

Analyzing the Relationship between the Personnel's Achievement Motivation and their Performance at the Islamic Azad University, Shoushtar branch

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Abstract: This study is mainly aimed at analyzing the relationship between the achievement motivation among the personnel and their efficiency of the Islamic Azad University, Shoushtar Branch. This is a functional study, descriptive, correlative study. The subjects are all the personnel of the Islamic Azad University, Shoushtar branch, 100 people of whom are selected randomly through the tables of Morgan and Korgi. To analyze the data, the analytical and descriptive analysis methods including percentages, frequency, variance, and standard deviation were used. The results indicated that there was a significant relationship between the personnel's achievement motivation and their performance. Furthermore, there was a significant positive relationship between the three elements of personnel's hard-working, purposefulness, and responsibility and their performance; while there was merely a significant negative relationship between the personnel's competitiveness and their performance.

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1. Introduction

Nowadays, the achievement motivation is among the issues, which is highly applicable and significant in the fields of management especially in the management of organizational behavior and the management of human resources. Recently, the motion and change, as the most significant specifications of the World have faced the organizations with various challenges; the existence of managers and efficient personnel who are able to face with the modern situation is essential and unavoidable. The organizations, that are able to use the chances, change the threats to chances. They reinforce the strengths, and they change the weaknesses to strengths. The personnel of these organizations enjoy the necessary motivations to achieve the organizational purposes in addition to experiences, scientific proficiency and eligibility. Nevertheless, determining the position of each of the motivational factors and their effects on the other organizational variables might be highly significant. Therefore, this study tried to discover the relationship between the degree of the personnel's achievement as a motivational factor and their performance, in the present study. If this study proves the relationship between the personnel's achievement motivation and their performance in the considered organization, it is possible to provide the situation for the organizations and the organizational behaviors to progress, through setting the programs and presenting the scientific solutions.

Abosi, G. 2004 on the achievement motivation need at the social level indicated that the level of economic prosperity of every nation is correlated with the citizens' achievement motivation needs.

The less need for the achievement motivation among the citizens to be, the weaker economic situation they will enjoy, because the achievement seekers are more interested in entrepreneurial success. Therefore, the country the achievement motivation individuals are more is expected to have more economic activities. Regarding such specifications, it is not unusual to expect the achievement seekers to have suitable performance. However, it is not easy to prove the point, because the motivation to achieve the answer to the scientific question "is there any relationship between the personnel's achievement motivation and their performance in an organization" is the cornerstone of the present study.

1.1. The Theoretical Framework of the Study

McClelland's Theory of Triple Needs: David McClelland's proposed his triple needs in 1971. According to this theory, individuals have learned their needs during life and through connection with others. According to him, an individual's needs including:

- ✓ Achievement Motivation (n-ache): There is a strong need for feedback as to achievement and progress, and a need for a sense of accomplishment.
- ✓ Authority/power motivation (n-pow): There is a strong need to control others or to be influential.

- ✓ Affiliation motivation (n-affil): The need for friendly relationships, cooperation and personal interaction with others.

The main McClelland’s theory is that these triple needs are achieved during time and as the result of the life experiences. Individuals are motivated by these needs, each of which can be accompanied with the individual’s preferences in working. This theory encourages managers to learn how to identify the need of achievement motivation, the need to dependency, and need to power in them and others, so that they can create a work environment responsive to each of the needs in the particular order (2).

The Achievement Motivation

This issue is also one of McClelland’s studies and theories. This need is composed of the individual’s desire to achieve the goals, and doing something more effective. This need is studied in two individual and social dimensions.

During years, the behavioral scientists have concluded that some people highly need to get success; however, the others who are probable include the majority seem not to consider succeed very much. This phenomenon won David McClelland’s attention to it (3).

Hypotheses of the Study

- ✓ There is a significant relationship between personnel’s achievement and their performance.
- ✓ There is a significant relationship between personnel’s competitiveness and their performance.
- ✓ There is a relationship between personnel’s responsibility and their performance.
- ✓ There is a significant relationship between personnel’s hardworking and their performance.
- ✓ There is a significant relationship between personnel’s goal-orientation and their performance.

2. Material and Methods

It is a descriptive-correlative study. This study was done in 2011 in the complex of Islamic Azad University, Shoushtar branch including the administrative and educational departments of the central complex, faculty of agriculture and water sciences, and Sama College and the questionnaires were distributed among two levels of administrative and educational personnel. The subjects are the

Islamic Azad University, Shushtar branch and Sama College personnel and the sample is 100 subjects of the personnel, who are working at the two administrative and educational levels of the complex. The total number of 100 subjects was simply randomly selected, and responded the questions of questionnaires and was regarded as the sample of the population.

2.1. Instruments

The questionnaire of achievement motivation: it was first invented by Weldon, E., Jehn, K. A., & Pradhan, P. 1991. This questionnaire determines the degree to which people are motivated to progress. It is composed of 25 close questions designing in five choices including I do agree, I agree, I partly agree, I disagree, and I do disagree. This questionnaire is set in four subscales including: responsibility, competitiveness, hard-working, and goal-orientation. The questionnaire of performance: it is merely particular for the sample subjects. This coded questionnaire is given to the supervisors and heads so that they evaluate the personnel under their supervision. This questionnaire also includes 25 questions, and the total score is used to evaluate the personnel’s performance, whose reliability and validity have already been accepted. The reliability of the questionnaire “the achievement motivation” is 84% and the credibility is 82.3% and the questionnaire “performance” is 79%, and the reliability is calculated 85% through Cronbach’s Alpha. To analyze the data, the descriptive and analytical methods including the frequency table, percentage, column chart, mean and standard deviation (SD) and the analytical statistics including Pearson correlation test, multivariate linear regression test, independent t-test and one-way variance were used. Furthermore, the collected data were analyzed by SPSS.

3. Results

The inductive findings relating to the hypotheses include Pearson correlation test and linear regression test, which are presented for all the variables under the study in the following tables with the error level of 0.05. The Main Hypothesis of the Study: There is a significant relationship between the personnel’s achievement motivation and their performance at the Islamic Azad University of Shoushtar.

Table 1. Pearson Correlation between Personnel’s Achievement Motivation and their Performance At the Islamic Azad University of Shoushtar

Independent Dependent Variables	The Personnel’s Performance at the Islamic Azad University of Shushtar					
	Pearson coefficient (r)	Correlation	Significance Level (p)	Level of Error (α)	Number	The Test Result
The Achievement Motivation	0.393		0.001*	0.05	100	Rejected H ₀

**Significance level=0.01

As the results of table 1 show, the value of the Pearson correlation test ($r=0.393$) between personnel's achievement motivation and their performance at the Islamic Azad University of Shoushtar at the error level of 0.05 is significant. Therefore, the null hypothesis is rejected. The test is significant, and since the correlation value is positive, the positive and direct relationship is accepted. It means that with 95% of confidence, we can conclude that more personnel's achievement motivation perform will result in a higher performance level. Therefore, the main hypothesis of the study is accepted. The first hypothesis of the study: there is a significant relationship between personnel's competitiveness and their performance at the Islamic Azad University of Shoushtar.

Table 2. Pearson Correlation between Personnel's Competitiveness and their Performance at the Islamic Azad University of Shoushtar

Independent Dependent Variables	The Personnel's Performance at the Islamic Azad University of Shushtar				
	Pearson Correlation coefficient (r)	Significance Level (p)	Level of Error (α)	Number	The Test Result
The competitiveness	0.153	0.1	0.05	100	Accepted H_0

As it is shown in table 2, the Pearson correlation test value ($r=0.153$) is not significant between personnel's competitiveness and their performance At the Islamic Azad University of Shushtar at the error level of 0.05. Therefore, the null hypothesis is not rejected and we do not accept any relationship. Therefore, *the first hypothesis of the study is not accepted*. The second hypothesis of the study: there is a significant relationship between personnel's responsibility and their performance at the Islamic Azad University of Shoushtar.

Table3. Pearson Correlation between personnel's Responsibility and their Performance At the Islamic Azad University of Shoushtar

Independent Dependent Variables	The Personnel's Performance at the Islamic Azad University of Shushtar				
	Pearson Correlation coefficient (r)	Significance Level (p)	Level of Error (α)	Number	The Test Result
The Responsibility	0.303	0.002**	0.05	100	Rejected H_0

**Significance level=0. 01.

As the results of table 3 indicate, the value of the Pearson correlation ($r=0.303$) between personnel's responsibility and their performance at the Islamic Azad University of Shushtar at the error level of 0.05. Therefore, the null hypothesis is rejected. The test is significant. It means that with the 95% of confidence we can conclude that personnel's more competitiveness results in more performance. Therefore, *the second hypothesis of the study is accepted*. The Third Hypothesis: there is a significant relationship between personnel's hard-working and their performance at the Islamic Azad University of Shushtar.

Table4. Pearson Correlation between Personnel's Hard-working and their Performance At the Islamic Azad University of Shoushtar

Independent Dependent Variables	The Personnel's Performance at the Islamic Azad University of Shushtar				
	Pearson Correlation coefficient (r)	Significance Level (p)	Level of Error (α)	Number	The Test Result
The Hard-working	0.353	0.001**	0.05	100	Rejected H_0

**Significance level=0. 01.

As the results of the table 4 show, the Pearson correlation value ($r=0. 353$) is significant between personnel's hard-working and their performance At the Islamic Azad University of Shushtar at the error level of 0.05. Therefore, the null hypothesis is rejected.

The test is significant. And since the Pearson correlation value is positive, we conclude the direct positive relationship. It means that with a 95% of confidence we conclude that personnel's more hard-working will result in more performance.

Therefore, *the third hypothesis is accepted*. The Forth Hypothesis of the Study: there is a significant relationship between personnel's goal-orientation and their performance at the Islamic Azad University of Shoushtar.

Table 5. The Pearson Correlation between personnel's Goal-orientation and their Performance at the Islamic Azad University of Shoushtar

Independent Dependent Variables	The Personnel's Performance at the Islamic Azad University of Shushtar				
	Pearson Correlation coefficient (r)	Significance Level (p)	Level of Error (α)	Number	The Test Result
The Goal-Orientation	0.386	0.001**	0.05	100	Rejected H_0

**Significance level=0. 01

As the results of table 5 indicate the value of the Pearson correlation ($r=0. 386$) is significant between the personnel's goal-orientation and their performance At the Islamic Azad University of Shushtar at the error level of 0.05. Therefore, the null hypothesis is rejected.

The test is significant and since the correlation value is positive, we conclude the positive direct relationship. It means that at the confidence level of 0.95 we conclude that the more personnel's goal-orientation will result in more performance. Therefore, *the fourth hypothesis is accepted.*

Table 6. Pearson Correlation between the Personnel's Achievement Motivation and their Performance at the Islamic Azad University of Shoushtar

Independent Dependent Variables	The Personnel's Performance at the Islamic Azad University of Shushtar				
	Pearson Correlation coefficient (r)	Significance Level (p)	Level of Error (α)	Number	The Test Result
The Achievement Motivation	0.393	0.001*	0.05	100	Rejected H ₀
The competitiveness	0.153	0.1	0.05	100	Accepted H ₀
The Responsibility	0.303	0.002*	0.05	100	Rejected H ₀
The Hard-working	0.353	0.001*	0.05	100	Rejected H ₀
The Hard-working	0.353	0.001*	0.05	100	Rejected H ₀

**Significance level=0.01

The General Hypothesis of the Study: there is a multi-relationship between the personnel's achievement motivation and their performance at the Islamic Azad University of Shushtar.

As it is shown in table 7, and according to the results achieved from regression analysis with the method of entrance, the correlation coefficient of multivariable for the linear combination between the personnel's achievement motivation and their performance at the Islamic Azad University of Shoushtar is MR=0. 430, RS=0. 185 which is significant at the level of 0.05. Therefore, the general hypothesis is accepted. Regarding the coefficient determination values (RS), it turned out that 19% of the variance of the personnel's performance at the Islamic Azad University of Shushtar are explainable by the dependent variables (the achievement motivation). Among the variables, the variable of the personnel's achievement motivation of the Islamic Azad University of Shushtar is regarded as the independent variables and the hard-working variable (t=2.00, p=0.04), the goal-orientation variable (t=2.31, p=0.02) are significant at the error level of 0.05. Therefore, they can play a suitable role in predicting the personnel's performance at the Islamic Azad University of Shushtar. Furthermore, the variable of achievement motivation (competitiveness) of the personnel of Islamic Azad University of Shoushtar could not play a suitable role in optimizing the personnel.

Table 7. Multiple Correlation Coefficients between the Personnel's Achievement Motivation and their Performance at the Islamic Azad University of Shoushtar, A: Entrance, B: Stepwise

The Method of Entering Statistical Indicators		Multiple Correlation MR	The Coefficient of Determination RS	F Ratio P Probability	Regression Coefficient β	
The independent Variable	The Dependent Variables				1	2
The Personnel's Performance At the Islamic Azad University of Shushtar ↓	Competitiveness	0.430	0.185	F=5.38 P=0.001	B=-0.090 β=-0.019 t=-0.170 p=0.8	
	Responsibility				B=-0.023 β=-0.007 t=-0.054 p=0.9	
	Hard-working				B=0.745 β=-0.230 t=-0.2 p=0.04	
	Goal-orientation				B=1.04 β=-0.282 t=2.31 p=0.02	
B=Stepwise, the Statistical Indicators		Multiple Correlation MR	The Coefficient of Determination RS	F Ratio P Probability	Regression Coefficient β	
The Independent Variable	The Dependent Variables				1	2
The Personnel's Performance At the Islamic Azad University of Shushtar ↓	The Goal-orientation	0.386	0.149	F=17.15 P=0.001	B=1.42 β=0.386 t=4.14 P=0.001	
	Hard-working	0.430	0.185	F= 10.98 P=0.001	B=1.03 β=0.280 t=2.67 P=0.009	B=0.701 β=0.216 t=2.05 P=0.04

4. Summary and Concluding Remarks

This study aims at explaining the relationship between the achievement motivation and the personnel's performance, tried to discover the relationship between the personnel's achievements as a motivational factor and their performance. The results are highly close to the results of David McClelland's studies which were achieved by analyzing all the studies related to the individual's achievement motivation in doing the activities, and presenting as theories. His conclusion proves the point that there is a significant relationship between the individuals' achievement motivation and the related variables to their functional criteria. Moreover, there is a positive and significant relationship between degree of individual's achievement motivation, hard-working, goal-orientation, and responsibility as the functional criteria at the Islamic Azad University of Shushtar; while there is only a negative relationship between the achievement motivation and competitiveness.

Therefore, the results achieved are mostly consistent with the result of Wright, P. M. I *et al.* (1995). The results show that there is a significant relationship between the personnel's achievement motivation and their performance at the Islamic Azad University of Shushtar. The results show that motivation as the activating factor of the human behavior is a combination of one set of conditions and situations which causes the personnel to activate from within and try to achieve their goals and do something more efficient. Moreover, the results show that there is not a significant relationship between the personnel's responsibility and their performance at the Islamic Azad University of Shoushtar.

Furthermore, the results show that the achievement seekers accept the responsibility of what they do. In other words, the volunteers to do so some extra responsibilities and it is too hard for them to assign some parts of the responsibilities to others are responsible. In addition, the results show that there is not a significant relationship between the personnel's competitiveness and their performance at the Islamic Azad University of Shushtar. It shows that although competitiveness is one of the achievement seekers' main factors, it is not the only reason for increasing the functional criteria including performance, but the job performance is also dependent on the individual's ability and the preparation of the environment in addition to the motivation(6).

The results of the study show that there is not a significant relationship between the personnel's hard-

working and their performance at the Islamic Azad University of Shushtar. Since individual's motivation is highly dependent on the intensity of the motivators and the motivators are the determiners of the behaviors, the existence of a strong motivation in personnel causes that their performance to increase to the highest level, so that they try harder, they present at work regularly, and try to achieve their goals and the organizational decisions. The results also show that there is not a significant relationship between the personnel's goal-orientation and their performance at the Islamic Azad University of Shoushtar.

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