style is not unique, but also it is how their look to the world around them which is distinguishes them from the other managers. The positive attitude of leaders and managers can be raised to service delivery in them and used within the organization. Managers and leaders can showing these traits and characteristics and encouraging employees to it, developing trust in the organization. They should always try to allow employees to participate to help their employees and on the other hand expand spirit of cooperation and assistance in the organization; because

the employee' participation during scoping, decision making and carrying out the organizational activities, causes strengthening the trust. Managers and leaders should always try to that are available and in the visibility; their employees in such a way that employees do not imagine managers separate from own. Managers should be listening the views of their employees in their daily dealings, so that the employees feel that managers care about them. Transparency in the daily activities of the organization, behavior of managers and also clear articulation of goals and plans to employees, is strengthened trust in the organization. Commitment and fulfill the managers and leaders to their pledge causes the in this way, they benefit from the necessary credibility in the organization and trust' employees about yourself attract. The competence and capabilities of leaders and their belief to the importance of the competence in doing things is increased and improve the level of trust the employees and organizations. Managers by convincing employees and not force them to accept their proposed decisions, increase confidence in the organization. Appreciates from the efforts others, is an important feature of manager. These traits can be motivation, behavior, skill and one's perception of the social role or a set of knowledge a person uses from them in performing tasks and activities, if a leader by focusing on ethical values, modeling properly, in this context to be sure, the impression of followers, enhanced from their social role and it cause increasing their motivation to develop skill and improve their performance.

## **CONFLICTS OF INTEREST**

The authors declare no conflict of interest.

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