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(Original Article)

Investigating the Relationship between Ethical Factors on Job Motivation in the Employees of North Khorasan Power Distribution Company

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Abstract

Background: One of the concepts that has been proposed in order to increase human resources is to pay attention to the factors affecting employee motivation. The purpose of this study is to "investigate the relationship between ethical factors and job motivation in the employees of North Khorasan Power Distribution Company."
Method: The present study was applied in terms of purpose and descriptive-survey in terms of type of research. The statistical population includes all employees of 191 North Khorasan Power Distribution Company and the sample according to Cochran's formula is 127 people and the stratified random sampling method. Research data were collected by two researcher-made questionnaires of effective factors for job motivation and job motivation questionnaire. Pearson correlation coefficient and regression tests were used to analyze the data and generalize the results using SPSS21 statistical software.
Results: The results showed that ethical factors have a significant relationship with job motivation and job motivation of employees of North Khorasan Power Distribution Company and the highest relationship with the factors of ethical relationship between manager and employees (0.430), non-abuse of authority (respectively). 0.340), had a sense of responsibility (0.163), moral empowerment (0.131) with job motivation of employees.
Conclusion: The main achievement of the study showed that there is a significant relationship between ethical factors (empowerment, manager's relationship, delegation, job appreciation, and feeling of ownership) and job motivation.

Keywords: Ethical factors, Job motivation, Employee

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Introduction

Motivation is an inner state that produces energy, determines the direction and intensity of a behavior to achieve a need. This psychological concept often has internal or external roots (1).

Extensive environmental changes in today's turbulent world have made organizational flexibility essential to ensure their survival, and empowering and empowering employees is one of the key strategies to increase performance and ensure survival in today's organizations. In this regard, successful empowerment means creating traits such as a sense of competence (self-efficacy), a sense of choice (self-organization), a sense of effectiveness (personal acceptance of the result), a sense of meaning or importance (value) and a sense of trust. When managers can cultivate these five qualities in others, they are empowered with success. In this way, empowered people can not only do their job, but also think differently about themselves. Employee empowerment has two aspects: freedom of action and authority on the one hand and expectations and responsibility on the other. Reducing distance and gaps among employees allows employees to express their ideas easily, and as a result, creativity, honesty, trust and satisfaction, and job motivation increase. According to researches, there are two ways to do this: reduce the difference in status, reduce the difference in pay levels across the organization and create organizational symbols in line with organizational communication based on developing a culture of honesty, trust and organizational justice. In this regard, it is better for communication to be in the form of face-to-face interactions, in order to be more effective (2). Paying attention to communication makes employees feel that managers care about what they say (3).

Of course, in such a situation, employees can express their problems and issues with more security. The end result of effective communication in the organization is loyalty, reducing absenteeism and leaving the organization (4).

Delegation of authority, which is the transfer of part of the specific executive powers and duties of the manager and leader of the organization, regardless of its origin, to subordinates and heads of subordinate units and departments in order to expedite matters and achieve the goals of the organization quickly and on time. The purpose of delegating authority is for subordinates to be able to decide independently on the respective duties and responsibilities and in any case not be obliged to seek the opinion and order of their immediate superior so that the goals can be achieved quickly and perhaps sooner than scheduled. The result of public satisfaction and those who are interested should be obtained faster (5).

Feelings of gratitude also have an effect on motivation. It follows a benefit that is glorified, valued, and interpreted with altruistic intent (6).

Gratitude directly nurtures social support and protects individuals from stress and depression. The tool of gratitude is associated with positive emotions and increased social motivation (7).

Sense of ownership, which is another factor influencing employee motivation, has been described as a cognitive-emotional construct and is a state in which people feel that the purpose of ownership or part of it belongs to them. As this sense of individual consciousness reflects the thoughts, ideas and beliefs aimed at the goal (8).

A researcher in a study entitled "identification and ranking of factors affecting job motivation of employees" (9) concluded that the main factors affecting job motivation of seafarers are: 1. Workplace conditions, 2. Salary, 3. Special needs of job nature, 4. Providing welfare facilities, 5. Organizational factors, 6. Leadership style and leadership style, 7. Growth and development factors. A study entitled "study of the relationship between delegation and job motivation of employees" concluded that with increasing the amount of delegation of manager to employees, their motivation increases (10). Another study entitled "study of methods to motivate employees and managers of education", prioritizing factors in methods of motivation, respectively, the principles of human relations, the rule of ethical values in the workplace, delegation, attention to environmental conditions in the workplace, the exist-

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ence of criteria in the payment of salaries and benefits, attention to the quality of working life, participatory management, support of superiors and attention to job characteristics(11). A study entitled "prioritization of components affecting job motivation in the staff of a military center using the Analytic Hierarchy Process (AHP)" concluded that the components of job security and appropriate payroll with a coefficient of importance of 0.29 and 0.20 in the first and second priorities and the components of communication, policy and environment with a coefficient of importance of 0.02 are in the last priorities (12).

A researcher in the study of factors affecting managers' job motivation, sincere relationships with colleagues, high salaries and benefits, security in various dimensions, good working conditions, support of officials, coherent and fair performance appraisal system, thanks and appreciation, help Regarding personal and professional problems, participation in all tasks was introduced by all members of the working group(13). Factors of positive reinforcement, high job expectations, effective discipline, fairness in dealing with others, meeting the needs of employees, setting clear goals, meaningful job, appreciation of efforts and endeavors by superiors, Existence of group norm, exchange of information and sincere cooperation, strengthening of work conscience and responsibility and three indicators of work progress, type of work and attractiveness of work environment have been considered as effective on job motivation(14).

Researchers introduced the factors of order, fair behavior among colleagues, successful and appropriate leadership, professional and extra-structural support through control, leadership, supervision and participation in activities, and indicators of superior treatment, client communication, experiences Learning in the work environment, job opportunities, the effects of the family environment, freedom of action and work interest and trust of the supervisor were considered as effective on job motivation(15). In the study of factors affecting job motivation in intimate relationships with co-workers, coherent and fair reward system, high salaries and benefits, security in various dimensions, appropriate working conditions, attractive and motivating work, officials' support of the individual Introduced a coherent and equitable performance appraisal system, thanks and appreciation, help with personal and professional problems, participation in all tasks by all members of the working group(16). He introduces financial rewards as an external factor and does not consider it to be a constant motivating factor. A researcher in a study concluded that a level of job motivation is associated with support for change and positive changes in job and work environment are effective in employee motivation. He considers the effective factors on motivation are self-confidence, freedom of action in the job and the possibility of advancement in it, dignity and high social dignity of the job, sufficient power and mastery of the job, coordinated and desirable changes in job duties, challenging job, delegating responsibility to Subordinates introduced the delegation of powers and responsibilities in the administrative hierarchy, strengthening work conscience and responsibility in the job, the emergence of capabilities and abilities, and changes in the field of job duties (17).

Human resources are one of the most important factors influencing the success or failure of a social system (18). It is the human resources that guarantee the survival, the effective factor and the key to the success of a system, the human resources factor can waste physical resources and waste, destroy or fertilize it. The authors consider the motivating, mutating and motivating force of human beings as their motivation and believe that in every success, 20% of effort and 80% of motivation are effective(19). Perhaps it is safe to say that the biggest problem of our organizations today is the most challenging crisis that our managers face. Facing is a bit of motivation and a decrease in employee responsibility. Unmotivated employees destroy the best programs, the most effective structures, and the most effective resources. Human behaviors follow the law of cause and effect, and for each observed behavior, hypothetical reasons or motives that underlie that behavior can be imagined. Therefore, when a behavior becomes strong in a person, there is a motivation to do it. In other words, it can be said that motivation is a prerequisite for the

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emergence of any behavior and the acquisition of skills, and in fact is a powerful factor that guides behavior. That is why the officials of the power distribution company, with the help of behavioral and human resources specialists, pay special attention to increasing the motivation of employees. One of the concepts that has been proposed in order to increase human resources is to pay attention to the factors affecting the motivation of employees in the North Khorasan Power Distribution Company. North Khorasan Power Distribution Company, as one of the main and large companies in the country, has a basic need to train creative personnel and staff to be able to meet the needs of its main customers. Due to the administrative system of the power distribution company and the need to respond properly to the needs of customers, the attention of officials to create and increase motivation in employees is necessary. Despite the benefits and positive results of using the factors affecting employee motivation, not paying attention to the factors and components of motivation causes many problems and issues that not only will not increase performance but also in some cases lead to major failures. Although many researches have been done on employee motivation so far and each of them has dealt with specific aspects of it, but less research has examined the factors affecting the motivation of its employees. In fact, the dispersion of studies and classification of components and the incoherence of studies in some cases and the contradictory location of single components in different studies, necessitate this research. Therefore, the main question that this study seeks to answer is "Is there a relationship between the factors affecting job motivation in the North Khorasan Power Distribution Company"?

Empowerment, manager's relationship with employees, delegation, appreciation, sense of ownership, are effective factors in motivating employees in the present study.

Material and Methods

The present research is applied in terms of purpose and descriptive-survey in terms of type of research. The statistical population includes all the employees of North Khorasan Power Distribution Company with 191 people and the sample according to Cochran's formula is 127 people and the sampling method is stratified random. According to Table (1), the highest frequency is related to male employees (117) with (92.1) percent, service history between 11 to 15 years (39) with 30.7%, in the headquarters (51) 40.2% and the lowest frequency related to female employees (10) with 7.9%, with less than 5 years of service (15) with 11.8%, related to Raz city and Jirgalan (3) people with (2.4) percent.

The data of this study were collected by two questionnaires. A) The researcher-made questionnaire of effective factors of work motivation has 19 questions and 5 components (empowerment, manager's relationship with employees, delegation, appreciation and sense of ownership). This questionnaire is scored on a 5 Likert scale from strongly disagree (1) to strongly agree (5). The validity of the questionnaire was a content that was approved by professors and experts and was distributed among 30 employees of the electricity distribution company through the implementation of the preliminary design of the questionnaire, the reliability of which was estimated equal to (95.95) through Cronbach's alpha. B) Wright (2004) Job Motivation Questionnaire was first translated by Arshadi (2007). It has 6 questions, the answers to which are 3 questions on a 6-point scale from strongly disagree (1) to strongly agree (6) and the answers to the other 3 questions on a 5-point scale from never (1) to forever (5). The validity of the questionnaire was content that was approved by professors and experts and its reliability was estimated equal to (0.88) through Cronbach's alpha. To analyze the findings in the descriptive statistics section, the frequency distribution table, graph, mean and standard deviation and in the inferential statistics section to analyze the data and generalize the results, Pearson correlation coefficient and regression tests using SPSS21 statistical software were used.

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Table 1: Frequently distribution of employees

Variables		Frequency	Percentage
Gender	Male	117	92/1
	Female	10	7/9
Years of service	Less than 5 years	15	11/8
	5-10 years	28	22/0
	11-15 years	39	30/7
	16-20 years	22	17/3
	Up to 21 years	23	18/1
Provinces	Setad	51	40/2
	Bojnourd	21	16/5
	Shirvan	19	15/0
	Esfarayen	10	7/9
	Maneh & Samalghan	9	7/1
	Garmeh & Jajarm	6	4/7
	Farooj	8	6/3
	Raz & Jirgalan	3	2/4

Results

Table (2) shows the results of describing the data obtained from the questionnaires.

Table 2: Description of data

Variables		Mean	SD
Effective factors of work motivation	Empowerment	11/2992	3/37195
	Interaction of manager with employee	11/3228	3/34256
	delegation of authority	11/1811	3/37925
	Acknowledgment	8/3701	2/76257
	Sense of ownership	11/5591	3/38215
Effective factors		53/7323	14/85509
Job motivation		16/8976	4/92295

According to Table (3), the significance level of Kolmogorov-Smirnov test in both variables is more than 0.05, so parametric tests (Pearson correlation coefficient) can be used.

Table 3: Normality of the data

Index	Effective factors in job motivation	Job motivation
Kolmogrov-Smirnov	1/049	1/020
Sig.	0/221	0/249

According to Table (4) because the calculated correlation coefficient among all components of the effective factors of work motivation (sense of ownership, manager relationship with employees, delegation, empowerment, appreciation) with job motivation is 99% higher in the level of confidence, the research hypothesis is confirmed. And the null hypothesis is rejected; therefore, it can be said that there is a significant relationship between all the effective factors of work motivation (sense of ownership, manager relationship with employees, delegation, empowerment, and appreciation) and job motivation.

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Table 4: Relationship between variables with job motivation

Variables	Correlation Coefficient	Sig.
Empowerment	0/997	0/000
Interaction of manager with employee	0/970	0/000
Delegation of authority	0/909	0/000
Acknowledgment	0/664	0/000
Sense of ownership	0/926	0/000

As can be seen in Table (5), the effective factors of work motivation are included in the regression equation, which (96.2%) explains the percentage of job motivation.

Table 5: Summery of model

Correlation coefficient	R2	R2 adjusted	SE
0/981	0/963	0/962	0/95592

According to Table (6), the manager's relationship with employees (0.430), delegation (0.340), and sense of ownership (0.163) and empowerment (0.131) have the greatest impact on job motivation in the company, respectively. They had electricity distribution in North Khorasan.

Table 6: Beta coefficient and level of significance

	Non-standard coefficient B	SE	Standard coefficient Beta	T	Sig.
Constant number	-0/573	0/319		-1/793	0/075
Effective factors	0/325	0/006	0/981	56/717	0/000
Empowerment	0/191	0/072	0/131	2/658	0/009
Relation	0/633	0/090	0/430	7/027	0/000
Delegation of authority	0/495	0/036	0/340	13/905	0/000
Acknowledgment	-0/043	0/024	-0/024	-1/806	0/073
Sense of ownership	0/238	0/059	0/163	4/014	0/000

Discussion

The main hypothesis of the study showed that there is a significant relationship between effective factors and job motivation with some researches of are consistent. (9, 12-16). The first sub-hypothesis of the research showed that there is a significant relationship between empowerment and job motivation that the results of this hypothesis are consistent with the some researches. (15, 17). The second sub-hypothesis of the study showed that there is a significant relationship between manager's relationship with employees and job motivation. The results of this hypothesis with the some researches are consistent. (11, 12, and 16). Researcher in a study introduced the first factor affecting job motivation in intimate relationships with colleagues (16). The third sub-hypothesis of the study showed that there is a significant relationship between delegation and job motivation that the results of this hypothesis are consistent with the some researches (10, 11, and 17). studies concluded that with increasing the amount of delegation of authority to employees, their motivation increases (10). The fourth sub-hypothesis of the research showed that there is a significant relationship between job appreciation and motivation that the results of this hypothesis are consistent with the some researches (11, 14, and 16). Studies considered the factors of justice in dealing with others, appreciation of efforts and endeavors by superiors, exchange of information and sincere cooperation to be effective on job motivation (14). The fifth sub-hypothesis of the research showed that there is a significant relationship between the feeling of ownership and job motivation that the

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result of this hypothesis is consistent with the some researches (9, 11 and 13).

Based on the results of research hypotheses, it is suggested that managers help their employees in the empowerment process to improve their self-confidence and overcome their feelings of helplessness and helplessness. In this way, opportunities can be provided for people to show that they can come up with good ideas and put them into practice. Employee training and empowerment is one of the goals of organizations and is always based on the belief and propaganda that productivity depends on educated and capable employees and on this important cost, in-service courses, short and long term or in other ways individual abilities and some of them are in line with organizational goals. In the field of communication, the manager should value and respect his employees and consider them as his colleague and not as a subset. It is suggested that the organization formulate specific job descriptions for all employees and identify communication barriers to facilitate organizational communication. It is recommended to clarify and remove the ambiguity of employees regarding their position in the organization as well as controlling the relations between work units. North Khorasan Power Distribution Company should be able to increase the correlation based on mutual trust of employees through the dimensions of mutual trust (honesty, competence, stability, loyalty) and increase employee motivation. Delegation becomes more important with the development of the organization to the extent that it is possible to continue the life of the device without delegation. Therefore, it is suggested that managers remove any ambiguity in the transfer of affairs and strengthen the motivational practice in subordinates. To be delegated. Therefore, delegating authority and giving field to employees, while empowering and developing them can lead to increasing motivation in employees. Everyone, regardless of the type of personality, position and position of the organization, wants to see his work. Therefore, appreciating and appreciating the efforts and efforts of employees can motivate employees even verbally. It is recommended that employees be rewarded in a timely manner so that bonuses are paid to employees as soon as possible (immediately after positive performance). As far as possible, the methods and system of payments should be clarified for the employees and while observing the theory of expectation, discriminatory payment methods should be avoided. When all of the above is observed, other employees feel ownership and consider themselves the owner of the work, company and institution, and as a result, internal motivation is created.

Conclusion

The purpose of this study was to "investigate the factors affecting job motivation in the employees of North Khorasan Power Distribution Company". The main achievement of the study showed that there is a significant relationship between ethical factors (empowerment, manager's relationship, delegation, job appreciation, and feeling of ownership) and job motivation.

Ethical Consideration

Ethical issues (Including plagiarism, informed consent, misconduct, data fabrication and/or falsification, double publication and/or submission, redundancy, etc.) have been completely observed by the authors.

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