

**THE PATHOLOGY OF INCENTIVE SYSTEMS DEALING WITH HUMAN RESOURCE PERFORMANCE IN BANKING BRANCHES AND DEVELOPING ALTERNATIVE PATTERNS (CASE STUDY: MELLAT BANK BRANCHES OF SOUTHERN WEST AZERBAIJAN)**

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**ABSTRACT**

The purpose of this study was to examine the pathology of incentive systems dealing with human resource performance in banking branches and developing alternative patterns (case study: Mellat Bank branches of Southern West Azerbaijan). The research population includes 200 employers working at Mellat Bank branches of Southern West Azerbaijan. The simple random sampling method was used. Using the formula Cochran sample size of 131 was obtained. In this study, the simple random sampling method was used. Using Cochran formula, the sample size was determined as 131. Information gathering instruments consisted of Hersberg and motivation factors questionnaire to evaluate the performance of employers. Data analysis was made by regression and Chi-square test and Friedman test. The results obtained show that the Chi-square test for the existence of a proper system of incentives and punishments and the direct impact it has on the two azakhi and motivation than the table.

**KEYWORDS:** Motivation System, the Human Force, Bank, West Azerbaijan

**INTRODUCTION**

Generally, there are a number of systems within every organization which follow their goals in the way of development through integrating and coordinating the appropriate components with regard to every systems. These systems involve providing system and human resource balancing, human resource force employing system, and service providing system. It is the human force that is isolated and has contribution to other systems. The incentive of people depends on the level of motivator. The motivators have been defined as the inner demand which tend to have aim and it is feasible that they are either conscious or unconscious. In other words, the motivators are the why of behaviors and behaviors are goal-based.

It is necessary to explore the fundamental motifs of individuals in organizations when focusing on perceiving the organizational behavior. From social perspective, personality is the product of integrating the motif and motivation. The motif involves inner layers which lead the human toward rescue state. In contrast, it is the normal and ruling criteria on outer realization of these behaviors that are capable of catalyzing the motif I the form of cultural criteria. Hence, the balanced personality is the one which establishes intricate balance between motif and motivation within the self. The human force has been defined as the quantity and quality of people as well as their capital which are employed based on the level of organizational complexity, capabilities and the level of knowledge in an aim to manage the organization. The human force requires motivation to perform the tasks. A researcher defines the motivation as the product of individual relation and the situation which his experienced.

The motifs are the why of behaviors. They are the initiation of activities and determine the overall behavior of individual. In case the individual is not motivated, the goal is not reached. Three opportunities are given to the employers' payment, promotion, challenging task. These three opportunities have a considerable effect on motivation and job satisfaction of employers. The promotion based on the qualification and equal payment are not in line with the ones provided by the ruling system of western countries. As an example, development of strategies in Japan are based on the gradual increase of payments and wages. The distinguishing feature of this system is the ling-term hiring. In this system, people seek the promotion rather than the increasing of wages and this is followed in a long-term process.

Review of literature  
Motivation

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The discussion on providing the needs and sympathy factors as well as the higher levels of employers' effectiveness have been welcomed by every individual. It is through the cooperation of all organizational centers and people that it is possible to be promising that development is liable to be achieved. This has been the center of question for the researcher that why and how some parts of issues are positively resolved by providing motivation and increasing employers' spirit for doing the tasks or the fact that the management weakness demotivates the people when it comes to performing the actions. Why a number of people experience difficulties continuously albeit the existence of equal opportunities and facilities? Under what circumstances people make use of the ultimate potential? How one can increase the occupational spirit? Having knowledge on the notion that employers pursue different needs can help the manager to have an insight into why employers behave differently. What elements cause a weak or strong performance? Answering to these questions require the knowledge on what encompasses the employers (Kaviani, 2007, p. 32).

## Different motivational approaches

### Behavioral approach

Motivation is viewed by behaviorists as the acquisition of empowering and avoiding the punishment. It is believed that the results of behaviors control for the quality of behaving. Psychological pleasure, the nature of pleasure/pain are the manifestation of behaviorism motivation. Based on the pleasure principle, people try to acquire enjoyment and avoid the pain.

### Cognitive approach

Proponents of cognition school believe that individuals' thoughts are the main source of motivation. Cognitivists indicate that behaviors are formed by goals, plans, expectations and individuals' attribution. Hence, internal motivations is emphasized more than the external motivation.

One of the concepts close to the concept of motivation in cognitive approach is the qualification motivation. People are motivated so as to interact with their environment effectively, to control for their world, and to process the information. People do not embark on doing these tasks in order to resolve their living needs, rather they possess internal motivation to have effective interaction with environments. The core of internal motivation is what is done. External motivation is achieved by factors other than the individual and what is accomplished such as reinforcement and punishment. Internal motivation depends on what is done such as the individuals' motivation for doing the task (Tavari, 2001, p. 76).

### Humanistic approach

The focus of humanism is examining the capability of students for individual development, freedom choice of life goals and personality traits. It is necessary to increase the qualification, self-esteem and self-actualization within the individual to in order to achieve the motivation. Maslow, the famous theoreticians of humanism has defined the motivation based on the needs. Need is defined as the state of shortage or depravity in living creature. Maslow (1970) divides the human needs in a hierarchical fashion as the shortage or depravity needs and growth as well as development needs.

### Socio-cultural approach

According to this approach, the important motivational resource is to establish communication with other people and running interactive relationship with them. People take part in activities to keep their identity. So, in case the students' motivation is increased in contexts where the school gives value to its educators (Nemati, 2005).

This type of need is reflected by establishing friendly friendship, dependence on parents and enthusiasm to make friendly relationship with teachers. Students who tend to save the line prefer to work alone while the students who are high in link saving prefer to work in small group (Batacharbagodi, 1991).

### Multiplying expectation by value approach

In this approach, both the drug and cognitive aspects are considered. Motivation is equal to the success expectation multiplied by motivation value.

1. The level of expectation in line with the extent to which they do the task successfully.
2. The level of value for which they do the task or the reward enjoyed by them. If a student believes that he gets succeed in the following exam (high expectation<sub>0</sub> and the success is important for him, then his motivation will be higher (Bertschek, 2009).

### Materials and Methods

The method employed for the present study is that of the survey, the study is applied and descriptive in terms of goal and quality of data collection, respectively. The statistical population comprises of 200 employers working at Mellat Bank branches in Southern West Azerbaijan. To collect the data use was made by Herzberg occupational Motivation questionnaire and Sheikhipor's Staff Performance Evaluation Scale (2012) which were manipulated by the supervisor. Cronabch alpha coefficient was used to obtain the reliability which yielded 0.744 and 0.759 values for the two questionnaires. Later, the questionnaires were collected and they were analyzed through the statistical analysis.

#### Inferential statistical analysis

The results indicated that the number of female and male employers were 22 (16.8%) and 109 (83.2 %), respectively. 92 participants were found to be married. The age of the participants ranged from 20-25 years, 26-35 years, 36-45 years, and greater than 45 years and that the number of participants were 4, 80, 33, and 14, respectively. Considering the years of working experience, 45, 40, 18, 15, and 13 people had less than 5 years, 5-10 years, 11-15 years, 16-20 years, and higher than 20 years. Also, most of the participants held the master of art academic degree.

#### Main hypothesis

The pathology of incentive systems dealing with human resource performance in Mellat bank branches and developing alternative patterns

#### Friedman test for determining the priority of human force performance

To determine the priority of human force performance components, the rank mean of contributing components was measured and they were compared using Friedman test. Below is the result of their mean rank.

**Table 1. Friedman test regarding the components of human force performance**

Friedman test		factor	Mean rank
Number	131	Lack of system design	2.42
Chi-square	542.773	Lack of human force training	1.85
Degree of freedom	5	Lack of establishing controlling system	4.34
Level of significance	0.000	Lack of reforming and improving	4.46
		Lack of effective motivation system	5.99
		Lack of appropriate reward and punishment system	1.93

According to the above table, among the pathology of motivational system of human force performance, lack of efficient motivational system, lack of reforming and improving, lack of establishing controlling system, lack of system design, lack of appropriate reward and punishment system, and lack of human force training components were prioritized based on their mean rank as 5.99, 4.46, 4.34, 2.42, 1.93, and 1.85, respectively. This indicates that lack of effective motivational system in motivation system weakens the performance of human force.

Multidimensional regression analysis regarding the relationship between components of human force performance and motivation system

**Table 2. The results of multidimensional regression analysis test**

Multidimensional regression coefficient	Determining factor	Balanced determining coefficient	F	Level of significance
0.252	0.064	0.018	1.404	0.000

According to the above table, multidimensional regression value was obtained as 0.252. f value is 10.404 at 0.000 level of significance which shows that R is significant.

Table 3. Coefficients of multidimensional regression test

Level of significance	t	Standard coefficients		Non-standard coefficients		Independent variables
		Beta	Standard error	B		
.000	10.121		15.584	157.725		Constant value
.550	.599	.080	.612	.366		Lack of system designing
.209	-1.264	-.144	.388	-.491		Lack of human force training
.977	.029	.003	.443	.013		Lack of establishing controlling system
.396	-.852	.106	.570	-.486		Lack of reform and improving
.047	2.003	.276	.474	.949		Lack of efficient motivation system
.684	-.408	-.045	.543	-.222		Lack of appropriate reward and punishment system

The above table shows the coefficients of multidimensional regression analysis test. Based on the obtained results, lack of efficient motivation system component and lack of reform and improving subscale categorized by 0.276 and 0.106 beta coefficients can predict the weakness of motivation system. Other components have less contribution when compared to the afore-mentioned subscales.

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