



**Investigating the relationship between motivation-hygiene factors and mental health of employees
(Case study: The employees of Keshavarzi Bank in Tehran)**

1. Fatemeh Poorani 2. Dr. Kamran Ganji

1. Department of Psychology, Faculty of Humanities, Saveh Branch, Islamic Azad University, Saveh, Iran

2. Department of Psychology, Faculty of Humanities, Malayer Branch, Islamic Azad University, Malayer, Iran

Abstract

This study is conducted with the aim of investigating the relationship between motivational and hygienic factors and general health in employees of Keshavarzi Bank in Tehran. The research is descriptive and correlational. The study population consisted of all the employees of Keshavarzi Bank in Tehran in the second half of 2015. The sample consisted of 200 employees who were selected using random cluster sampling. The research tools included General Health Questionnaire and Herzberg's Motivation and Hygiene Factors Questionnaire. To analyze the data, Pearson correlation method was used. The results showed correlation of motivational factors and general health and its sub-scales in the employees of Keshavarzi Bank is negative and significant ($P < 0.05$). Correlation of hygienic factors and general health and its sub-scales in the employees of Keshavarzi Bank is negative and significant ($P < 0.05$) and also, correlation of subscales of hygiene factors and subscales of motivational factors in the employees of Keshavarzi Bank is positive and significant ($P < 0.05$).

Key words: motivational factors, hygienic factors, general health, employees of Keshavarzi bank.

1. Introduction

Humans spend more than a third of their lives in the workplaces that have hazardous factors. According to the report of World Health Organization, annually 120000000 incidents due to work and 200,000 cases death and about 67 to 157 million diseases due to work in the world is occurred. In a part of the Rio World Summit Declaration in the field of Environment and Sustainable Development, Occupational Health is considered as an important strategy that not only the health of employees but also it has a significant and positive impact In productivity and products quality, work motivation, job satisfaction, and ultimately the quality of total life of the people. According to the World Health Organization, if occupational health services not to be provided for all employees appropriately and effectively, it causes to reduce working capacities and so economic losses of 10 to 20 percent of GDP (World Health Organization, 2007).

The necessity to pay attention to observe the hygienic factors at workplace is due to the fact that work is an essential element of progress and success and the most link of man with fertile life. Work is the human aim and the means of livelihood. Constant interaction with the physical and psychological aspects of the workplace can have positive or negative effects on



his health and the production process, in turn, influenced the sense of physical and mental health of individual. When work has adaptive and productive activity, it can act as an important factor in health promotion. According to the research, work pressures, conflicts and disappointments are the main reasons for mental and physical exhaustion that can be imposed patient referral and treatment costs and negative psychological effects on colleagues and subordinates as reducing efficacy (Ganji, 2002).

To increase productivity in the organization, the need to supply conditions is felt that the most important of it is the human factor. Herzberg (1966) in the theory of motivation and mental health states that the needs can be introduced that on the one hand creates satisfaction and success for human sources and on the other hand, lack of satisfaction creates incuriosity. In the case of meeting these requirements, the person will be satisfied. Satisfying factors of the needs are occupational factors, internal and not environmental and include success, acclaimed for doing work, more responsibility and grow in work. Thus by improving the business environment should stimulate the creative impulses of man. Also, according to the theory of motivation, success seeks to understand the incentives that causes someone else does more effort and wants success in work and tries to somehow create it in people who do not relish (Feist et al., 2011). Motivational needs are needs that people are indifferent to the non-fulfillment of them and in the case of satisfying them are motivated and achieve to optimum satisfaction. These needs usually resolve by internal factors of job, such as greater responsibility, career advancement, success and nature of work. These factors are called motivating factors (Ghasemi, 2011). Pinder (1998, quoted by Lundberg, 2009) defines the motivation as a set of forces that requires man from both inside and outside to do special activities in workplaces. The research results of Swarnalatha and Prasanna (2012) showed that job satisfaction, employee engagement and organizational citizenship behavior, including factors that can justify intensive behavior of employee in the workplace, and based on them, employees provide their work with passion to success of organization and engage themselves and following that sense of empowerment have greater impact (Fakhri, et al., 2012).

On the other hand, in addition to motivational factors can be mentioned the hygiene factors in workplace health. Herzberg believed, lack of dissatisfaction not means satisfactory so hygienic factors assure us to the lack of dissatisfaction. But if there is not motivating factor, it cannot be said that there are really job dissatisfaction, but it can be concluded that there is no satisfaction (Delange et al., 2002). In a study, Rezai Sufi and Shabani (2013) showed lack of hygienic factors in workplace grow negative attitudes and cause job dissatisfaction. Thus, it is concluded that job satisfaction by providing the motivation factors mediation of hygienic factors is created. In other words, in the case of upgrading hygienic factors, motivational factors cause to increase and promote job satisfaction in employees, however, if hygienic factors to be reduced, this leads to a reduction in job satisfaction, in any case, if hygienic factors to be improved and motivational factors to be reduced, a kind of indifference to the job will be provided and this can be considered a threat to mental health. The research results of Raeisi and Shokuhande (2013) in the study of the relationship between mental health of nurses and their motivation in doing nursing duties showed there is a significant relationship between these two variables. As well as there is a significant relationship between each dimension of mental health and motivational aspects. Also, Otoofi et al (2013) evaluated and compared motivation-hygiene factors of employees based on the Herzberg's theory and



showed that the most important hygiene factors was job security and supervision, and the most important motivational factors was success and appreciation. Hygiene factors had more importance to motivational factors in both the hospital. The research results of Shafiabadi and Khalaj Asadi (2010) also showed, there is a significant relationship between job satisfaction and mental health (Mehrmand, 2011). The research results of Ram and Prabhaker (2011) confirmed the relationship between work engagement and health perceptions and organizational support and its impact on the sense of empowerment and organizational behavior.

Therefore, regarding motivated and effective employees as one of the main pillars of the bank need to prepare themselves for the jobs, so evokes the work environment, their relationships with each other, and management style and different emotions in employees that this sentiment has a major role in providing mental health. Thus, attention to the interaction and the role among organizational and work variables such as mental health, hygiene and motivational factors could be considered a new field of study in psychology with an emphasis on industrial psychology and causes to create more motivation and direct to the healthy motivations that is one of the manufacturer tools in the correct application of human resources. Accordingly, this study sought to answer the question, what relation is there between motivation-hygiene factors and mental health of employees of Keshavarzi Bank?

2. Research Hypothesis

2-1 There is a significant relationship between motivational factors and general health and its subscales in employees of Keshavarzi Bank.

2-2 There is a significant relationship between hygienic factors and general health and its subscales in employees of Keshavarzi Bank.

2-3 There is a significant relationship between subscales of hygienic factors and subscales of motivational factors in employees of Keshavarzi Bank.

3. Research Methodology

The research method in this study, in terms of procedure and the nature is descriptive and correlation and based on purpose is placed in the category of fundamental research. The study population consisted of all employees in the branches of Keshavarzi Bank of Tehran with the number of 1177 in the second half of 2015. In the meantime, using random cluster sampling and among five regions North, South, East, West and Center, 20 branches were randomly selected and tested. It should be noted that based on the vision of Klein (2010) in the study of the correlation for each item, 5 – 2/5 sample should be selected should be at least 200 people. Thus, the sample size is selected between 200 and 250 people.

Questionnaire was used to assess the variables: a) General Health Questionnaire GHQ, consist of 28 questions that is made by Goldberg and Hillier (1979) for non-psychotic mental disorders screening has been used. This scale consists of four subscales: somatic symptoms, anxiety, social dysfunction and depression that are scored by the way of Likert rating scale.



Chang (1994) reported reliability coefficient of this scale by the method of retest for the whole scale 0.55. Also Yaghubi (1996) has reported the reliability coefficient of the questionnaire by the method of retest 0.88 (quoted by Amini et al., 2009). B) motivation-hygiene factors questionnaire, this questionnaire is raised by Dunnett and colleagues in 1996 based on Herzberg's theory and has 30 questions. The scale of questionnaire is 5-point Likert type. In thin questionnaire, 11 factors associated with job motivation are evaluated (Mokhberi, 2009, quoted by Raeisi and colleagues (2014). Its reliability has been reported by him 0.96. As well as its reliability by Mokhberi (2009) 0.93 and Rezaei Sufi and Shabani (2013) 0.86 is reported. After collecting the data, to analyze the data, descriptive and inferential statistics are used. Accordingly and in the level of descriptive statistics, measures of central tendency, dispersion and distribution indices such as mean, standard deviation, tilt coefficient and elongation coefficient is calculated. Also, in the level of inferential statistics, statistical models of Pearson correlation coefficient using statistical software spss are used.

4. Results

4-1 descriptive statistics

4.1.1 Describe the demographic characteristics of subjects

Demographic characteristics of respondents are presented in Table 1;

Table 1: demographic information of respondents

characteristics	Gender	Frequency	Percent
gender	Male	95	47.5
	Female	105	52.5
Education	Diploma	31	15.50
	Associate degree	57	28.20
	BA	66	32.70
	MA	46	22.80
Work experience	1 to 10 year	77	38.10
	10 to 20 year	89	44.10
	20 to 30 year	34	16.80
	1 to 10 year	77	38.10

According to the results in Table 1, 52.5 percent of subjects are women. Also, 95 people equivalent to 47.5 percent of the subjects are men. Also, in terms of education level, 66 people equivalent 32.70 percent of subjects have Bachelor degree. Also, the minimum frequency is related to the subjects that their education level is diploma and in terms of work experience, major subjects 44.10 percent of them equivalent to 89 people has work experience between 10 to 20 years. Also, the lowest frequency in work experience was related to the work experience 20-30 years ie 16.80 percent of individuals.



4-1-2- describe the variables

In the following, Table 2, 3 and 4 describe the scores of subject in three variables;

Table (2): the description of scores of subjects in Herzberg's motivational factors and its sub scales

Index	Number	Mean	SD	Tilt coefficient	Elongation coefficient
Motivational factors	200	10.978	9.06	0.19	0.26
Occupational success	200	11.97	2.10	-0.45	-0.88
Progress	200	7.94	1.40	0.08	-1.25
Work nature	200	11.53	2	0.30	0.94
Identification	200	11.69	2.19	0.19	1.08
Growth	200	11.75	1.87	0.06	-0.16

In Table 2, the mean of scores of subjects in the questionnaire of Herzberg's motivational factors is displayed. Accordingly, the mean of scores of subjects in motivation factors is 10.978. The mean of scores of subjects in subscales of occupational success, progress, nature of work, identify and growth is respectively 11.97, 7.94, 11.53, 11.69 and 11.75.

Table (3): the description of scores of subjects in Herzberg's hygienic factors and its sub scales

Index	Number	Mean	SD	Tilt coefficient	Elongation coefficient
Hygienic factors	200	10.39	10.49	0.16	-0.25
Company policy	200	11.70	2.19	0.16	0.18
Relationship with colleagues	200	11.29	2.05	0.08	1.05
Job security	200	11.64	2.21	0.12	-0.20
Communicating with Supervisors	200	11.60	1.79	0.02	-1.12
Money	200	8.27	1.13	-0.42	-0.43
working conditions	200	7.86	1.39	0.12	-1.24

According to the findings of Table 3, the mean of scores of subjects in the hygienic factors and its subscales is displayed. Accordingly, the mean of scores of subjects in hygienic factors is 10.978. Also in subscales of company policy, relations with colleagues, job security, relationship with supervisor, money and working conditions is respectively 11.70, 11.29, 11.64, 11.60, 8.27 and 7.86.

Table (4): the description of scores of subjects in General Health Questionnaire

Index	Number	Mean	SD	Tilt coefficient	Elongation coefficient
Physical symptoms	200	9.69	1.92	0.14	0.27
Anxiety	200	9.67	2.11	0.48	-0.85



Social function	200	11.72	2.46	0.08	1.01
Depression	200	10.16	1.98	0.07	1
general health	200	41.26	8.24	0.12	-0.29

According to the table above, the mean of scores of subjects in the subscales of physical symptoms, anxiety, social functions and depression is respectively 9.69, 9.67, 11.72 and 10.16. Also, the mean of score of subjects in the General Health Questionnaire is equal to 41.26, which represents the level of average public health.

Also, because the absolute value of the tilt and elongation coefficient for general health and subscales of Herzberg's motivation and hygiene factors is less than 2, so the distribution of general health and its subscales with normal distribution not has significant difference and to analyze the variables and its subscales can be used parametric tests.

4-2 analytical findings

First hypothesis: there is a significant relationship between motivational factors and general health and its subscales in employees of Keshavarzi bank.

To answer this hypothesis, because variables are quantitative and a violation of normality was not observed in data, the Pearson correlation coefficient was used.

Table 5: Investigate the relationship between general health and motivational factors in employees of Keshavarzi Bank

Index	Motivation factor	Significant level
Physical symptoms	-0.214	0.001
Anxiety	-0.159	-0.003
Social function	-0.150	0.006
Depression	-0.177	0.001
general health	-0.215	0.001

The result suggests that the correlation of motivational factors and general health and its subscales in employees of Keshavarzi Bank is negative and significant ($P < 0.05$). The negative correlation indicates that the more the person gains higher score in general health and its subscales (ie, the less health), motivational factors will be lower in him.

Second hypothesis: there is a significant relationship between hygienic factors and general health and its subscales in employees of Keshavarzi bank.

To answer this hypothesis, because variables are quantitative and a violation of normality was not observed in data, the Pearson correlation coefficient was used.



Table 6: Investigate the relationship between general health and hygienic factors in employees of Keshavarzi Bank

Index	Hygiene factor	Significant level
Physical symptoms	-0.257	0.001
Anxiety	-0.249	0.001
Social function	-0.310	0.001
Depression	-0.319	0.001
general health	-0.345	0.001

The result suggests that the correlation of hygienic factors and general health and its subscales in employees of Keshavarzi Bank is negative and significant ($P < 0.05$). The negative correlation indicates that the more the person gains higher score in general health and its subscales (ie, the less health), hygienic factors will be lower in him.

Third hypothesis: there is a significant relationship between subscales of hygiene factors and subscales of motivational factors in employees of Keshavarzi bank.

To answer this hypothesis, because variables are quantitative and a violation of normality was not observed in data, the Pearson correlation coefficient was used.

Table 7: Investigate the relationship between subscales of hygienic factors and subscales of motivational factors

Subscales	Occupational success	Progress	Work nature	Identification	Growth
Company policy	0.649**	0.473**	0.804**	0.736**	0.814**
Relationship with colleagues	0.544**	0.669**	0.694**	0.698**	0.121*
Job security	0.814**	0.698**	0.488**	0.820**	0.798**
Communicating with Supervisors	0.159**	0.9129	0.288**	0.244**	0.229**
Money	0.518**	0.414**	0.388**	0.418**	0.392**
working conditions	0.453**	0.467**	0.488**	0.473**	0.544**

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

The result suggests that, correlation of sub-scales of hygienic factors with subscales of motivational factors in employees of Keshavarzi Bank is positive and significant ($P < 0.05$).

5. Discussion and Conclusion

The present study was conducted aimed to investigate the relationship between motivational and hygienic factors and mental health of employees of Keshavarzi Bank in Tehran. In this regard, three hypotheses were design and tested, that the first hypothesis test results showed that the correlation of motivational factors and mental health and its subscales in the



employees of Keshavarzi Bank is negative and significant ($P < 0.05$). The negative correlation indicates the more the person achieves higher score in mental health and its subscales (ie, less health), motivational factors will be lower in him. The findings of this study are consistent with the results of Raeisi and colleagues (2014) that have referred to the relationship between mental health of nurses with different aspects of motivation, the research results of Dlanzh (2004), Ram and Prakbaharam (2011), Dolavard and Baker (2010), research results of Surak et al (2002) about the relationship between motivation job factors and performance and social relationships. General health is one of the most important structures that have a direct correlation between individual and social performance and prevent many individual harm and subsequently social. In fact, its main purpose is not only the absence of mental illness, but follows the promotion of mental health of the population (Hesami Arani, 2009). In this context in which it must be said, it cannot be distinguished career and work factors from mental health (Fareghzadeh, 2005). So managers and organizational rules by influencing the motivation of people to cooperate in order to achieve the objectives of the organization can affect the health of their employees. When work motivation increases, not only person feels useful and effective and away from the thought of disappointing and demoralizing, but with the development and proper organizing social relations could also improve individual and organizational performance. Cooperation among the individual causes to people have desired social protection system that by reducing job conflicts and reducing stress caused by lack of time and ambiguity in the playing role not only increases their motivation to perform team job activities (Franco, 2012).

The results of investigating the second hypothesis showed, correlation of hygienic factors and general health and its subscales in the employees of Keshavarzi Bank is negative and significant ($P < 0,05$). The negative correlation indicates that the more the person achieves higher score in general health and its subscales (ie, less health), hygiene factors will be lower in him. The findings in this case are consistent with the results of Rezai and colleagues (2013) on the impact of hygienic factors on mental health factors. Including the basic principles that is raised in order to maintain and enhance the hygiene and mental health of individuals is to respect to his character and others, understanding limitations of self and others, the ability to understand the nature and behavior analysis and the causes of occurring them and consequences of each, identify the basic needs that causes human behavior and actions, which may be physical, psychological and social (Shamloo, 1997). In the meantime the enjoyment of appropriate and predictable organizational system in which all matters and minor details are paid attention and yet to meet individual accommodations and living expenses in addition to individual to be satisfied of professional status and job and feels security in it (Jones, 2005). It can determine the privacy and occupational and interpersonal relations of individuals and provide an opportunity for individuals to be able to identify opportunities and limitations that their outcome is job satisfaction and hope that all affect the different aspects of general health particularly psychological aspects (Cheng, 2007).

At the same time, enjoying good financial and economic position of professional defined for the individual allows him to be able to remove his basic physiological needs by considering the least sense of anxiety, worry and stress and at the right time to meet with any risk factors that threaten his physical health and to prevent it.



Finally, the third hypothesis test showed that correlation of subscales of hygienic factors and subscales of motivational factors in employees of Keshavarzi Bank is positive and significant ($P < 0.05$). According to Makkelland (1953), need to progress is one of the motivational factors affecting behavior. Motivation is considered the general agent of productive behavior. People at workplace primarily stimulate with social needs, such as the need for friendship and acceptance and form their sense of identity through relationships with other people. Alpha increases as a result of mechanisms and rationality, places hygiene factors and motivation factors together. Employees in each organizational class can participate in decisions related to their jobs and according to their expertise and experience that have on the job, to be able to take decisions to increase productivity. As a result, joint collaboration and relation with colleagues and supervisors leads to motivation. Money is one of the subscales of hygiene factors and with complex motivation because, with other needs including needs related to physiology is mixed that in various forms can be approved its importance.

Individuals will act to maximize financial and material rewards and managers can control motivations of the individual much by providing or prohibiting financial rewards. On the other hand, growth is the result of replication of individuals' logical needs. This means the person grows with continuous nutrition physically. Similarly, if in Educational organization, social and psychological needs to be considered and fields of supplying them to be provided, social and psychological will be obtained so in fact, motivation that its original subject is supplying needs is considered the main cause of growth. As a result, by stimulating people in educational institutions can provide growth of individuals in different fields. In fact, workspace, managerial factors, the activities necessary to carry out the work, the importance of duties and kind of feedback that person as a result of work receives. Encourage and reward system, and individual rewards and organizational space have an effective role in stimulating motivational factors.

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