



Determining the Relationship between Personality Type and Two-factor Theory with Motivation at Work

Mehran Nazari¹, Saeed Sayadi^{2}, Masoud Pourkiani³, Mohammad Jalal Kamali⁴*

¹*Department of Management, Kerman Branch, Islamic Azad University, Kerman, Iran,*

²*Department of Management, Kerman Branch, Islamic Azad University, Iran,
<https://orcid.org/0000-0003-2917-9043>, Email: sayadi@iauk.ac.ir*

³*Department of Management, Kerman Branch, Islamic Azad University, Kerman, Iran,*

⁴*Department of Management, Kerman Branch, Islamic Azad University, Kerman, Iran,*

Abstract:

The purpose of this study was to determine the relationship between personality type and two-factor theory with work motivation (a case study) among the staff of Islamic Azad University of Khuzestan province through using a descriptive-analytical method. With a statistical population of 2428 non-faculty members from among 15 university units, 332 persons were estimated and chosen based on the Cochran relation by stratified random sampling method. The applied tools included three questionnaires. The research questions consisted of 9 questions, of which questions 1 to 5 were in fact descriptive and explanatory, and questions 6 to 9 were the main research questions; The first question was related to measuring the components of motivation at work, the second question was related to measuring the component of introverted personality, the third question was related to measuring the component of extroverted personality, and the fourth question was related to measuring the factors of motivation, and the fifth question was related to retaining factors that all five questions were accepted with a high value based on the results of factor load and t and descriptive statistics. The sixth and seventh questions were about the relationship between introverted and extroverted personalities with motivation at work. The results of Pearson correlation coefficient indicated that there is a direct and significant relationship between them. The eighth and ninth questions were about the relationship between motivating and retaining factors and motivation at work. The results of Pearson correlation coefficient presented that there is a direct and significant relationship between them. In the last part of the research, some suggestions were presented to be used in the field and by other people.

Keywords: Personality Type, Two-Factor Theory, Motivation at Work.

Introduction:

Motivation is one of the main issues in behavioral sciences (Wright & Beasley, 2004), so one of the most significant issues facing organizations is how to motivate the workforce to perform their roles and tasks well and ensure that the organization will maintain its effectiveness (Bahadori Eet al., 2012). In all the research studies that have been conducted about motivation, it has been

revealed that motivational and health factors and factors that can be more or less included in this classification are among the effective factors in improving and strengthening the motivation of employees. In addition to the characteristics that each person is endowed with as a result of dealing with the different situations and various persons, and which includes the mental structure and personality traits, factors such as motivation, progress and success are affected (Aslaei et al., 2010). On

the other hand, in order to study and understand two-factor theory, it is necessary to know the motivating factors (motivational) and retaining factors (health) in employees. Careful and systematic planning to create, maintain and increase staff motivation urgently needs to be examined comprehensively and the factors affecting the promotion of motivation, because recognizing the factors affecting job motivation is one of the necessities that can be useful in enhancing job satisfaction among university staff. Also in this research, another variable is the type of personality, which includes introverted and extroverted personalities.

People's personalities are important in job adjustment, some jobs are suitable for obedient and silent people, while some jobs seem suitable for extroverts. When appropriate manpower is chosen for the job, it can lead to job satisfaction, job maturity, reduction in job conflict and burnout, and increase in success and many other issues in the job.

Statement of the problem, significance and necessity of the research

Motivation is a fundamental factor in generating the effort and activity of individuals. A significant factor in motivating employees to create effective and efficient results is to create a positive work environment for successful programs (Hosseini et al., 2013). Today, the issue of motivating employees is one of the most important management issues. Motivation from the perspective of management science today is the most significant context and factor in doing the job in the organization. By recognizing motivation, behaviors can be directed in the organization in such a way that individual and organizational goals are met. Two-factor theory, which is one of the most important theories of motivation at work, is also of specific significance. How managers differentiate between motivating and retaining

factors in jobs can guide employees in the success or failure in their jobs. On the other hand, the type of introverted and extroverted personality are effective based on the proportions of the two factors of job and employee, and finally the motivation of employees. Nowadays, it is felt that in Islamic Azad University units, the motivation of staff is declining. Factors such as declining number of students and consequently declining university tuition incomes, excessive and unnecessary staff displacements, lack of a proper reward system, and disproportion between jobs and employees, have decreased their motivation and, consequently, their productivity. The current study seeks to provide a model that can determine the relationship between personality type and two-factor theory with motivation at work and ultimately help managers to increase employee motivation by providing suggestions. Determining the components of two-factor theory and measuring introverted and extroverted personalities and their relationship with work motivation components have been done in this research.

Research Objectives and Questions

Aims of the research: The main purpose of this study is to determine the relationship between personality type and two-factor theory with motivation at work as a case study in Islamic Azad University units in Khuzestan province.

Secondary objectives of the research:

- 1- Determining the components of motivation at work among the staff of Islamic Azad University of Khuzestan province
- 2- Determining introverted personality among the staff of Islamic Azad University of Khuzestan province.



- 3- Determining extroverted personality among the staff of Islamic Azad University of Khuzestan province.
- 4- Determining the components of motivating factors among the staff of Islamic Azad University of Khuzestan province.
- 5- Determining the components of retaining factors among the staff of Islamic Azad University of Khuzestan province.
- 6- Recognizing and describing the relationship between personality type and motivation at work among the staff of the Islamic Azad University of Khuzestan Province.
- 7- Recognizing and describing the relationship between two-factor theory and motivation at work among the staff of Islamic Azad University of Khuzestan Province.

Research Questions:

- 1- What are the components of work motivation among the staff of Islamic Azad University of Khuzestan Province and what is their status?
- 2- What is the status of introverted personality among the staff of Islamic Azad University of Khuzestan Province?
- 3- What is the status of the extroverted personality component among the staff of the Islamic Azad University of Khuzestan Province?
- 4- What are the components of motivating factors among the staff of Islamic Azad University of Khuzestan Province and what is their status?
- 5- What are the components of retaining factors among the staff of Islamic Azad University of Khuzestan Province and what is their status?

- 6- What is the relationship between introverted personality and motivation at work among the staff of the Islamic Azad University of Khuzestan Province?
- 7- What is the relationship between extrovert personality and work motivation among the staff of Islamic Azad University of Khuzestan province?
- 8- What is the relationship between motivating factors and motivation at work among the staff of Islamic Azad University of Khuzestan province?
- 9- What is the relationship between retaining factors and motivation at work among the staff of Islamic Azad University of Khuzestan Province?

Theoretical foundations of research

Job motivation

Motivation is a purpose that is directed by nature and is considered as the goals of any public, private and non-profit organization (Khoshnevis & Tahmasebi, 2016).

Studies reveal that motivation is directly related to increasing human productivity. (Shafiei et al., 2016) declared that motivation is a process that begins with physiological deficiencies and activates the behavior toward a goal. Motivation is the desire and interest to perform an activity (activities) that is necessary to accomplish the goal (s) of the system.

The result of motivation management at work is to select the most suitable method of motivating employees through combining external and internal motivations that come from within employees, and direct employees to achieve business goals in meeting their needs (Vetráková & Mazúchová, 2016).

Motivation at work (job motivation) includes creating desire, aspiration and interest in doing work, encouragement and satisfaction of

employees by satisfying the logical financial, social and psychological needs of employees (Wei et al., 2012).

Job motivation models

The first theories of motivation

In these theories, exclusive patterns of motivation have been provided that make it applicable to all employees and in any situation. These standpoints include the traditional model, the human relations model, and the human resources model.

Traditional model: This model was developed by Taylor who considered financial reward as the only stimulus for productivity. Based on this theory, managers believed that workers were inherently lethargic and lazy, and could only be stimulated to produce more by economic factors, which is the model of the economic man (Asadnia et al., 2016).

Human relations model: This model was the result of Haogen studies. Based on this theory, human beings are motivated by other factors besides money, such as social behaviors. Having the necessary motivation, such as job satisfaction, increases employee performance. The social human model is derived from this model.

Human resources model: Based on this model, apart from material and social factors, many factors are able to affect on human behavior. Such as: the importance of the reward system, social impacts, the nature of the job, leadership model, needs and values of employees and perception of the work environment (Mládková et al., 2015).

Contemporary theories of motivation

In 1970, Campbell and colleagues categorized motivation theories into three general frameworks: content theories, process theories, and behavior reinforcement theories.

Content theories: These theories pay more attention to human instincts and stimuli and motivational factors and are seeking for things that activate a person's behavior to do work that are mainly their needs.

Process theories: These theories are more cognitive and answer the question of why. Process theories consider the behavioral processes of living things. Typically, variables such as needs, expectations, rewards are considered.

Behavior reinforcement theories: In these theories, we are dealing with behavioral perception (stimulus-response). In this theory, the environment is considered to be the cause of the type of behavior and not the internal and mental events of individuals. This theory focuses on the relationship between the inner needs of the individual and the results and tangible response such as positive reinforcement, negative reinforcement, punishment, silencing (Zheng, 2012).

Components of work motivation applied in this research.

In this research study, models of motivation at work including job model and characteristics, model of spirituality at work, goal setting model, equality model and instrumental model have been used to determine the components of motivation at work.

Job characteristics component

The job characteristics model includes factors in each job that consider the decisive mental state that creates in the individuals to attain consequences for them and the organization. This model includes the characteristics of skill diversity, task importance, freedom of action and feedback.

The Component of Spirituality at Work (Schwaninger, 2008)

Spirituality in work is a new window that has been opened in the field of behavioral issues, and attracts more and more interested people



day by day. In fact, spirituality at work includes states of health, happiness, wisdom, success and inner satisfaction that are necessary for the spiritual development and integrity of employees' work life, and also takes in characteristics such as a sense of solidarity, a meaningful sense of work, and living with values (Kanfer, 1990).

Goal setting component

Goal setting means that whenever a person accepts more consistent goals, he achieves better performance. In another definition, it has been stated that the intention of individuals is considered as a motivating battle that motivates the employee, and can lead to the performance at a higher level (Kanfer & Heggstad, 1997).

In the dimension of goal setting, there are features such as objective reward, participation and sustainability.

Equality Component

Equality is a situation in which a person estimates the relative value of his or her inputs and outcomes to the relative value of his or her inputs and personal outcomes or those that are comparable based on his or her point of view, and compares these ratios with each other inside or outside the organization. In this dimension, characteristics such as: benefits of procedural justice, respect and organizational attention are examined.

Instrumental component

Instrumental theories differ from need theories in several ways, especially in the field of cognition. These theories emphasize on the process that one uses to answer the question (Guseva et al., 2014).

In the instrumental component, there are characteristics such as: effort and performance.

Personality

Currently, there is no single definition of personality that everyone agrees on. Personality is a relatively stable pattern of characters, tendencies, or traits that to some extent perpetuate a person's behavior. Salvatore Maddi defines personality as follows: Personality is a relatively stable set of characteristics and tendencies that identifies commonalities and differences in the psychological behavior of individuals that have a continuum of time, and at the same time, may not be easily identified as single consequences of social and biological pressures (Kanfer, 1990).

Personality theories

The theory of cognitive typology of personality (Carl Jung)

Jung believes that people interacting with each other, give two different attitudes and orientations which include extroversion and introversion. In the case of introversion, the main orientation of the person is inward and towards him/herself. An introvert is frequently aware of internal and mental factors and is under the influence of these factors. There is no doubt that he sees external conditions and circumstances, but internal factors and mental elements have superiority and advantage in him and govern his state and behavior. The extrovert is inclined to the outside world and is socially involved, active and well-known. In the state of extroversion, one's attention is on external affairs and objects, and his other basic actions are simply the consequence of relations of external affairs and factors, and not the consequence of mental evaluation (Ashtiani Araghi, 2005).

The theory of personality psychoanalysis (Freud)

The first approach of the two personality studies is psychoanalysis, which reveals a coercive and pessimistic image of human nature. Freud considered unconscious powers, sexual desires, aggression based on biological bases, and childhood conflicts to form the personality (Ghorbani, 2010).

Theory of Individual Psychology (Adler)

Alfreda Deler was the first to remark the social aspect of human being. Based on Adler, every person is a social being more than anything else. The personality of an individual is shaped by the environment and individual social interactions. Regarding the subconscious aspects, Adler considers the level of consciousness as the core aspect of the personality (Asgarian, 2012).

Cognitive Theory of Personality (George Kelley)

This point of view emphasizes on the ways in which people get to know the environment and themselves. This approach is the most logical and psychological approach of the two personality types. Because it exclusively focuses on conscious mental activities (Ashtiani Araghi, 2005).

Trait theory of personality (Eysenck)

This type of theories is based on the assumption that an individual's personality is a summary of certain traits or ways of behaving, feeling, reacting, and so on (Chan kimYin, 2015). In 1963, Eysenck, with the help of his wife, manipulated the personality lists to create a new one called the Eysenck Personality List, based on 48 topics, half of which are internal to each of the factors of extroversion - introversion and neuroticism. In the current study, Jung's theory has been

applied for introverted and extroverted personalities.

Two-factor theory

This theory was developed by Herzberg as a result of research on job satisfaction. This theory also refers to some job factors that lead to satisfaction while other factors result in job dissatisfaction. Based on the results of studies, the factors affecting job satisfaction are divided into two categories: Motivating factors (internal) and retaining factors (external) (Ziar & Ahmadi, 2016). Motivating factors or intrinsic factors cause job satisfaction such as progress, success, nature of work, while retaining or external factors such as salary, job security, company policies and business management cause job dissatisfaction.

In the current study, the following components have been used to assess the two-factor theory.

The motivating factors are:

Recognition and Appreciation: The degree to which an individual's personal performance is identified and commended.

Career development and improvement: includes a situation in which a person is promoted and improved in the course of his or her career.

Job Responsibility: Includes issues such as delegation and freedom of expression and acceptance of relevant proposals.

Job Position: Relates to job status and personal position compared with co-workers.

Maintaining factors are:

Salary: is the sum of payments to the employee based on organizational principles.

Relationship with co-workers: includes formal and informal reporting system to superiors, subordinates and co-workers:

Job security: The degree to which a person feels about their survival in the organization and the organization has guaranteed it.

Workplace conditions: include physical, safety and health facilities to improve work and



prevent accidents at work (Rezaei Soufi, 2013).

Research Background

(Asadnia et al., 2016) investigated the relationship between personality traits and job performance and motivation. Findings indicated that there is a direct relationship between job performance and conscientiousness and job performance and extroversion. Consequently, according to the research results, personality traits are a strong variable in predicting job performance and motivation in those two universities.

In a study, (Ahmadi Chegini, 2015) examined the relationship between personality and organizational variables with job motivation. The results indicated that conscientiousness, job characteristics, organizational justice, person-job compatibility and organizational self-esteem have a positive relationship with job motivation, and neuroticism has a negative relationship with job motivation.

In their research, (Omidi, 2011) examined the relationship between introverted-extroverted personality type with job satisfaction and organizational commitment. The results revealed that there is a positive and significant correlation between introverted personality type and job satisfaction and between extroverted personality type and organizational commitment. But there is a significant negative correlation between extraverted personality type and job satisfaction.

(Arshadi, 2007) examined the relationship between introverted and extroverted personality types with organizational commitment. The results represented that people with extroverted personality in the study population have more organizational commitment in their workplace, and it is necessary to pay more attention to introverted people with disabilities in the workplace.

In their study, (Bahadori Eet al., 2012) analyzed Herzberg's job motivation model in the Health Organization. The results indicated that among the final dimensions of motivation, in terms of health factors, salary and working conditions have had the most impact, and personal interactions had the least impact, and among the motivating factors, the nature of work, responsibilities and tasks have the most regression weight, and performing works successfully have had the least regression weight.

(Alavijeh, 2013) scrutinized employee motivation and performance in Romanian government institutions. According to them, considering the globalization and constant change, one of the challenges of government institutions is to provide quality welfare services. Government institutions must concentrate on human capital.

In the study, (Azadi, 2007) examined the mediating role of job motivation characteristics in the relationship between burnout and the tendency to leave the job. In order to investigate the moderating role of job motivation, three characteristics of independence, feedback and skill diversity were considered in the relationship between burnout and willingness to leave the job.

Statistical population, sample size and sampling method

In this research study, the statistical population included all non-faculty members of the Islamic Azad University of Khuzestan with the number of 2428 people. Based on stratified random sampling method, the sample size was determined to be 332 people using the Cochran relation.

Methodology

Methodically, the current research is in the category of descriptive correlational research

and in terms of purpose, it is in the category of applied research.

Methods and tools of data collection

In this research, a field method was used to collect information, and a questionnaire tool including three questionnaires with the following characteristics was used to collect data.

Introverted and extroverted personality type questionnaire: To measure introverted and extroverted personality types, a researcher-made questionnaire based on Jung model was used by combining Router and John Strom questionnaires including 30 two-choice questions of agree - disagree. And the four components of recognition and appreciation, progress and development, job responsibility and job position as motivational factors and the four components of salary and benefits, relationship with co-workers, working conditions and job security as health factors which is set according to the Likert scale in a very important, important, somewhat important, less important and not important.

Motivation at Work Questionnaire: To measure motivation at work, a researcher-made questionnaire consisting of 54 questions and five components, each component is in fact, one of the selected models of motivation at work. Its component includes job characteristics, spirituality at work, goal setting, equality and means (operational) which is arranged according to the Likert scale in the form of strongly disagree, disagree, neither agree nor disagree, agree and strongly agree.

Validity and reliability of measurement tools

The selected sample size to determine the validity and reliability of measuring instruments includes 30 experts.

Validity and reliability of the introverted and extroverted personality type questionnaire: To determine the validity and reliability of the

introverted and extroverted personality type questionnaire, the opinion of experts was made use of, and with the consensus and coordination between expert members, the validity and reliability of the questionnaire was approved by about 90% of the members.

Validity and reliability of the two-factor theory questionnaire: The validity of the two-factor theory questionnaire was determined based on the result of KMO test, and the selected sample was determined 70%, which indicates its high validity. Cronbach's alpha method was also used to determine the reliability of the two-factor theory questionnaire. According to the results, its reliability is 93%, which indicates its very high reliability. The reliability of the theoretical components of the two factors are: salary 0.93, relationship with co-workers 0.88, work environment conditions 0.97, job security 0.94, recognition and appreciation 0.89, career improvement and development 0.92, job responsibility 0.90 and job position 0.93.

Validity and reliability of the motivation questionnaire at work: The validity of the motivation questionnaire at work based on the result of KMO test and the selected sample was determined to be 0.89, which indicates its high validity. Also, Cronbach's alpha coefficient was used to determine the reliability of the questionnaire in the work, which according to the results, its reliability value was 0.95, which indicates its very high reliability. The reliability of motivation at work includes the components of goal setting 0.92, equality 0.94, means 0.90, job characteristics 0.93 and spirituality at work 0.88.

Data analysis method



In this study, to investigate the relationships between variables, factor analysis model has been used to model structural equations using Lisrel software to analyze hypotheses, and

also SPSS software has been applied for descriptive statistics of subjects.

Conceptual model of research

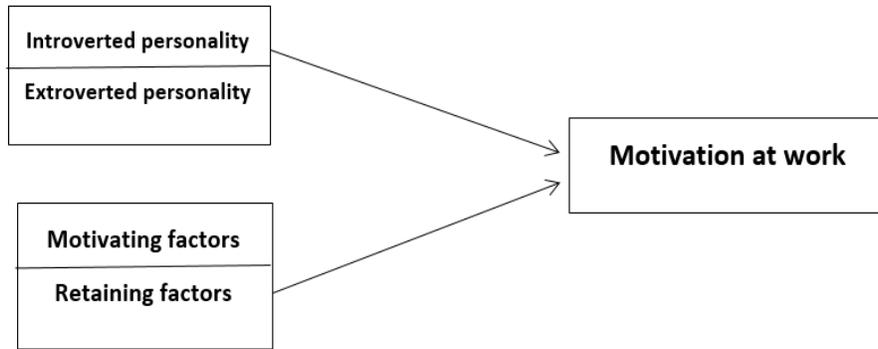


Figure 1. Conceptual model of research

In this study, the variables of introverted and extroverted personality type as well as two-factor theory have been considered as independent variables (predictor), and the variable of motivation at work was considered as dependent (criterion) (Figure 1).

Results

Findings related to factor analysis of research variables and components

Question 1: What are the components of work motivation among the staff of the Islamic Azad University of Khuzestan Province? What is its status?

Table 1. Confirmatory factor analysis of motivation structure at work

Structure	Standardized load	Explained variance (R2)	t	P-Value
Job characteristics	1	-	-	<0.001
Spirituality at work	0.788	05/0	14.875	<0.001
Goal setting	0.474	21/0	13.081	<0.001
Perception of equality	0.664	13/0	19.224	<0.001
Being a means	0.780	24/0	17.135	<0.001

The results in (Table 1) indicate that the components of the motivation questionnaire at work have acceptable t-values and factor load, and are therefore significant.

Question 2: What is the status of the introverted personality component among the staff of the Islamic Azad University of Khuzestan Province?

Table 2. Confirmatory factor analysis of introverted personality structure

Structure	Standardized load	Explained variance (R2)	t	P-Value
Introverted Personality	0.703	0.61	17.527	20.001

The results of (Table 2) show that the component of the introverted personality questionnaire has acceptable t-values and factor load, and are therefore, significant.

Question 3: What is the status of the extroverted personality component among the staff of the Islamic Azad University of Khuzestan Province?

Table 3. Confirmatory factor analysis of extroverted personality structure

Structure	Standardized load	Explained variance (R2)	t	P-Value
Extroverted Personality	0.697	0.43	16.487	20.001

The results of (Table 3) show that the component of the extroverted personality questionnaire has acceptable T values and factor load, and are therefore, significant.

Question 4: What are the components of motivating factors among the staff of Islamic Azad University of Khuzestan Province and what is their status?

Table 4. Factor analysis of the structure of motivating factors

Structure	Standardized load	Explained variance (R2)	t	P-Value
Recognition and appreciation	1.00	-	-	<0.001
Promotion and improvement	0.79	0.048	16.57	<0.001
Job responsibility	0.70	0.048	14.54	<0.001
Job position	0.61	0.047	12.75	<0.001

The results of (Table 4) display that the components of the motivation questionnaire have acceptable T values and factor load and are therefore, significant.

Question 5: What are the components of retaining factors among the staff of the Islamic Azad University of Khuzestan Province and what is their status?

Table 5. Factor analysis of the structure of retaining factors

Structure	Standardized load	Explained variance (R2)	t	P-Value
Salary and payment	1.00	-	-	<0.001
Relationship with co-workers	0.27	0.273	4.49	<0.001
Job security	0.21	0.219	3.42	<0.001
Workplace condition	0.24	0.241	2.96	<0.001

The results of (Table 5) indicate that the components of the retaining factor questionnaire have acceptable T values and factor load, and are therefore, significant.

Findings related to the relationships between research variables

Question 6: What is the relationship between introverted personality and motivation at work



among the staff of the Islamic Azad University of Khuzestan Province?

Table 6. Examination of the relationship between introverted personality and motivation at work

Introverted personality and motivation at work	
Significance level	1
Pearson correlation coefficient	0.703
Path coefficient	0.583
Statistical value of t	32.197

The results in (Table 6) indicate that according to the level of significance ($P = 000 < 0.01$), there is a direct and significant relationship between introverted personality and motivation at work with more than 99% confidence ($r=0.71$). The value of the path coefficient, the effect of the type of motivating personality in the work is equal to 0.583, and

the value of t is related to this coefficient of 32.197, and there is a significant and direct relationship between introverted personality and motivation at work.

Question 7: What is the relationship between extroverted personality and work motivation among the staff of Islamic Azad University of Khuzestan Province?

Table 7. Examining the relationship between extroverted personality and motivation at work

Extroverted personality and motivation at work	
Significance level	1
Pearson correlation coefficient	0.703
Path coefficient	0.583
Statistical value of t	32.197

The results in (Table 7) indicate that there is a direct and significant relationship between introverted personality and motivation at work with more than 99% confidence ($r=0.71$), considering the level of significance ($P = 0.01$). The value of the path coefficient, the effect of the type of motivating personality in the work is equal to 0.583 and t-value is related to this coefficient of 32.197, and

considering the fact that this value is greater than the number 1.96, it can be concluded there is a significant and direct relationship between introverted personality and motivation at work.

Question 8: What is the relationship between motivating factors and motivation at work among the staff of the Islamic Azad University of Khuzestan Province?

Table 8. Examining the relationship between motivating factors and motivation at work

Motivating factors and motivation at work	
Significance level	1
Pearson correlation coefficient	0.682
Path coefficient	0.039
Statistical value of t	4.702

The results in (Table 8) display that according to the level of significance ($p = 0.000$), there is

a direct and significant relationship between retaining factors and work motivation with

more than 99% confidence ($r=0.68$). The value of the path coefficient of the effect of motivating retaining factors in work is 0.039 and the t-value related to this coefficient is 4.702, and considering the fact that this value is greater than 1.96, it can be concluded with 95% confidence that the relationship between

motivating factors and motivation at work is significant and direct.

Question 9: What is the relationship between retaining factors and work motivation among the staff of Islamic Azad University of Khuzestan Province?

Table 9. Examining the relationship between retaining factors and motivation at work

Retaining factors and motivation at work	
Significance level	1
Pearson correlation coefficient	0.668
Path coefficient	0.051
Statistical value of t	6.096

The results in (Table 9) indicate that according to the level of significance ($p = 0.000 < 0.01$), there is a direct and significant relationship between retaining factors and work motivation with more than 99% confidence ($r=0.66$). The value of the path coefficient of the effect of motivating retaining factors in work is 0.051

and the t-value related to this coefficient is 6.096, and considering the fact that this value is greater than the number 1.96, with 95% confidence, it can be concluded that there is a significant and direct relationship between retaining factors and motivation at work (Figure 2).

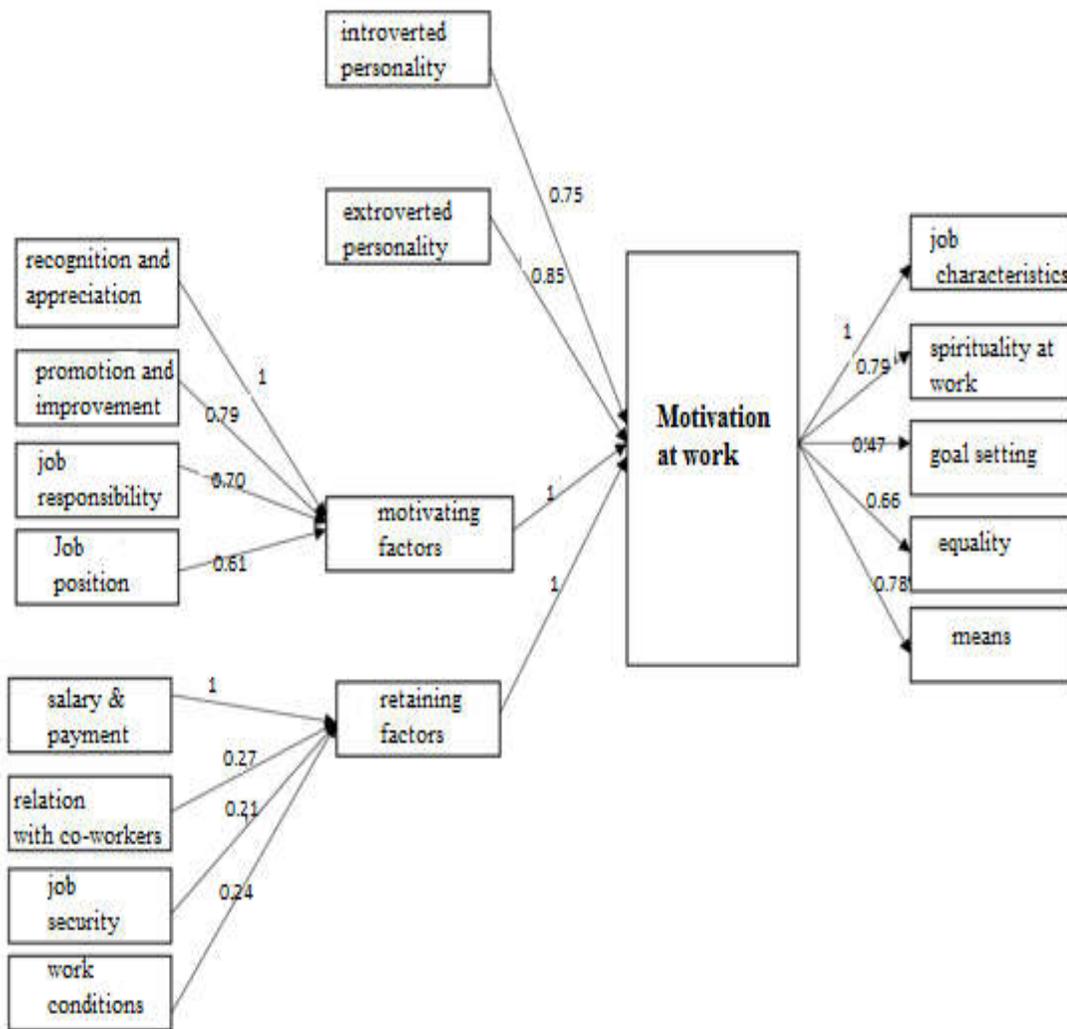


Figure 2. Final and confirmatory model of research

Discussion

In this study, a total of nine questions, five questions related to explaining and describing the components of the variables of personality type, two-factor theory and motivation variable at work, were addressed, and four main questions about how the variables of personality type and two-factor theory are related to work motivation among non-faculty members of the Islamic Azad University of Khuzestan Province have been designed and arranged.

The results show that in describing the components of personality type, including introverted personality and extroverted personality, according to the table, the evaluation method of the questionnaire; these two components are at a higher level than satisfactory. In describing the components of the two-factor theory, the results of Tables 2 and 3 shows that the variables of motivating and retaining factors are a higher level than satisfactory according to the evaluation method of the questionnaire. Also, in describing the components related to the

motivation variable at work, the results of (Table 4) show that the variable along with its components is at a higher level than satisfactory according to the evaluation method of the questionnaire. Two sections of factor analysis of the first five questions of the research according to Tables 6, 7, 8, 9 display that all components related to personality type, two-factor theory and motivation at work have acceptable T values and factor load, and therefore, are meaningful. Pearson correlation coefficient was used to examine the relationship between personality type and motivation at work in relation to the four main research questions. The results of (Table 7) displayed that due to the significance ($p = 0.000 < 0.01$), there is a direct and significant relationship between introverted personality and motivation at work with more than 99% confidence ($r=0.703$).

Conclusion

The value of the path coefficient is equal to 0.583 and t-value related to this coefficient is 32.197. Pearson correlation coefficient was used to investigate the relationship between motivating factors and motivation at work. The results indicated that according to the level of significance ($p = 0.000 < 0.01$), there is a direct and significant relationship between motivating factors and motivation at work with more than 99% confidence ($r=0.682/0$). The value of path coefficient is equal to 0.039 and t-value related to this coefficient is 4.702, and finally, Pearson correlation coefficient was used to investigate the relationship between retaining factors and motivation at work. The results showed that according to the level of significance ($p = 0.000 < 0.01$), there is a direct relationship between motivating factors and motivation at work with more than 99% confidence ($r = 0.668$). The value of the path coefficient is equal to 0.51 and the value of T is 6.096. On the other hand, in terms of

corresponding the findings with theories, the following can be mentioned: Findings related to the relationship between personality type and motivation at work is consistent with the findings of (Alavijeh, 2013) and (Omidi, 2011). And the findings related to the relationship between two-factor theory and motivation at work are consistent with the findings of (Bahadori Eet al., 2012) and (Azadi, 2007) and (Alavijeh, 2013).

References

- Wright S. & Beasley B. (2004), Motivating factors for academic physicians within departments of medicine, *Mayo Clin Proc*, 79(9): 114-136.
- Bahadori M. & Babaei M. & Mehrabian F. (2012), Prioritizing the components affecting job motivation in the staff of a military center by Analytic Hierarchy Process (AHP), *Journal of Military Medicine*, 14(4): 236-243.
- Aslaei M. & Behbahani A. & Nosratinejad F. & Gholamreza Nejad A. (2010), The study of the relationship between health factors and motivational factors with job satisfaction of Yasuj teaching hospitals based on Herzberg motivational theory, *Journal of Medical Sciences*, Azad University Islamic, 20(1): 52-57.
- Hosseini S. & Mirzaei M. & Faryabi R. & Mokhtari Ardakan A. & Shaker Ardakan M. (2013), Factors Affecting Job Motivation of Faculty Members of Yazd University of Medical Sciences: Application of Herzberg Motivation Theory, *Iranian Journal of Medical Education*, 13(12): 1040-1050.
- Khoshnevis H. & Tahmasebi A. (2016), The Motivation System in a Governmental Organization, *Procedia Social and Behavioral Sciences*, 23(4): 212-218.
- Shafiei Z. & Pourkiani M. & Iri A. (2016), Investigating the relationship between different types of anagram characters with motivation theories, *Quarterly Journal of Organizational Behavior Studies*, 20(5): 151-182.
- Vetráková M. & Mazúchová D. (2016), Draft of Management Model of Work Motivation in Hotels, *Procedia Social and Behavioral Sciences*, 23(3): 422-429.



- Wei Z. & Mian Z. & Hai L. (2012), "Performance appraisal process and organizational citizenship behavior", *Journal of Managerial Psychology*, 27(7): 732-752.
- Asadnia A. & Jalilpour P. & Barijani M. (2016), The relationship between personality traits and job performance among librarians of libraries of Shahid Chamran University and Ahvaz Jondishapour University of Medical Sciences, *Quarterly Journal of Information Management Science and Technology*, First Year, 26(2): 141-157.
- Mládková L. & Zouharová J. & Nový J. (2015), Motivation and Knowledge Workers, *Procedia Social and Behavioral Sciences*, 20(7): 768-776.
- Zheng W. (2012), "Performance appraisal process an behavior", *Journal of Managerial Psychology*, 27(6): 732-752.
- Schwaningeer M. (2008), Job Motivation for Learning and Development as Predictors of support for change, *Journal of organizational Transformation and social change*, 5(2): 141-157.
- Kanfer R. (1990), Motivation theory and industrial and organizational psychology, *Handbook of industrial and organizational Psychology*, 1(2): 75-130.
- Kanfer R. & Heggstad E. (1997), Motivational traits and skills: A personcentered approach to work motivation, *Res Int Organ Behav*, 19(5): 156-169.
- Guseva S. & Dombrovskis V. & Capulis S. (2014), Personality Type and Peculiarities of Teacher's Professional Motivation in the Context of Sustainable, *Procedia Social and Behavioral Sciences*, 11(7): 133-140.
- Ashtiani Araghi H. (2005), Description and Prioritization of Job Motivation Factors for Physical Education Teachers in Neishabour Based on Herzberg Theory, Master Thesis, Physical Education and Sports Science, Shahid Beheshti University, 16(4): 120-128.
- Asgarian M. (2012), Study of job motivation of faculty members of NAJA Deputy of Education based on Herzberg's two-factor theory, *Quarterly Journal of Disciplinary Management Studies*, 7(1): 739-748.
- Ghorbani R. (2010), A Study of Internal and External Needs and Motivational Factors (Case Study of the Staff of Islamic Azad University, Abhar Branch), *Journal of Behavioral Sciences*, 4(2): 91-106.
- Chan kimYin M. (2015), personality and entrepreneurial professional and leadership motivations, personality and individual differences, 77(5): 160-181.
- Ziar S. & Ahmadi F. (2016), Study of effective factors of job motivation of faculty members of Shahid Beheshti University of Medical Sciences based on Herzberg two-factor motivational theory, *Journal of Education Development in Medical Sciences*, 44(3): 269-275.
- Rezaei Soufi M. (2013), The relationship between factors on job motivation based on Herzberg model and job satisfaction of employees of sports federations, *Journal of Applied Research in Sports Management*, 6(2): 33-42.
- Ahmadi Chegini S. (2015), The relationship between personality and organizational variables with job motivation, *Journal of Behavioral Sciences*, 9(2): 147-157.
- Omidi H. (2011), Motivation in the organization with an approach of inverse theory, *Monthly of Labor and Society*, 13(6): 87-98.
- Arshadi N. (2007), "Study of the relationship between stress due to role conflict and ambiguity with performance and job satisfaction with respect to the moderating effects of work independence and group affiliation in employees of the National Company of Oilfields South Ahvaz", *Journal of Educational Sciences And Psychology*, 17(5): 159-166.
- Alavijeh M. (2013), Factors affecting job motivation of faculty members of Yazd University of Medical Sciences: Application of Herzberg motivation theory, *Iranian Journal of Medical Education*, 13(12): 1040-1050.
- Azadi M. (2007), Investigating the relationship between personality traits and attributional styles with job satisfaction in emergency medical staff in Fars province. Master Thesis, Islamic Azad University, Arsanjan Branch, 9(3): 47-55.