

# **The importance of the role of motivating employees in achieving organizational effectiveness: a field study**

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### **Abstract**

The world is witnessing today a major change in all scientific and theoretical fields where organizations are racing to provide the best possible services to be the best in the public and private sector. This depends on the level of technology used and the level of performance of the employees. The organizations seek to achieve organizational efficiency that makes them distinctive and effective and this depends on employee's motivation and raising their scientific abilities. The study consisted of two main variables: the motivation of the employees and the organizational effectiveness. The study was conducted at the collage of Israa University in Iraq and a random sample of the employees was taken. The data were collected through the questionnaire as a main tool of data collection. The results indicate to strong statistical relationship between employee motivation and organizational effectiveness. It also indicates that employee motivation affects organizational effectiveness and the effect of significant statistical significance. Results show that motivation employees plays a significant role in achieving organizational effectiveness.

**Keywords:** Employee motivation, organizational effectiveness, structured equation model, performance.

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## اهمية دور تحفيز الموظفين في تحقيق الفاعلية التنظيمية: دراسة ميدانية

م.د. حسين كاظم حسين

### المستخلص

يشهد العالم اليوم تغيير كبير في كافة المجالات العلمية والنظرية حيث تتسابق المنظمات في تقديم افضل الخدمات الممكنة لتكون الافضل في القطاع العام والخاص حيث يعتمد ذلك على مستوى التكنولوجيا المستخدمة ومستوى اداء العاملين فتسعى المنظمات الى تحقيق فاعلية تنظيمية تجعلها مميزة وفعالة وهذه يعتمد على مستوى تحفيز الافراد ورفع من قدراتهم العلمية. تتكون هذه الدراسة من متغيرين رئيسيين هما تحفيز العاملين والفاعلية التنظيمية حيث جرت هذه الدراسة في كلية الاسراء الجامعة في العراق وتم اخذ عينة عشوائية من العاملين فيها وتم جمع البيانات من خلال الاستبانة كاداة رئيسية في جمع البيانات و تم تحليلها من خلال نموذج المعادلات الهيكلية بواسطة (SEM) برنامج AMOS اصدار 23 تشير النتائج إلى وجود علاقة ذات دلالة إحصائية قوية بين تحفيز العاملين والفاعلية التنظيمية. كما يشير إلى أن تحفيز العاملين يؤثر على الفعالية التنظيمية تأثير ذات الدلالة الإحصائية معنوية. تبين النتائج ان تحفيز العاملين يلعب دور كبير في تحقيق الفعالية التنظيمية. الكلمات المفتاحية : تحفيز العاملين، الفاعلية التنظيمية، نموذج المعادلات المهيكلة، الاداء

## 1. Introduction

Higher education is an important sector for its contribution to the development of the capabilities and capabilities of the working individuals through the use of modern technological methods and the work of seminars and workshops aimed at the development of administrative work through its personnel. Higher education also contains human resources, which are skilled and experienced in various fields of science and theory. Attention to these human resources is very necessary through motivation to achieve the goals of the organization. motivating employees is very important because it is leading success in different fields and types of organizations, whether these organizations are large, medium or small organizations are or achieve the highest level of profits when employees are motivated because this will be reflected on the organization in a positive way, which leads to a sense of workers to achieve the highest level of work. In order to promote the sector, there must be job opportunities available to individuals in order to reduce tension, which increases the motivation and satisfaction of the working people (Garg, P., & Rastogi, R., 2006). The organizations depend on their employees directly and their success depends on their employees and on how well motivated them towards their work and the ability of the organization to develop their abilities to improve their performance (Nizam, K., & MaqboolShah, F. ,2015). The motivation of employees is directly related to the performance and commitment of employees, For each employee there is motivation to improve performance in a highly efficient and effective way towards achieving the goals of the organization (Nizam, K., & MaqboolShah, F. ,2015). According to (Jex and Britt ,2008), satisfaction of employees is an important factor because it contributes to creativity as well as is an important factor and decisive for the success of the organization.

When employees feel comfortable in their work and feel that commitment, this leads to increased productivity (Jex and Britt, 2008). This study will focus on understanding the relationship

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between motivation and organizational effectiveness in addition to finding the effect of motivation on organizational effectiveness on the staff of the collage of Isra University in Iraq.

## **2. Literature review**

### **2.1 Employees motivation**

According to Bartol and Martin (1998), The motivation is expressed as the motivation that activates the behavior that works towards achieving the goals and emphasizes the tendency to continue. Islam and Ismail (2008) suggested that one of the functions of the leadership is to motivate or motivate workers to work properly because leadership affects employees. Motivation is one of the tasks the leadership seeks to work on. The motivation of older workers to work toward achieved organization and remain active in the workplace has been examined in a few studies. The focus of empirical research on young people was mainly those of staff working in organizations (Kooij et al., 2008). Stamov-Roßnagel and Biemann (2012) pointed out that the stereotypical beliefs of older workers who have less productive capacity and less motivation in their work, which leads to the reduction of environments suitable for work for older workers. According to Stamov-Roßnagel and Hertel (2010), maintaining a high level of motivation for different ages and for older workers in particular is one of the basic conditions for a successful management that seeks to deal with changes in work capacity. As all the organization seeks to raise the level of performance workers to achieve a high level of efficiency and this indicates that attention to staff is important by motivating them to achieve the objectives of the organization by meeting their needs and provide a suitable work environment (Armstrong, 2010). So motivating employees is important to avoid losing competent employees who have skills and talent (Dessler, 2003).

### **2.2 Organizational effectiveness**

Organizational effectiveness is defined as an idea and an objective about how the organization is effective in achieving the best results and achieving the objectives of the organization that it seeks to achieve through this effectiveness (Muhammad, et al, 2011). Organizational effectiveness plays an important and distinctive role in accelerating organizational organization through development in various fields (Bulent et al, 2009). This is the net satisfaction through the process of collecting and converting the input into effective outputs in an effective manner (Matthew et al, 2005). Organizational effectiveness is defined as the extent to which it is used by the organization and this is achieved through the use of some resources, which achieves a goal without losing its resources (Mary et al, 1996).

### **2.3 Employee Motivation and Organizational Effectiveness**

The organizational effectiveness indicates that the organization sets its goals accurately and then achieves them with great skill and enthusiasm (Constant.D, 2001). They indicate job satisfaction and employee motivation, pushing employees forward on the organization's approach and achieving its goals (Ali et al, 2011). According to Muhammad et al, (2011) show noted in his study that there is a positive relationship between employee motivation and organizational effectiveness in his studies. When a worker or employee in the organization feels satisfied or motivated, he or she will contribute to a high level of efficiency and level a measure of regulatory effectiveness (Matthew.J. et al, 2009).

### **3- Research problem:**

The change and the large competition between the organizations has led to the creation of an unstable environment as all organizations seek to provide a full and integrated work environment in all respects and therefore most organizations seek to achieve the effectiveness of the organization as it seeks to achieve this goal. The problem of this study is formulated into two questions:

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1. Does the motivation of employees lead to the achievement of organizational effectiveness in the Faculty of Isra University?
2. Is there a relationship between employee motivation and organizational effectiveness?

#### **4- Research Hypothesis**

Through the above, there are two main hypotheses, as shown below:

H1: There is a relationship between employee motivation and organizational effectiveness.

H2: Employee motivation affects organizational effectiveness.

#### **5- Research objectives**

- 1- To determine the effects of employee motivation on organizational effectiveness.
- 2- To examine the relationship between employees motivation and organizational effectiveness.

#### **6- Data Collection and Analysis**

Data were collected through the distribution of the questionnaire on the staff of the Faculty of Isra University in Iraq, where the questionnaire was designed by relying on previous studies with some changes commensurate with the content of the study. Employee motivation measured by (16) items the Work Extrinsic and Intrinsic Motivation Scale used adopted from (Tremblay, Blanchard, Taylor& Pelletier, 2009) used Likert-type scale ranging from 1 (never) to 7 (always) and organizational effectiveness measured by Six items measuring the employee effectiveness were derived and modified from Avolio and Bass (2004) with focus on employee satisfaction and employee performance according to (Mehbarani and Shajari, 2013) The data were analyzed using the structured equation model by AMOS version (23). A random sample was taken, where (202) questionnaires were distributed and the best ones were to analyze (192) questionnaires Table 1, 2 shows the sample: -

TABLE (1): Frequency Table age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid less than - 30	42	21.9	21.9	21.9
between 31 - 40	92	47.9	47.9	69.8
between 41 - 50	41	21.4	21.4	91.1
60 - above	17	8.9	8.9	100.0
Total	192	100.0	100.0	

TABLE (2): Frequency Table for gander

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid male	90	46.9	46.9	46.9
famle	102	53.1	53.1	100.0
Total	192	100.0	100.0	

## 7- Results

### 7.1 Reliability Analysis

Table 3 shows that cronbach's alpha for variables are over 70 and this is acceptable and good as the recommended value is 0.7 or better by Nunnally (1978, p. 245).

Table (3): Reliability Analysis

Variables	Items	cronbach"s alpha
Employee motivation	16	0.79
Organizational effectiveness	4	0.72

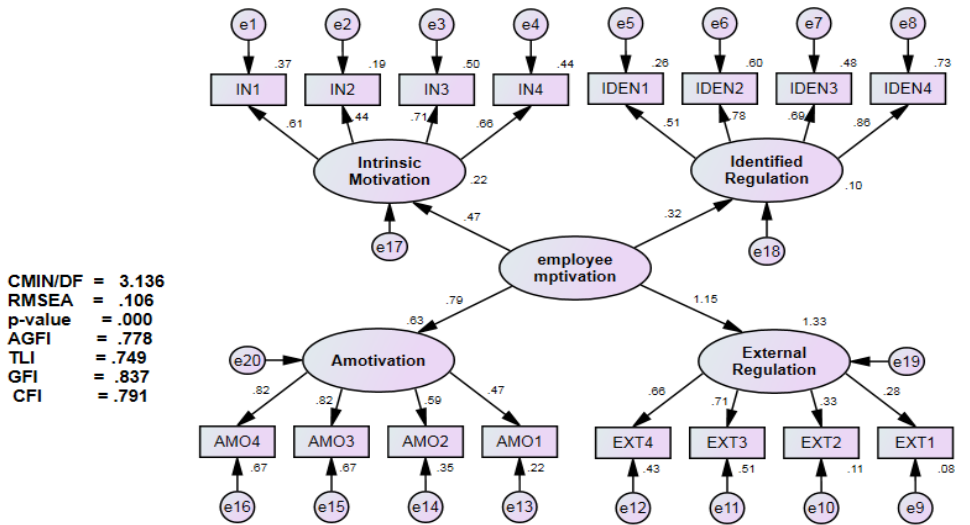
### 1- Measurement Model For employee motivation

The measurement model consists of two constructs that can be evaluated using the confirmation factor according to the indicators used and these indicators are:



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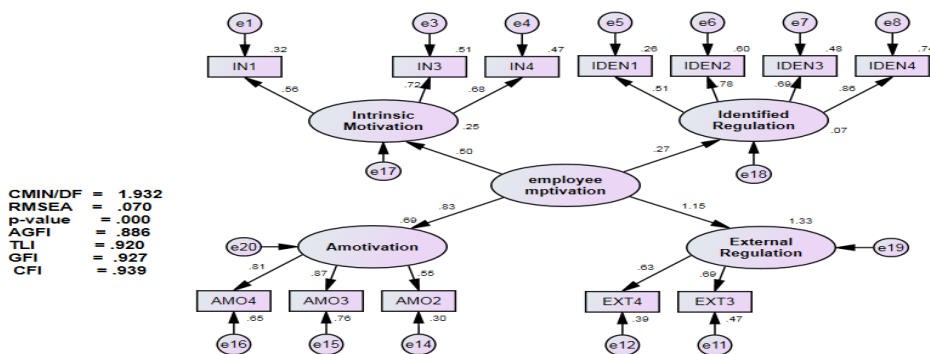
Tucker Lewis Index (TLI), goodness-of-fit index (GFI), adjusted goodness-of-fit (AGFI), root mean square error of approximation (RAMSEA), chi-square (CMIN/df) and comparative fit index (CFI), and the first tested variable (Fig.1).



**Figure (1): Measurement Model For employee motivation**

Figure (1) shows that the indicators (CFI, GFI, AGFI, TLI, CMIN/DF) are not acceptable because they do not match the values in table (4), so the model needs to make adjustments where the factor loading of less than 0.50 should be deleted with retesting again.

**Figure (2): The Measurement Model For Employee Motivation After Modification**



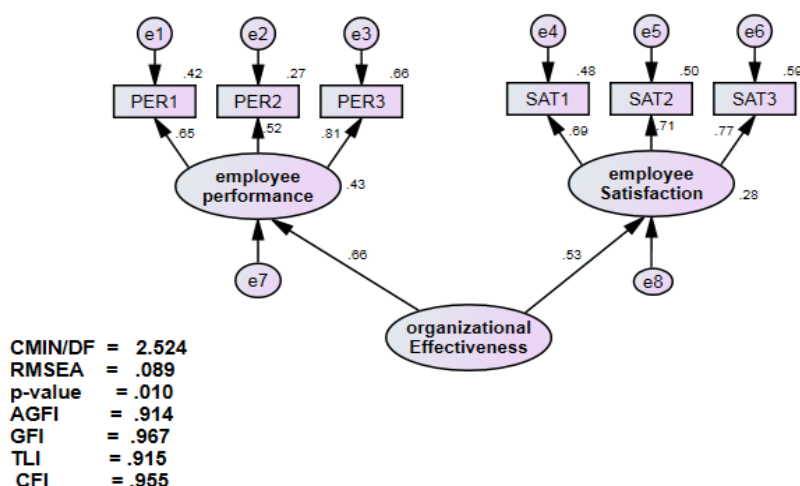
**Figure (2): The Measurement Model For Employee Motivation After Modification**

Note that Figure (2) shows that the indicators are acceptable (TLI=0.920), (GFI=927), (GFI=939), (p-value=0.000), (RAMSEA=0.070) according to table (4), but AGFI=0.886 would be good for model fit according to (Chin and Todd, 1995).

**TABLE (4): Assessment of Goodness of Fit**

Types of constructs	Cut-off
Chi-square (x2 )	Smaller to 0
Degree of freedom (df)	
Probability (P)	≥ 0.05
CMIN/df	≤ 2-5
Goodness of fit index (GFI)	≥ 0.90
Adjusted goodness of fit index (AGFI)	≥ 0.90
Comparative fit index (CFI)	≥ 0.95
Root mean squared error of approximation (RMSEA)	≤ 0.08

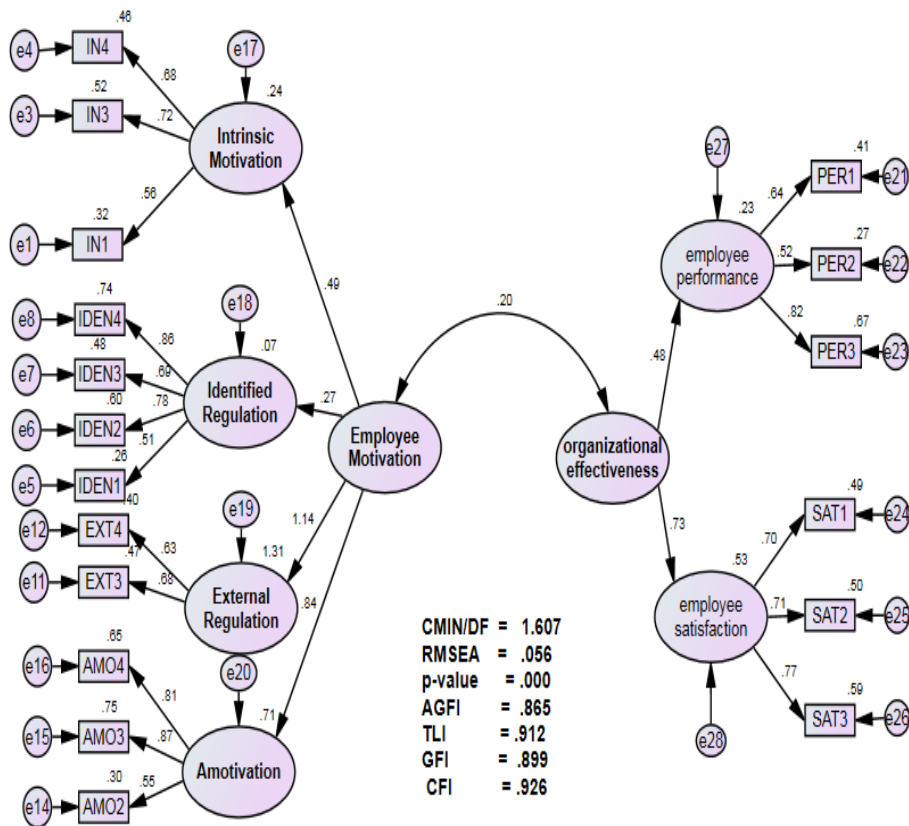
Source: Hair et al. (1998, 2010), Byrne (2001, 2010), and Ernest et al. (2008).



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**Figure (3): The Measurement Model For Organizational Effectiveness**

Figure (4) shows that all indicators (CFI =0.955, TLI=0.915, GFI0.967, AGFI= 0.914, P-value = 0.010), are acceptable and good, based on Table 4 above.



**Figure (4): Relationship Between Employee Motivation And Organizational Effectiveness**

The above figure (4) shows that there is a strong relationship with a significant statistical effect at the value of 0.198 show in table (5) This means supporting the first basic hypothesis.

**Table (5): Correlations: (Group number 1 - Default model)**

		Estimate
Employee_Motivatio n	<-- >	organizational_effectivenes s
		.198

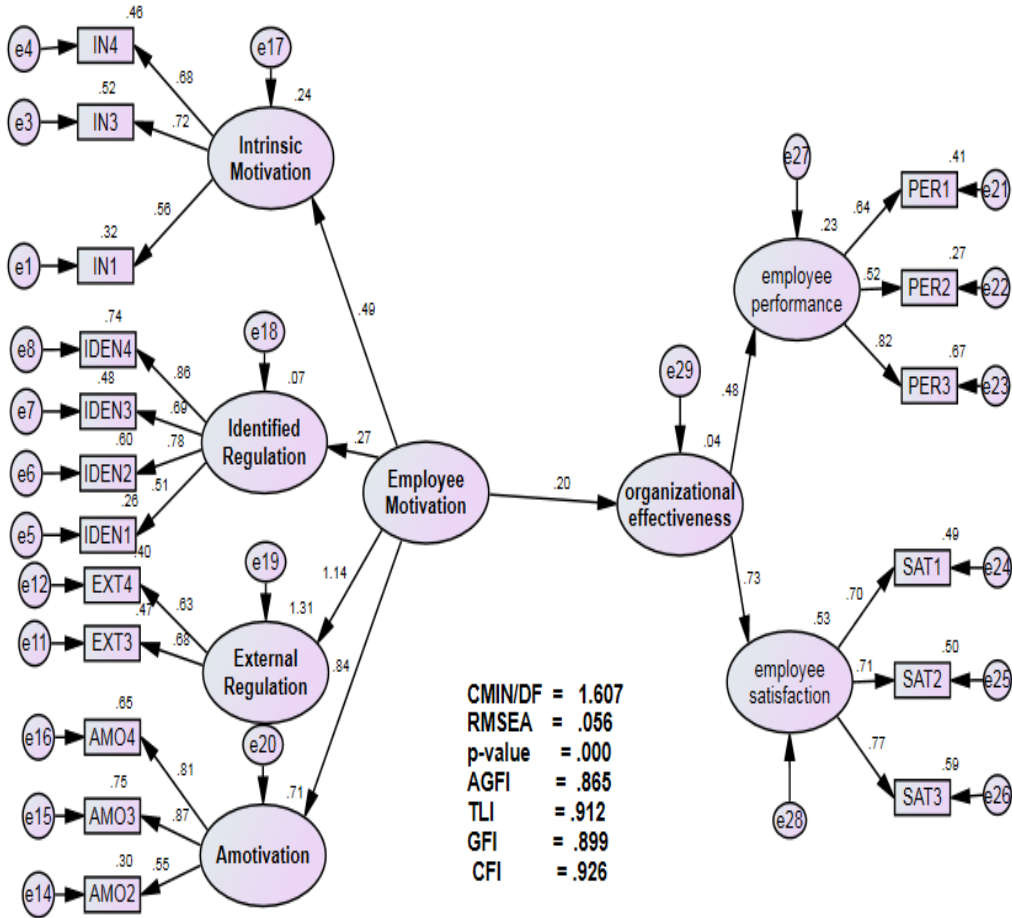


Figure (5): Structural Model

Table (6): Standardized Regression Weights: (Group number 1 - Default model)

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	Estimate
organizational_effectiveness <--- Employee_Motivation	.198
Intrinsic_Motivation <--- Employee_Motivation	.492
Identified_Regulation <--- Employee_Motivation	.273
External_Regulation <--- Employee_Motivation	1.144
Amotivation <--- Employee_Motivation	.844
employee_performance <--- organizational_effectiveness	.475
employee_satisfaction <--- organizational_effectiveness	.726
IN1 <--- Intrinsic_Motivation	.561
IN3 <--- Intrinsic_Motivation	.719
IN4 <--- Intrinsic_Motivation	.680
IDEN1 <--- Identified_Regulation	.509
IDEN2 <--- Identified_Regulation	.775
IDEN3 <--- Identified_Regulation	.690
IDEN4 <--- Identified_Regulation	.858
EXT3 <--- External_Regulation	.683
EXT4 <--- External_Regulation	.632
AMO2 <--- Amotivation	.550
AMO3 <--- Amotivation	.869
AMO4 <--- Amotivation	.807
PER1 <--- employee_performance	.642
PER2 <--- employee_performance	.516
PER3 <--- employee_performance	.816
SAT1 <--- employee_satisfaction	.697
SAT2 <--- employee_satisfaction	.705
SAT3 <--- employee_satisfaction	.770

The figure (5) and table (6) above show that employee motivation affects organizational effectiveness with a strong statistical effect and this supports the second basic hypothesis.

## 8- Conclusion

It is evident from the above that motivation plays an important role in the organization towards the positive, which improves the job

performance and job satisfaction, since the motivation affects the organizational effectiveness, as well as a strong relationship between motivation and effectiveness, according to the results of the above. Maintaining the motivation is very important because it reflects positively on the work of the organization and the achievement of its goals. It has been shown that motivation is an important factor in improving the performance of the individuals working through the results described above, so it is very important to reflect on the level of performance directly as well as its impact on the organizational effectiveness of the organization.

### **9- Recommendation**

Through the above results of the research, the researcher finds that there are a few points must be taken:

- 1- The process of providing a complete and integrated work environment for any organization depends on the nature of the organizational climate, which must be based on motivation and organizational effectiveness are fundamental change in the work environment.
- 2- Interest in motivation as a source of strength for the organization and a key source in achieving organizational effectiveness.
- 3- Increasing the motivation of employees from the loyalty of employees to the direction of their work, which contributes directly to achieve a high level of production and effectiveness.

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