



RELATIONSHIP MANAGERS' INFLUENCE STRATEGES WITH INTRINSIC MOTIVATIONS OF EMPLOYEES

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ABSTRACT

The basic factor that every manager should consider is to influence employees in his field. The most unsuccessful managers are those who are incapable of employing, motivating and influencing their employees. The relationship between managers' influence and intrinsic motivation strategies among employees of Islamic Azad University (IAU), Sanandaj Branch, is investigated in this research. The current research is considered as field study in terms of the objectives of the work and descriptive in terms of the methods employed. The results are quantitative and the data were collected in a limited period of time (cross-sectional). The research population consists of 116 employees of IAU, Sanandaj Branch. Indeed, data were collected using two questionnaires of penetration and intrinsic motivation and analyzed using SPSS software and appropriate statistical tests. The results obtained in this study indicate that the influence strategy based on compromise and persuasion has significant correlations with the intrinsic motivations of the employees with correlation coefficients of 0.359 and 0.359, respectively. However, the influence strategy based on compulsion does not have a significant correlation ($r^2 = 0.072$) with the employees' intrinsic motivations.

Keywords: *Influence Strategies, Intrinsic Motivation, Islamic Azad University (IAU) of Sanandaj Branch.*

INTRODUCTION

Leadership is a subject that has attracted significant attention of the researchers and the public. Leadership is an interesting issue, because it is a mysterious process, which everybody deals with it in his life. In most cases, behavioral scientists have tried to determine which aspects, abilities, behaviors, sources of power, or reliance on what aspects of the position can help the leader to influence followers, and realize the group goals (Asgari, 2004). Social relationships and methods of influencing others are rooted in how people form attitudes toward others. The foundation of a successful communication is created through social and behavioral skills. Social skills make it possible for humans influence their peers. This influence or penetration strategy sometimes leads to a change in attitudes, values and beliefs of other people. Therefore, the most important factor that every manager should consider about in his area of management is to influence the human resources. The most unsuccessful managers are those who are incapable of moving, and influencing the subordinate employees. On the other hand, the successful managers can take advantage of practical communication with the human resources; activate the subordinates, and help the employees to trigger their potential and actual capabilities.

The main concerns of management, nowadays, are how to take advantage of the employees' work, how to motivate them to be more productive, and how to reduce work compulsion turnover, and finally how to provide them with job satisfaction (Moshbaki, 2006). Thus, human

resource is a key factor in service companies and the motivation of human resources is essential for the realization of the goals of the organization. In addition to external factors, a job or position can also motivate employees, provided that attention is paid to factors that give rise to intrinsic motivation in job designing (Rezaie, 1995). Motivation in simple language is to understand why people do things in a particular way, and what causes them to function in the first place. In other words, motivation is an internal state that generates energy, determines the direction and intensity of a behavior in order to meet a need. This psychological concept often has internal or external roots. Therefore, the success of an organization depends on the desirable performance of the organizational behavior of the individual members of the organization. Also, the low and poor productivity is the result of the misconduct and the employees' low-performance. So, to understand the modifications in the performance of individuals, their motivation must be considered (Nahley, 1994).

Undeniably, management is an engine for the development, but development depends on teamwork and organizational effort too, and the management of group and organizational activities requires effective management. Undoubtedly, working with others and penetration strategy to influence the employees is essential for a responsible manager who wants to perform the assigned duties well and this is an issue that leads to the effective leadership (Sadeghi, 2006). Efficient and effective leaders need different tools, and power is one of the tools an effective leader certainly need. The process of exercising influence over subordinates is the important aspect of the leadership. The method of exercising power or Influence strategy is called leadership style. Exercising influence over others can be obtained through the creation of a thought of power which in turn requires access to powerful resources (Zare et al., 2008).

According to French and Raven (2000) power is the potential action and penetration is what the power-holder can apply to others. In other words, influence means is the effect of the "agent" on the "goal" and penetration to create motivation, change the individual's behavior or influence on events and objects (Targhi et al., 2007). It often seems that different institutions compete with each other due to the type and quality of their products. But, the reality is that these organizations compete more in terms of human resources, and, at the top of that, the competition is on the managerial level. The human resource is the responsible for the production and delivery of products and services, and management empowers the work environment so motivational that the employees work to their full potential, and the result of their work is delivered to the market in the form of colorful products and services. Therefore, human resources, in any organization, are definitely the most important and valuable factor which, along with material facilities, can realize the goals and desires of the organization, namely the manufacturing of products or delivery of the services.

Modern techniques and innovative methods can help the managers to use the material resources, but better use of human resources requires the initiative and adherence to proper philosophy; since, individuals, in contrast to the materials and objects, have a sense of human dignity, emotion and the ability to think, and logic, and they customarily react to stimulations, and their response is not predictable and not calculated in many cases. Furthermore, human beings are not subject to the certain conditions, and they are not bound and enclosed. Individuals have various attitudes, feelings and emotions in different situations, and they do not have the same behavior and resistance when dealing with problems and issues. Therefore, the common understanding between the organization, managers and employees are always volatile and



unstable. The previous year was titled “The Year of Economic Jihad” indicating that a goal-oriented approach through interdisciplinary and virtuous efforts is needed to meet the objectives. So, managers’ proficiency is of significant importance to control the common relationships and to motivate employees (Najafi, 2008). Human resources are defined as the quantitative and the qualitative sum of individual resources that are used to manage the organization and achieve the goals regarding the organization extensiveness, complexity, abilities and the level of knowledge (Seyyed Javadin, 2007). Manpower utilization needs to be improved through support and motivation. Robbins (1998) defines work motivation as the willingness to exert a high level of effort towards organizational goals, conditional by the effort’s ability to satisfy some individual need. Motivations are behavioral stimulations which can trigger the commencement and continuation of the activity and determine the general direction of the individual's behavior (Rezaeian, 2003). Job motivation is one of the most important factors in the success and the backwardness of the system and, if neglected, causes waste of the resources of the organization. (Samadi, 2009).

RESEARCH METHODOLOGY

This study is a correlational research in terms of the relationship between variables and cross-sectional in terms of data collection. This research seeks to examine correlations of variables in an organization through field research. The research population consists of 285 staff members of IAU, Sanandaj Branch. Using the class-random method, 116 people were selected by applying the Cochran formula. The data were collected through two questionnaires including: a standard questionnaire containing 15 questions (Questions 1 to 15), used to assess the Managers’ Penetration Strategies (Watten et al., 2002), and another standard questionnaire comprised of 15 questions (Questions 16 to 30) was used to assess the psychological motivation of the selected research population (Job Preference WPI Ambley, Hill Hennessy and Tike, 1994). Both questionnaires are designed based on the Likert scale. The cronbach’s alpha correlation was used to test the reliability of the 30 samples of questionnaires in the form of pre-test. The results are 0.71 and 0.74 for managers’ penetration and intrinsic motivation variables respectively which indicates good reliability. KMO test was also used to investigate the structural validity.



ANALYSIS OF FINDINGS

Findings related to individual and occupational variables:

62.1% of the research population were men and 37.9% were women. Most participants (47.4%) were in the age group between 31 to 40, and the highest level of education attained by the population in this group (58.6%) was the bachelor’s degree. In terms of work experience, most people (0.31%) had 11 to 15 years of work experiences. In terms of area of expertise, most (19.8%) were working in the administrative and financial affairs department.

Table 1: Statistical analysis of the dimensions of the questionnaire

Variables	Standard Deviation	Average	Number	Minimum	Maximum
Compulsion	0.554	2.993	116	1.80	4.60
Compromise	0.656	3.288	116	1.80	5
Persuasion	0.519	3.343	116	2.00	4.60
intrinsic motivation	0.417	3.798	116	2.87	4.80

The first question was to investigate the relationship between and the intrinsic motivations of employees working at IAU, Sanandaj Branch. For this purpose, using the Spearman nonparametric test, the significance of the relationship between the two variables was investigated. Considering that the significance level was less than 0.05 and the correlation coefficient was 0.336, the hypothesis was confirmed.

Table 2: Result of Spirman correlation coefficient test for research variables

Employee motivation	Dependent variable	Independent variable
0.368	Correlation Coefficient	The managers' influence strategy
0.001	Significant level	
116	Number	
Source: Research data		

The first sub-hypothesis is the relationship between the compulsion and the intrinsic motivations of the employee's of IAU, Sanandaj Branch. The Spearman nonparametric test was used to examine the significance of the relationship between the two variables. The hypothesis was rejected because the significance level was greater than 0.05 and the correlation coefficient was 0.168.

Table 3: Result of Spearman correlation coefficient test for the manager's penetration strategy through compulsion and employee motivation

Employee motivation	Dependent variable	Independent variable
0.168	Correlation Coefficient	The managers' influence strategy through compulsion
0.072	Significant level	
116	Number	
Source: Research data		

To study the second hypothesis, the relationship between compromise and intrinsic motivation of the staff of IAU of Sanandaj, the Spearman nonparametric test was applied, and the significance of the relationship between the two variables was investigated. Since the significance level was less than 0.05 and the correlation coefficient was 0.335, the hypothesis was confirmed.

Table 4: Result of Spearman correlation coefficient test for the manager's penetration strategy compromise and employee motivation

Employee motivation	Dependent variable	Independent variable
0.353	Correlation Coefficient	The managers' influence strategy compromise
0.009	Significant level	
116	Number	
Source: Research data		

To investigate the third sub-hypothesis, internal persuasion and intrinsic motivation of employees of IAU of Sanandaj, the significance of the relationship between the two variables was investigated by the nonparametric Spearman test. Considering that the significance level was less than 0.05 and the correlation coefficient was 0.359, the hypothesis was confirmed.

Table 5: Result of Spearman Rank correlation coefficient test for the managers' penetration strategy through persuasion and employee motivation

Conflict Management	Dependent variable	Independent variable
0.359	Correlation Coefficient	The managers' penetration strategy through persuasion
0.001	Significant level	
116	Number	
Source: Research data		

CONCLUSION

One of the most important functions of social influence or penetration skill is that it makes the other individuals adopt a particular attitude and maintain or change that attitude. According to psychologists, the main target of penetration techniques is the attitudes, whether we intended to develop, change or even reinforce them. We know that attitude means what an individual knows about a particular subject or condition (the cognitive aspect), his/her emotions about that subject (affective aspect) and the way in which he/she acts on that subject or condition. Therefore, a penetrating person can influence his or her perceptions, feelings or actions (Harji et al., 1998). Consequently, organizations are trying to increase the influence of compromise in order to increase the intrinsic motivations of the employees, which will lead the organization towards higher excellence and more productivity. Applying the participatory management method and encourage the staff from different positions and ranks to participate in the decision-making process in the organization will be effective in making organizational decisions.

In the organization, implementing some of the commands can be reinforced by rewards. When the commands are announced, managers can consider an dpay attention to the collective norms of the university. Kind and affectionate behaviors can be reinforced and developed at the university. When a manager provides the necessary justifications for the appropriate instructions, the employee feels the sense of connected and understanding on a deeper level, and that will lead to the implementation of the orders in the organization. The commands can be justified and documented so that all employees find their interests in implementing them. The university administrators can make a connection between the previous and the new orders.



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