An Analysis of Factors Affecting the Employees Motivation based on Herzberg’s Hygiene Factors Theory (The study: Golpayegan City Saipa Corporation Industrial Complex’s Staff)

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Abstract: Nowadays no one can deny the importance of human resources as the most valuable asset of any organization and its role on the organizations' efficiency. The purpose of the current study is to analyze the factors affecting the employees' motivation based on Herzberg’s hygiene factors theory. A descriptive survey design has been selected for this study. The aim of this study is practical application and the instrument used in this method is a questionnaire designed by the researcher which was distributed among a sample size of 147 out of 640 staff working in Golpayegan City Saipa Corporation Industrial Complex. Using Cronbach's alpha coefficient, the reliability was calculated to be 0.93. The validity was specified by calculating content validity and internal validity. Sample size was also determined by stratified random sampling and was calculated by Cronbach's formula. The data was calculated in descriptive and inferential statistics by SPSS 18 and AMOS 18. Results show that among hygiene factors, salary and wages seem to be in the highest level and has the greatest effects on staff's motivation. In their opinion, comparing to other hygiene factors, personal life has the least effect on staff's motivation. The other results obtained from this study show that marital status, educational level, organizational position and the workplace have been effective on their perception of hygiene factors that motivate them. The regression analysis also showed that there is a significant correlation between hygiene factors in an error level of 1% and 5%.

Key words: motivation, efficiency, job motivation, hygiene factors.

INTRODUCTION

Human force is considered the most valuable asset of an organization and different factors affect its performance and efficiency. In today's world of non-stop change, in which organizations are competing with all their capabilities, a big portion of organization's energy is put into the attention given to staff. Relying on their human force inside the organization, today's organizations can improve their activities as much as possible, and they can have an active participation in different markets (Foster, 2001). Clearly, to be able to fulfill the duties and responsibilities, the organization requires staff with some features such as innovation, good human relations, commitment to ethics, being interested in the job and service development, and constant effort (Blannie & Radhakrishna, 1991). Nowadays in developing countries, the most important organizations' problem is the lack of specialist, and absence of motivation and job satisfaction among staff; in most countries, there is no precise and clear definition of human resources management (Babu et al., 1997).

In Herzberg’s theory, motivation and hygiene factors are two of the most key factors in individuals' efficiency, success and failure in organizations. This theory emphasizes that some job factors result in satisfaction, while some others may result in dissatisfaction; they will not either be considered the source of satisfaction. Some factors cause an increase in individual's motivation and some others play less important roles in increased motivation.

Based on this, the current study is after analyzing effective factors on staff's motivation; this has been done according to Herzberg's hygiene factors theory in Golpayegan city Saipa Corporation Industrial Complex. After studying the dimensions of hygiene factors in Herzberg’s theory, the study has been continued with proposing research hypothesis of the desired pattern; then the role of hygiene factors has been determined by structural equation and t-test; hygiene factors has also been ranked in this industrial complex by using Friedman test.

Review of the literature:

Motivation is one of the major issues in behavioral sciences and based on the crucial position and important role of human resources in achieving the organizational defined goals, this issue has also long been of interest to human science and organizational researchers. Motivation is a term that has also been referred to as a catalyst or an engine that runs the human forward. Motivation is an issue which has been deeply noticed by behavioral sciences scholars and psychologists. It is the organism's internal states that lead the person's behavior toward a special goal (Nigel Bassett-Jones, 2005).

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Basic Motivation Preassumptions:
Motivation theorists have stated important preassumptions that without taking them into account, recognizing the theories of motivation and the importance of these phenomena are impossible; this is because all motivation theories were developed based on these preassumptions.

Three basic motivation preassumptions consist of: the importance of motivation, motivation framework and motivation process (Rezaeian, 2011).

Classifications Of Contemporary Motivation Theories:
In a general categorization of contemporary motivation theories, assumptions are classified into following categories:
endogenous and exogenous theories, behavioral and cognitive theories, content and process theories, evolutionary theories and macro theories.

Content And Process Theories:
In 1970, Campbell et al. classified motivation theories into two general categories of content and process theories (Campbell, 1976).

Content Theories:
Content theorists are planning to identify and specify factors which motivate human being to work. To put in simple words, content theories are looking for the factors that affect an individual's behavior to work (Andy Winterton, 2006).
Maslow's hierarchy theory, Alderfer theory, Herzberg’s hygiene-motivation theory and X & Y theory are placed in this category.

Process Theories:
These theories take into account the processes of any being and they investigate how the behavior initiated and sustained and they also explore the reason for its cessation. Some variables such as the needs, expectations, rewards and reinforcements are usually taken into consideration. Process patterns are after finding how these variables interact with dependent variables like staff's job satisfaction (Andy Winterton, 2000).
Adams' equity theory, Victor Vroom's instrumental-attraction and expectancy theory, Porter and Lawlor's extension of expectancy theory and Porter's theory of hierarchy of needs are placed in this category.

The Explanation Of Motivation Model Based On Herzberg’s Theory In The Organization:
One of the most interesting series of studies which focuses on motivational issues has been done by Frederick Herzberg (1957). Most managers, though fascinated by his personality and motivation theory, found his theory difficult to be applied in their organization (Kafi, 2006).
This study was conducted by Frederick Herzberg in Pittsburg's Institute of Psychological Services. He identified the factors causing satisfaction and dissatisfaction of staff by interviewing 200 engineers and accountants of 11 companies. Based on this, he found that factors causing satisfaction are more influenced by the nature and inner content of the job; and factors causing dissatisfaction are more influenced by job external factors. He called the first category "motivation factors", and the second one "hygiene factors".

Hygiene Factors: are factors that their existence prevents loss of motivation, e.g. wages and salary, supervision, firm's policies, physical work conditions, relations with peers and job security.

Motivation Factors: are factors that their existence results in satisfaction and motivation, while their non-existence doesn't cause dissatisfaction, e.g. promotion opportunities, growth opportunity, advancement opportunity, increased responsibility, recognition and fame (Nigel Bassett-Jones, 2005).
Hygiene Factors:

In traditional theories of motivation, these factors can be found in the theories of scientific management. Based on these theories, managers believe workers suffer from an inherent inaction and laziness and that they can be stimulated to produce more only through money and financial factors. Based on this, staff's motivation enhancement was purely possible by increased wages and benefits that would result in more production rate; hence the model of economic man is obtained from this theory. Contemporary theories of motivation will only take into account those independent variables affecting motivation that are controlled by external factors.

Hygiene factors that are investigated in this study consist of the following:
Salary and wages, job security, organizational policies, supervision practices and relations with authorities, relations with peers, work conditions and personal life (Herzberg, 1959).

Salary and Wages:

The main reason human involves himself in economic activities is to earn money and satisfy his physiological needs and support his family. Naturally, everyone needs food, clothing, shelter and other basic requirements; these requirements in today's societies are often supplied by paying the price for that. Payments are often seriously scheduled in such a way that in most cases, like mortgage, rent, transportation services, and other charges, they are paid monthly and if there is delay in their payment, the person would face strongly negative treatments. If staff's salary payments do not follow a fixed principle and they are not paid within a certain time, this will disturb their peace and their relation with the job will break off. Based on many studies, this is one of the main hygiene factors and is ranked the first (Marjolen, 2003).

Hypothesis I: Salary and wages influences the motivation of Golpaygan city Saipa corporation industrial complex’s Staff.

Personal life:

Employees in organizations are facing different problems in their personal lives; below some of these problems have been cited:

Having various problems in their personal life, trying to make a balance between personal life and the job they have chosen for their livelihood, reaching an agreement with family about the person's job, and the person's marital status. In everyone's life, there are three main areas that the person should be able to handle them simultaneously and prefer none to the other; these are job, family and personal matters. The main issue about it is that there isn't always enough time and opportunity available to coordinate all the three areas. If employees can dominate at least the two main areas of their lives, it can be said that they enjoy an acceptable life situation. Employees should seek activities that have the greatest relevance, consistency and authenticity to their ability and capacity (Pirzadian, 2005).

Hypothesis II: Personal life influences the motivation of Golpayegan city Saipa corporation industrial complex’s staff.

Work Conditions:

Often for the employees to easily work and have high efficiency in their workplace, they are required to be placed in a healthy environment, both physically and psychologically. An appropriate environment should be provided in the workplace. These indexes can be mentioned in providing an appropriate workplace:

- Low level of human emissions such as noise, dust, etc.
- Safe working environment
- Absence of potential context for any workplace accidents
- Appropriacy and regularity of work tools
- Being dominated by environmental management systems such as ISO 14000, etc. (Kolins, 2005)

Hypothesis III: Work conditions influences the motivation of Golpayegan city Saipa corporation industrial complex’s staff.

Supervision And Relations With Authorities:

Hawthornestudies conducted in Western Electric Company which were followed by Elton Mayo indicated the effect of groupwork, supervision performance and relationships with authorities on staff's motivation and job satisfaction.

The main duties of managers are trapped in the realm of human relations. Human relations include all relations a person has with his peers due to work requirements. Effective management is what makes the most of individuals' talents, thoughts, ideas and abilities. In organizations, supervisors play a key role in motivating staff; so paying attention to their position and the role of association with others in supervision is considered an essential issue.
In general, supervisor is liaison between the manager and staff, and vice versa. The term "supervision" is often used to refer to leading the staff to their daily activities. Supervision and control can also be considered as the process for monitoring the activities to make sure they are done according to the schedules (Robbins, 2005). Staff's behavior is heavily influenced by supervision and managers' relationships with authorities. Therefore, managers are going to see staff's motivation and efforts, if they deal with the positive aspects of staff, rather than only considering their problems. This is possible if they implicitly trust the realization of overall objectives and they clearly state their opinions and put their heart and soul into work (Pirzadian, 2005).

**Hypothesis IV**: Supervision and relations with authorities influence the motivation of Golpayegan city Saipa corporation industrial complex's staff.

**Relations With Peers:**

Relations help to ensure the attainment of beliefs, attitudes and shared values. Developing a shared understanding of the organization's goals also creates unity and solidarity between different groups.

Transferring required data to the staff should not be considered a difficulty or burden, but a chance. Good relations are likely to enhance performance and efficiency and they are also effective in increasing individuals' commitment to the organization. Relationship plans, if properly managed, can release energy, enthusiasm, and ideas; if relationship plans don't exist, this energy will probably be extinguished. Therefore, specific needs of a business will be met if we emphasize the support of its results and individuals' performance and if we create a specific set of culture and values for the company and if we improve individuals' work (Armstrong, 2004).

Relations in group or organization have four main functions: control, motivation, expression of feeling and information transfer (Robbins, 2010).

**Hypothesis V**: Peers relations influence the motivation of Golpayegan city Saipa corporation industrial complex's staff.

**Organization's Policies:**

Policies are the same constant guidelines about the kind of approach that the organization plans to apply for its human resources. These policies actually define philosophies and values about how to deal with human resources. Several principles are elicited from this definition that the managers are expected to act upon these principles when dealing with issues related to human resources. Thus, organizational policies as reference points are served to develop the process of making decisions about human resources and designing employment-related actions (Armstrong, 2009).

Organizational policies can be stated as general manifests of organization's values.

**Hypothesis VI**: Organizational policies influence the motivation of Golpayegan city Saipa corporation industrial complex's staff.

**Job Security:**

When talked about job security, everyone imagines that individuals should enjoy formal and stable employment to let their job security be ensured, while this definition suffers from the inadequacy that the staff's thoughts about progress and development will gradually recede. What is meant by job security is to provide a situation for the individual to be reinforced, so that the organization becomes dependent upon the person's expertise and capabilities, and his expertise and capabilities are also required outside organization.

Dimensions of job security that are achieved through the development and support of human resources include:

Specialized empowerment, courage and action empowerment, empowerment in experience learning, job satisfaction enhancement, empowerment in behavioral skills, enabling behavioral skills, thinking empowerment, empowering the employees in their work ethic and conscientious (Soltani, 2000)

**Hypothesis VII**: Job security influences the motivation of Golpayegan city Saipa corporation industrial complex's staff.

**Background:**

Abozed *et al.* (2010) have conducted a research titled "the effect of work environment factors on motivation in transferring management efforts in Oil industry of Libya". Therefore, the aim of this study was to investigate the influence of work environment factors on the motivation. Transferring training through a proposed framework that relates the staff's perception of work environment factors to effective training strategies. The research findings show that seven factors are effective in work environment in motivating staff; they consist of feedback, peers' support, supervisors' support, honesty about changes, personal positive outcomes, personal negative outcomes and banning supervisors.

In a study on Irish health system managers in order to investigate the motivation and hygiene factors, Mickbeal (2008) showed that motivational requirements are higher than the average level in four dimensions (responsibility, growth, advancement, recognition and appreciation). Also, a comparison between
motivation and hygiene factors demonstrated that the effect of motivational requirements was greater than hygiene requirements.

Fischer's (2000) qualitative research conducted in the Department of Health in South Africa on some supervisors showed that the effect of motivation factors has been greater than hygiene factors; in other words, motivation factors (responsibility, growth advancement, recognition and appreciation) has a better impact on supervisors rather than hygiene factors (Salaries and benefits, supplies and equipment, workplace conditions, social relationships among individuals, appropriate management and the nature of work).

Desired Pattern In The Study:

After reviewing the literature and proposing desired assumptions in this study, the desired pattern can be shown in figure (2).

**Fig. 2:** desired pattern in the study

Methodology:

The current study is based on descriptive-survey of field branch and the aim of the study is practical application. To collect data, questionnaires developed by the researcher have been used; the Cronbach's alpha coefficient for hygiene factors is 93%. All staff working in Golpayegan City Saipa Corporation Industrial Complex are involved in the population and the population size is 640. Stratified random sampling corresponding to the mass is used in a way that by an initial pilot study of the population, conducting basic calculations and using Cochran's formula for determining sample size, a sample size of 147 has been determined and 100% of the questionnaires have been returned to be studied. To process the elicited data from questionnaires and study research hypotheses, this study has used SPSS 18 and Amos 18.

Testing Conceptual Model Of Study:

Structural equation modeling of factors related to health.

After calculating structural equation modeling by Amos 18, the initial model of study related to hygiene factors was confirmed. The confirmed structural equation modeling is shown in figure (3).

**Fig. 3:** confirmed structural equation modeling related to hygiene factors
HF = hygiene factors, WC = work conditions, PL = personal life, WR = wages and rewards, JS = job security, OP = organizational policies, RP = relations with peers, SR = supervisory practices and relations with authorities.

The regression weights and the effect size of each variable in confirmed structural equation modeling is represented in Table 1.

<table>
<thead>
<tr>
<th>Relations between variables</th>
<th>Estimation</th>
<th>Level of significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivation → wages and rewards</td>
<td>0.268</td>
<td>***</td>
</tr>
<tr>
<td>Motivation → work conditions</td>
<td>0.857</td>
<td>***</td>
</tr>
<tr>
<td>Motivation → supervisory practices and relations with authorities</td>
<td>1.261</td>
<td>***</td>
</tr>
<tr>
<td>Motivation → relations with peers</td>
<td>0.811</td>
<td>***</td>
</tr>
<tr>
<td>Motivation → organization's policies</td>
<td>0.738</td>
<td>***</td>
</tr>
<tr>
<td>Motivation → job security</td>
<td>1.168</td>
<td>***</td>
</tr>
</tbody>
</table>

In Table 1, the level of significance for all aspects of hygiene factors show that the hygiene factors measurement model is acceptable (P < 0.05). Therefore no change has been made in this model.

According to Table 2 and based on the indicators of goodness of fit, the structural equation model for the effectiveness of hygiene factors on staff’s motivation is of good fit; all indicators are in accordance with determined standards. Therefore, the model has been confirmed.

Testing Research Hypotheses:

To test the research hypotheses, statistical hypotheses below are intended:

- $H_1: \mu > 3$ (Hygiene factors influence staff's motivation)
- $H_0: \mu \leq 3$ (Hygiene factors don't influence staff's motivation)

One-sample t-test results in Table 3:

<table>
<thead>
<tr>
<th>Test Value = 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>T</td>
</tr>
<tr>
<td>----------------</td>
</tr>
<tr>
<td>Wages and rewards</td>
</tr>
<tr>
<td>Personal life</td>
</tr>
<tr>
<td>Work conditions</td>
</tr>
<tr>
<td>Supervisory practices and relations with authorities</td>
</tr>
<tr>
<td>Relations with peers</td>
</tr>
<tr>
<td>Organizational policies</td>
</tr>
<tr>
<td>Job security</td>
</tr>
</tbody>
</table>

It is concluded from Table 3 that the average score of hygiene factors variable is significantly different from 3, (p < 0.05). In fact, the average score for hygiene factors variable is greater than 3. Therefore it is concluded that hygiene factors motivate staff in a higher level.

Ranking of hygiene factors influencing staff’s motivation in Golpayegancy Saipacorporation industrial Complex:

- $H_0: P > 0.05$ (There is no significant difference between hygiene factors and staff's motivation.)
- $H_1: P \leq 0.05$ (There is a significant difference between hygiene factors and staff's motivation.)
Friedman test was used to rank the hygiene factors that affect the motivation of staff working in Golpayegancity Saipacorporation industrial complex. The results have been shown in tables (3) and (4).

Table 4: Friedman Test

<table>
<thead>
<tr>
<th>N</th>
<th>( \chi^2 )</th>
<th>df</th>
<th>Level of sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>147</td>
<td>198.838</td>
<td>6</td>
<td>0.00</td>
</tr>
</tbody>
</table>

As the significance level of the test is smaller than 0.05, \( H_1 \) is confirmed; therefore Friedman test can be used to rank hygiene factors influencing staff's motivation.

Table 5: Prioritize hygiene factors influencing staff's motivation working in Golpayegancity saipacorporation industrial complex

<table>
<thead>
<tr>
<th>Rank</th>
<th>Hygiene Factors</th>
<th>Average rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Wages and rewards</td>
<td>5.00</td>
</tr>
<tr>
<td>2</td>
<td>Job security</td>
<td>4.68</td>
</tr>
<tr>
<td>3</td>
<td>Supervisory practices and relations with authorities</td>
<td>4.67</td>
</tr>
<tr>
<td>4</td>
<td>Organizational policies</td>
<td>4.08</td>
</tr>
<tr>
<td>5</td>
<td>Relations with peers</td>
<td>3.95</td>
</tr>
<tr>
<td>6</td>
<td>Work conditions</td>
<td>3.58</td>
</tr>
<tr>
<td>7</td>
<td>Personal life</td>
<td>2.04</td>
</tr>
</tbody>
</table>

The test results show that wages and rewards with an average score of 5 is ranked first in staff's viewpoint. The staff believe that among hygiene factors affecting motivation, wages and rewards is the most effective one; personal life is ranked the lowest with an average score if 2.04.

Studying The Correlation between Aspects of multi-Dimensional variables:

In this section, the researcher has evaluated the correlation between hygiene factors by Pearson correlation coefficient.

Table 6: correlation coefficient between dimensions of hygiene factors

<table>
<thead>
<tr>
<th>Aspects of hygiene factors</th>
<th>Wages and rewards</th>
<th>Personal life</th>
<th>Relations with peers</th>
<th>Work conditions</th>
<th>Supervisory practices</th>
<th>Organizational policies</th>
<th>Job security</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wages and rewards</td>
<td>1</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Personal life</td>
<td>0.162*</td>
<td>1</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Work conditions</td>
<td>0.554**</td>
<td>0.327*1</td>
<td>1</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Supervisory practices</td>
<td>0.770**</td>
<td>0.270*0</td>
<td>0.635**</td>
<td>1</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Relations with peers</td>
<td>0.437**</td>
<td>0.346**</td>
<td>0.509**</td>
<td>0.607**</td>
<td>1</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Organizational policies</td>
<td>0.305**</td>
<td>0.262**</td>
<td>0.426**</td>
<td>0.419**</td>
<td>0.559**</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Job security</td>
<td>0.651**</td>
<td>0.217**</td>
<td>0.509**</td>
<td>0.679**</td>
<td>0.522**</td>
<td>0.582**</td>
<td>1</td>
</tr>
</tbody>
</table>

** Correlation is significant at the 0.01 level (two-sided).
* Correlation is significant at the 0.05 level (two-sided).

According to table (5):

There is a significant correlation between dimensions of hygiene factors at the 0.01 error level (confidence level of 99%).

There is a significant correlation between dimensions of hygiene factors at the 0.05 error level (confidence level of 99%).

Discussion And Conclusion:

This study has been conducted to analyzes the factors that influence staff working at Golpayegan City Saipa Corporation Industrial Complex based on hygiene factors in Herzberg's theory. The results showed that:

- Based on obtained goodness of fit indices, it can be understood that structural equation modeling for the effects of hygiene factors on staff's motivationenjoys a good fit and all obtained indices are in accordance with
determined standards and the initial research model which was calculated through the structural equation modeling, has been approved. Here, the model of significant level of hygiene factors indicates that the model of evaluating hygiene factors is acceptable.

- Utilizing t-test, it can be concluded that the averagescore for all hygiene factors variables has a significant difference of 3; this suggests that these factors resulted in a high level of motivation on Golpayegan city Saipa corporation industrial complex's staff.

- Hygiene factors were ranked using Friedman test and it was found out that salary and wages with the mean score of 5 was ranked the highest, as it had the highest impact on staff's motivation; job security, supervisory practices, relations with authorities, organizational policies, relationships with peers, work conditions, and personal life had the most influence on employees' motivation respectively.

- Using Pearson correlation coefficient, it was determined that at the error level of 1% and 5%, there is a significant difference between hygiene factors dimensions.

The result obtained in this study are consistent with the results obtained in studies of Mickbeal (2008) and Fischer (2000), while it's not in agreement with the findings of Abozed's study (2011); according to him, feedback had the greatest impact on employees' motivation. In Mickbeal and Fischer's study, salary and fringe benefits have the greatest impact on employees' motivation; in this study also, salary and wages among other hygiene factors have the greatest impact on the motivation of Golpayegan city Saipa corporation industrial complex's staff.

Suggestions:

The findings of this study may suggest the following:

- Based on the priority order of respondents' viewpoints about hygiene factors that affect employees' motivation, "salary and wages, job security, and supervisory practices, and relationship with the authorities" have been the three major factors affecting motivation of Golpayegan city Saipa corporation industrial complex's staff.

- Management's attention to salary and fringe benefits, job security, and supervisory practices, and relationship with the authorities not only will prevent dissatisfaction and loss of employees' motivation, but it also enhances their job satisfaction and motivation. Therefore managers of different firms working in this industrial complex can cause employees' motivation by timely payment of wages and benefits, paying staff based on their performance and merit, providing job security in organization, supervising and appropriate relationships with employees in the organization; these will also result in providing more diligent and creative staff. Since the rate of salary and wages of integrated companies in Golpayegan city Saipa corporation industrial complex all around the nation should follow the rules of classification and evaluation plan for Ministry of Industry's affiliated companies and since the annual increase in salary is subject to the council's approval and general principles of labor law, wage rate and other factors are almost beyond companies' authority and power; knowing this, Golpayegan city Saipa corporation industrial complex's staff declared their dissatisfaction about their salary and wages and ranked it first among factors affecting motivation. According to investigations on the provisions of payments and wages for Golpayegan city Saipa corporation industrial complex's staff, it was found that their salary and wages consist of two parts; base salary, and innovative salary and benefits. Base salary levels include exactly what has been announced by the Labor Supreme Council and the rules and regulations of the Ministry of Industry's job classification and evaluation; this means Golpayegan city Saipa corporation industrial complex has no role in salaries specification. But in these two parts of the provisions of law, i.e., motivational salary and benefits, two extracases of attracting and housing allowances exist that the amount of money for both of them are now the same as what have been allotted by provisions of job classification plan and Work Council. However, it is recommended that the total salary and wages of employees be restored many times. Implementing motivational schemes such as individual, group, and organizational motivation plans, will result in an increase in their morale and motivation.

- Based on the priority order of respondents' viewpoints about hygiene factors that affect employees' motivation, "relations with peers, work condition and personal life" has respectively the least impact on motivation of Golpayegan city Saipa corporation industrial complex's staff. Of course, this doesn't imply that the mentioned factors are unimportant, rather it shows the importance of these three factors comparing to other hygiene factors. Therefore, managers of companies working in this industrial complex can provide appropriate context in order to motivate their staff by the following practices: providing appropriate conditions in order to make relationships between employees in the form of organization's rules and regulations, striking balance and equilibrium between existing conditions in the workplace and staff's physical and psychological features, improving physical work conditions, such as providing appropriate space, temperature, lighting, and tools to suit the capacity of the staff, considering various dimensions of staff's personal life and designing proper plans to solve the personal problems of staff.

- According to the results of regression analysis, there is a high correlation between the dimensions of hygiene factors; therefore, it has been suggested that managers of companies working in Golpayegan city Saipa corporation industrial complex, consider all these factors together and try to provide all of them in order to
motivate their staff, since lack of attention to some of these factors causes adverse impact on other factors and makes some problems managers and authorities in their efforts in other aspects.

- Regarding the influence of marital status, education level, organizational position and the workplace of staff on their perception of hygiene factors influence on their motivation, it has been recommended that managers and authorities have proper and careful planning in the mentioned cases and utilize them as opportunities to improve and promote their organization according to the company’s potentialities.

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