

STUDY ABOUT RELATIONSHIP BETWEEN KINDS OF ORGANIZATIONAL REWARDS AND EMPLOYEE INVOLVEMENT

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Abstract. Humans all have the need to cooperate with each other and in our country due to the advancement of management science and modern management in organizations and institutions, the issue of participation in management has been much attention today. One of the basic ways of improving the administrative system, is participative management today involvement as one of the most miraculous approaches to human resources development and organizational to development, is considered. This study examined the relationship between organization reward and employee involvement are a variety of bonuses that the aim, applied research and conduct research in terms of cross-correlation and in terms of data is collection survey; For data collection from library and field methods have been used. The population is 128 people and is limited. That including all personnel located in Department of Natural Resources Qom, by using of the Pearson correlation coefficient showed a significant relationship between the variables with 99% confidence there; To prove the normality of variables was used of Kolmogorov-Smirnov test and to prove the independence of errors was used of Dorbin Watson; As a result, the study hypothesis was confirmed, and the results showed that the essential element of the bonus structures is always a cash reward. Reviews and experiences emphasize the limitations that cash bonuses superior power that keeps employees motivated and excellent performance makes. In the motivational structure is also aspects of cash cornerstone of original and staff who may have financial rewards they not satisfy is possible through acknowledgment bonuses to do better encouraged and by rewards (material and immaterial) followed by employee motivation can be pushed employees to participate in corporate investments aimed.

Keywords: material rewards, non-material rewards, employee involvement, aimed at institutional

1. INTRODUCTION

Unfortunately, today in private and public organizations in the country, in many cases, targeted as such it is not used. This issue cause that in many cases employees have not a clear awareness of the goals and tasks and in other cases they are faced with a set of goals that the terms of their characteristics and the environment are compatible and there is no coordination. Therefore, it can make or do not fulfill the specified objectives or performance is not high. According to the goals stated goals should be in the process of scoping principles and factors to consider the aim was to determine the effectiveness and efficiency have high usage. If the intent participation mechanisms such as investment in target, creating challenging goals be used in the committal and reception of staffs aim to increase and In other words, abrade the inner motivation of employees for achieving the goals of the outcome of the involvement of people. The most important stimulate in orgnizations the transfer of power to the staff know. Power transmission, is the power delegated to staff about their duty. Power transmission concept is based on the belief is schedule that employees in the organization need the same amount of employees and that managers need to know that employees are the most valuable asset in the organization. Stassen (2006), the results of this study can help to managers and officials from the Department of Natural Resources Qom province will contribute to the development of policies and appropriate strategies in the field of compensation systems and employee motivation, employee involvement organization in targeting micro and macro organization increase. The impact of employee participation, boost employee morale, motivation in their work, reducing absenteeism and increasing employee job satisfaction suggests. Increasing the efforts by employees in organizational activities and its impact on employee perceptions of organizational changes and explore solutions are expected to do the right changes and increase employee participation in decisions and their perception of how decisions, and their perception of how decisions, reduce stress and more interested in the work of the staff of the organization's objectives and increasing efforts of employees in the organizational activities is from other positive effects from the perspective of employee involvement. (Garsia et al 2007).

Participation and more importantly feel of participation can contribute directly and indirectly to job satisfaction and employee attitudes not only as o job, But also to itself affect, participation or in

other words, a positive attitude towards work and its dimensions, can be improved job satisfaction and a sense of belonging jobs And the organization of the job and the organization reduce alienation and lead to increased job satisfaction. (Afrasyabi et al 2012).

Compensation system is an important factor of corporate culture because it can encourage or despair service personnel in carrying out their activities. Rewardable can be fixed wage or salary or long-term variable pay is provided, including storage options. (Rashmor 2002)

Organizations may stimulate and motivate them to quantitative criteria related to performance or quality criteria to consider. (Boon 2005) state that a reward system that includes quality and long-term aspects of executive function can be a key factor in achieving the strategic objectives of the organization, according to its impact on the behavior of the chief executive. Financial rewards: bonuses that are given directly by the organization itself. The awards are divided into two categories. Direct financial reward: including salary and commissions and tips. Indirect financial rewards: include insurance plans, retirement, paid for holiday ... Non-financial rewards: is the reward for the person who is normally the inner aspect of the environment is received. The awards are divided into two categories. The reward that a person have inner satisfaction and reward that person will respond to the needs of its intrinsic. Is reward that person through the tasks in the business environment will establish good relationships with your friends and colleagues. (Doaee 1995).

Reward that a person from the organization receives or for the duties to be excellent and conventional, in which case the salary is called or because of duties at a level higher standards is what in this case the reward as benefits super fantastic for job to talk. (Rashmor 2002).

Rewards is from positive valuable to seek work for people. (schermerhorn 1993).

Reward offered a welcome message for desired behavior from a person to an increased risk of repeat. (Sandes 2001)

In fact reward is indeed is the means by using of the organization of its own employees thank and due to the appreciation of their merit. (Saadat 2007)

Compensation system is one of an important factor of the corporate culture because it can cause encourage and disappointment of employees to

carry out their activities there or frustration. Compensation can be paid a wage or salary or variable long-term storage options are provided including. Long-term contingent payments is one of the important forms of motivation to implement and integrate the organization's management with useful output of organization. (Rashmor 2002)

Organizations maybe stimulate and motivate them to quantitative criteria is related to performance (accounting or market-based) or qualitative criteria to consider. (Boon 2005) state that a reward system that includes quality and long-term aspects of executive function can be a key factor in achieving the strategic objectives of the organization, according to its impact on the behavior of the chief executive. Financial rewards: bonuses that are given directly by the organization itself. The awards are divided into two categories.

Direct financial reward: including salary and commissions and tips.

Indirect financial rewards: include insurance plans, retirement, paid for holiday ... Non-financial rewards: is the reward for the person who is normally the inner aspect of the environment is received. The awards are divided into two categories.

The reward that a person have inner satisfaction and reward that person will respond to the needs of its intrinsic. Is reward that person through the tasks in the business environment will establish good relationships with your friends and colleagues. (Doaee 1995)

Also in other division of types of reward is include of:

1: external rewards: External rewards related to something out of the existence. In other words external rewards are rooted in the job and do the work itself is rewarding for the individual. As such external reward as a tool in the hands of the officials outside the organization. And to create conditions and mechanisms for their employees' behavior in the desired direction will lead.

2: Inner rewards: when refers to the work and responsibility of the individual to do the job for him, he has a great value and a value the reward is in the nature of work and is an integral part of it. Inner rewards are usually good feeling that by doing those loses such as participation in decision-making, a variety of tasks, independence and freedom in work and ... (Doaee 1995)

Appropriate reward must be some of the following characteristics:

1-Being sufficient and appropriate.

2-Being fair: pay rewarding to each person must be fair and based on the efforts and skills of operating on their own.

3-Being vary: repeat a bonus of property reduces his incentive.

4-Being reward is certain and definite.

5-Being triggers: the workforce to work effectively and efficiently and improve performance impact.

6-Being accepted the work force: workers must understand the reward system and consider it a rational system. (schermerhorn, 1993)

Reward management on the way to prepare a program designed by the organization to ensure that Attitudes and practices of staff in achieving the goals of the organization is honored focuses. (Armesterang, translated by Arabi and Izadi 2002)

The term reward management indicates that the advantages and benefits as a reward to employees for granted can be managed, therefore, reward management can be defined as the process of creating and implementing strategies or policies and systems that the organization in achieving its goals through increased motivation and commitment, help. (Armesterang, 1994 LandiDekwing 2000)

Therefore, management should be rewarded for consistent measure of labor and payments, including bonuses to them. In other words, employees should be rewarded in accordance with their value in the organization, to be measured. Management bonuses should be based on the principle that the ultimate source of value creation in the organization's staff, This means that the creative process should be rewarded respond to the needs of employees and the organization. (Sandes, 2000)

The most common way to overcome problems and reform the administrative system employing participatory management approach to expand the capacity of individual employees and create a spirit of self-esteem, accountability and commitment to lead them.

Participatory management is to create space and military employees, customers and contractors by managing all of an organization In the process of making decisions and solving problems with the management of the partnership and of this step in order to improve and develop them. Participatory management is a management process based on the applicable system is one of the strongest systems of this process is the system offers. (SalajgheHonaramooz 2010)

Staff can be targeted to participate in the organization, for the intrinsic (internal) or external are motivated. Intrinsic motivation of employees to participate in goal setting comes and he is considered as a target for the outer employee motivation to participate in goal setting, is a means to achieve organizational goals.(Chaung and Ropnarin 2014)

Participation in organizations is an unavoidable issue and its implementation is possible and necessary because the decisions that are taken today organization are very complex and the interdependent and need to be taken by the person responsible(Blewett 2000)

Due to the positive consequences for staff participation in the organization's Managers looking for ways to increase employee participation in their organizations. Employee participation in decision-making is the internal environment is usually in the form of participation The participation in a variety of conditions and procedures as well as the objectives of the partnership program depends.(Moghadasi 2009)Administrators can through staff participation in decision-making and using appropriate incentive systems, Try to increase employee engagement and also increase their satisfaction and job performance.(Derakhshideh et al 2014)System proposals, including ways to engage employees in the organization. System offers one of the simplest, most basic, least expensive, safest and fastest methods of low is employee participation in organizations.(Wales,2009)The word suggest is a persistent dictionary word and is not descriptive. Suggest an idea that can be accepted or rejected.(Miller 2003)

As well as Devon and Block (1976), state that the proposal represented is a constructive thinking and positive principle that voluntarily offered by the staff and to increase efficiency in the organization.(Price, 2000)

Participatory management is to create space and military, by the management that all employees, customers and contractors of an organization in the process of decision and decision-making and solve problems with the management of their partnership participate. (Toosi 2006)

The main emphasis of this type of management is on cooperative and voluntary participation of employees and customers and contractors, and wants from ideas, suggestions, innovations, creativity and technical ability and expertise in solving the problems of the organization toward continuous improvement activities. organizations use.

The degree of participation from the perspective Blasko Alto (1969) is the influence and control of personnel decisions apply. According to this definition, it is difficult to firmly say Participatory decision-making in the enterprise in the form of complete and utter it exists or not, but the degree of participation in the contract. Start with varying degrees of participation range from consulting to full participation is selected. Participation may provide only a belief in a place other than the center of gravity of the decision to start and membership in a working group that has the authority to decide on the specific question of ends. It is necessary to clarify the degree of employee involvement efforts, organizational theorists consider the following:

Keith Davis (1957) says that the degree of participation that goes from zero to infinity.According to review of Davis, three degrees of participation are:

A-Mutual understanding: the degree of participation of the people helps to identify the relative orientation of each of the tasks and reach.

B-Consulting: In this position, a person can provide constructive suggestions at the decision point but does not have the executive power to implement your ideas.

(C) The power to decide at this stage the group has the authority to make decisions. Giles (1983) degrees of participation are classified as follows:

A-share information: data through communication channels will be available to employees.

(B) Consultation: two-way information flow between employees and management and staff have the opportunity to find that raise your suggestions and ideas.

(C) Joint decision-making: management and employees or their representatives to take decisions.

D-autonomy: the right to decide and choose to be transferred to employees.Other social scientists such as March and Simon (1985) and degree of participation that leadership of the Democratic leadership in the circuit at one end and the other end is, on the whole have been drawn.

They suggest that leadership can make decisions based on the degree of employee involvement in change. In fact, most scientists are generally the degrees of participation in three major categories of non-participation, partial participation participate fully in their classification. (Valae Sharif 2005)

Diego and colleagues (2015), in a study entitled physical isolation at work, a sign of separation, the consciousness of separation and motivated employees, did it concluded that physical isolation within organizations is pervasive, and has important implications the motivation and performance of employees. But research has shown that this practice raises issues that are positive and negative results. The results showed that the self-determination and control are different because of psychological factors by separating different.

(Jatzopolo and Monovasilis 2015) In a study that as motivation and satisfaction employees in recession-Greece conducted it concluded that motivational factors have the greatest impact on entrusting employees they also do a good job has a positive relationship with regulators and universities as well as with organizational goals and reward good evaluation.

(Chaug and Ropnarin 2014) In a study entitled impact financial measures and non-financial motivation for staff to contribute to the goals of the organization were to conclude that the financial metrics and non-financial criteria are motivated by intrinsic motivation for external communications, and ultimately the motivation internal and external influences to contribute to job performance.

(Zameknik 2014) In a study of employee motivation as calculated using Multi-Agent Survey, conducted to the conclusion that Introduction and implementation of an incentive program, one of the key things that a company must fulfill it. The paper also problems in staff motivation and incentive programs in selected factories also investigated. Check incentive structure based on general knowledge of the theory of motivation. The main tool used for cluster and a review of the program is to motivate.

(Senial and Bisvas 2014) In a study assessing the implications of performance as motivation of the staff, to the results achieved the importance of operational-level managers to evaluate employees' activities centered approach is very important, of course, this also depends on the size of the organization.

(Nadi and Moeini 2013) In a study under review and provide strategies to increase employee involvement in the development of the Isfahan Steel Company, carried out concluded that Strategies to increase the participation of employees using the system offers, quality circles, autonomous teams, teamwork, works councils, employee ownership, free industrial and collective bargaining was above average Among the

proposed solutions and the highest average property staff was the lowest of the Authority.

(Ghorbani 2013) In a study titled assessing the needs and motivational factors internal and external employees of Islamic Azad University of Abhar is done, he concluded that financial incentive and conditions and features desired work as two variables extrinsic motivation has a significant effect on the performance of low-level employees and mid-range, but no significant impact on the performance of high-level employees. Motivation courses on the performance of low-level employees, but had no impact on the performance of mid-range and high-level employees have had significant effect. Given the importance of motivation in order to increase performance and labor productivity, improve the quality of pay and benefits (extrinsic motivation) and create a framework for success and competence for employees (motivation) is a priority. The main concern of this study is that the researchers conducting this study will answer the following questions:

1. Is there relation between the system of reward (material and immaterial reward) with the participation of employees?

In the next section of this article, literature of study, is given and then, methodology and data analysis are expressed. In this study by use of structural equation smartphone software SPSS, to test the hypothesis dealt.

2. METHODOLOGY

Employee motivation exists when it has external and internal needs and try to meet them. For example, you may need to challenge staffing requirements, the need to control, the need to satisfy the curiosity and the need to provide even imaginary desires. These needs are not only related to organizational goals.

So we can say that if the evidence from research on the motivation of employees in the proper functioning of job positions is defined as a whole, needs remain unclear and ambiguous. (Graas 2010)

In the internal motivation to work, the source of one's own motivation comes from self-governing and self-determination, so that people are not motivated by others. They work because they want to and not because they have to. The goal is motivated to cooperate in an activity for its own sake. Therefore, the goal of one's own inner needs, not the needs of the organization. For example, experience a sense of triumph or satisfaction of the activities in which they participate subsequently,

the main benefit for your employees and organization. (Bloom and Kolbert 2011)

With regard to the raised issues in this research, by use of the following conceptual model, to test the relationship between the variables have been considered:

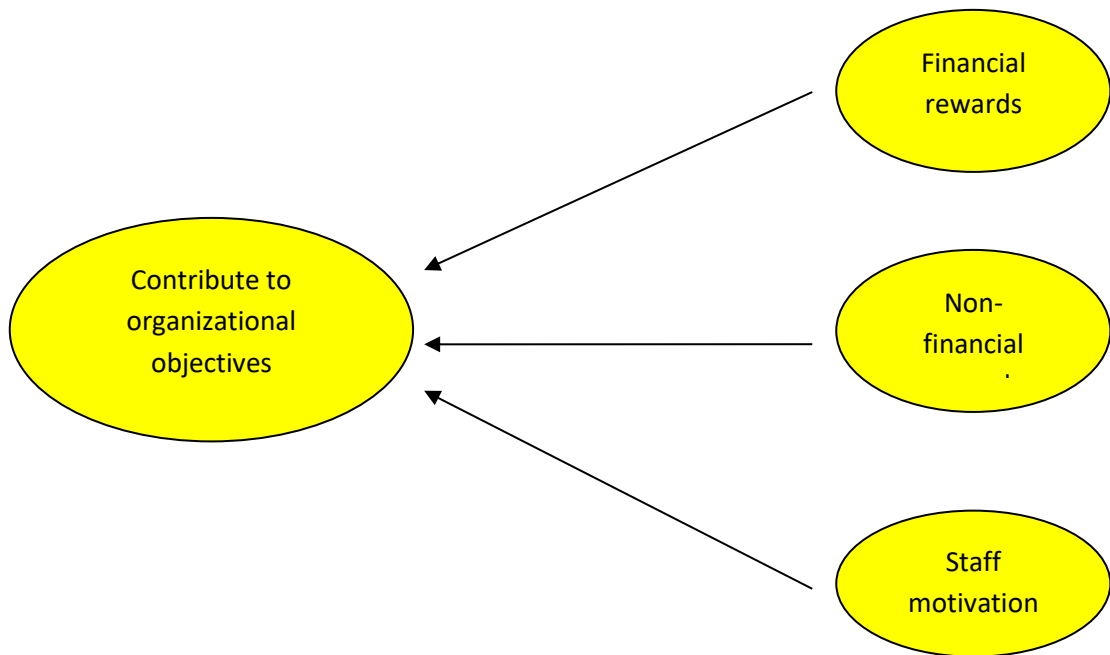


Figure 2 - conceptual model (Chaung and Ropnarin (2014))

This study is an applied descriptive survey that was conducted in total the questionnaire consists of three demographic questions and 15 specific questions, which to measurement 4 variables in 4 parts were divided. The population in this study include of all the personnel of the Department of Natural Resources in Qom that totally is 128 people, on the basis of population is limited.

With that in mind, take advantage of all the numbers in field studies with the time and cost associated double; Therefore, using the most appropriate sampling method, to determine the sample size of the sample studied and accordingly, the results of the research community to extend the

aforementioned example, The way to calculate the sample size sample is inserted. In other words, the possibility of generalizing the results of the study population is needed, At least 96 questionnaire respondent is analyzed.

3-ANALYSIS OF DATA

descriptive of study

In order to ensure the quality of data collected and understanding the general characteristics of the sample expressed its demographic variables. Demographic information statistical samples in Table (1) and (2) are shown.

Table 1. Demographic data based on gender

Cumulative frequency percent	Percent frequency	absolute frequency	Sex
4	4	4	female
100	96	96	male
	100	100	total

Table 2. Demographic information on education

Cumulative frequency percent	Percent frequency	absolute frequency	education
30	30	30	Diploma
37	7	7	Associate Degree
94	57	57	Bachelor
100	6	6	Master and More
	100	100	total

In this line of research by using of frequency tables and graphs and indicators of central tendency such as the mean and median as well as the scattering

parameters such as standard deviation and minimum and maximum Varayans objective situation we specified variable.

Table 3. Index of central tendency and dispersion of the main variables

Maximum	Minimum	Skewness	Elongation	Standard deviation	Average	
3.5	1	0.75	0.35-	0.69	1.76	Financial rewards
4	1	0.46	0.15-	0.7	1.95	Non-financial rewards
5	1	0.78-	1.17	0.64	3.77	Relationship of staff

As shown in Table 3 can be seen indicator of central tendency such as mean and standard deviation of the dispersion, such as standard deviation, minimum, maximum and index distribution includes stretching and skewness for latent variables bonus material and non-material and employee contributions are calculated .

Due to these factors mean value is taken in the study, financial reward with a mean average value of 1.76 is lower than other dimensions and then non-material rewards with an average of 3.71, with an average of 1.95 and non-material rewards employees with an average of 3.77, with the participation of And the average employee involvement and motivation of employees, the number three is greater than average among five points, So the status of these indicators are better than average assessment But the material and immaterial compensation index has an average lower than the limit value 2 (low) is

So the status of the indicators in the studied organizations is inappropriate. Kurtosis and skewness index is calculated according to the distribution of variables with normal distribution can be adapted If this index in the range of (2,2-)

have been distributed to latent variables, near normal distribution is assumed, Now in the chart above we can see that although the index has been a non-zero value, the symmetry is not perfect, However elongation index and skewness for each of the latent variables in the period,so the study assumes that the latent variables first condition (normal condition) are required to use parametric tests. Minimum and maximum values and standard deviations show no outliers and the proximity of the distribution of raw data.

test of variables normality

One of the most important of assumptions of parametric tests (including regression), latent variables is normal. So with the help of k-s single-sample test to check the assumption of non-parametric test is going to pay and to assess homology in two variables (independent or non-independent) or homology distribution of a given sample distribution for a society applies. When data normalization, the null hypothesis is that the data is normally distributed at the level of 5% we test. So if the test was significantly greater than or equal 0/05 achieved,So in the normal reason to reject the null hypothesis that the data is based,

would not exist. In other words, the data is normally distributed. If a significant level in Kolmogorov-Smirnov test that in this table are displayed with sig is more than 0/05 We can assume normal data with high reliability. Otherwise you can not say that the data distribution based on a normal distribution. In this test, the null hypothesis and the front is as follows.

H₀: Variable tested in accordance with the normal distribution is a distribution

H₁: The test has not distributed variable based on a normal distribution

Table 4. Kolmogorov test for latent variables R

result	Sig Significance level	The test statistic χ^2	Indicators
normal	0.45	0.227	Financial rewards
normal	0.23	0.112	Non-financial rewards
normal	0.82	0.115	Staff motivation
normal	0.33	0.174	Staff relationship

The above table shows normal distribution of represent the index is hidden variables or structures research that by using Kolmogorov - Smirnov test implemented

As you can see, in this study, significant levels for the author of the aforementioned K-S test is greater than 5% error Therefore, the null hypothesis is confirmed based on the normality of these factors, it hidden variables research has been distributed in accordance with normal distribution And there is the possibility of regression.

test of research hypotheses

The first part to measure the degree and type of relationship between the criterion variable (dependent variable) and between the (independent variables) and Pearson correlation tests we use the correlation coefficient. According to the hypothesis that the independent and dependent variables change the mutual relations between the variables in the correlation matrix is calculated and then to estimate and quantify the mathematical relationship between the dependent variable with the independent variable in the regression equations we use any hypothesis.

Table 5. Pearson correlation coefficient test (** P < 0.01)

4	3	2	1	
0.033	0.2**	0.45**	1	Financial rewards
0.077	0.33**	1	-	Non-financial rewards
0.28**	1	-	-	Staff motivation
1	-	-	-	Staff relationship

According to Pearson correlation coefficient account can be seen that between variables there are significant relationships with 99% confidence. Mark ** indicate this fact Not only at the level of 5% but 1% error level also confirmed meaningful relationships between variables. Now the relations of confidence between the study variables using regression analysis to test hypotheses and to

investigate the relationship between the variables of interest are discussed. First hypothesis: between the financial rewards with motivate of staff, there is a significant relationship. Due to the fact that in this hypothesis aim is study the relationship between two indicators of financial reward and motivate of employees, calculate the correlation coefficient alone is sufficient. But for better

analysis and measurement of results of the relationship, the correlation coefficient regression

analysis has been calculated, so researchers have used univariate linear regression method.

Table 6-correlation coefficient and the intensity in the first hypothesis

Durbin-Watson statistic	Standard error	Adjusted coefficient of determination	The coefficient of determination	The correlation coefficient
1.89	1.07	0.03	0.04	0.2

The above table clearly shows that the existence correlation coefficient (R) between financial rewards and motivation of the personnel is 0.2 ,in the amount of explained variance in table (coefficient of determination, or the same R²) reported that the intensity of the relationship between these variables show,But according to given the lack of degrees of freedom into account in calculating the coefficient of determination,

usually used to increase the accuracy of the adjusted coefficient of determination. The value of this coefficient is equal to 0.03 indicates that the motivation of employees in terms of their material as 3% is an explanation. The Durbin-Watson statistic for this test was 1.89 times in the range of 1.5 to 2.5 is desirable, and there is the possibility of using linear regressio

Table 7:tandard and non-standard beta coefficients in the first hypothesis

Sig	T	Standard factors	Non-standard factors		sig	F	
		β	The standard error	B			
0.000	8.86	-	0.295	2.61	0.046	4.08	Constant amount
0.046	2.02	0.2	0.156	0.32			Financial rewards

According to the table (7) we will see a significant test of regression model (F) was performed, the test statistic F is equal to 4.08, a significant level of this test is 0.046, which error is smaller than 5%

$$SIG = 0.046 < \alpha = \%5$$

So with 95% sentimentcan be stated that the regression model is significant model in other words, the financial rewards of employees for contributing to employee motivation is good predictive power.

Also according to the results of the application of regression, can be seen the significant level of hypothesis concerning the lack of material rewards employees impulses is equal to 0.046 and less than 5% error

In other words, in addition to the confirmation of this table shows significant regression model financial reward assigned to employees are motivated to contribute to a meaningful relationship, considering the estimated parameters, the model predictions are as follows:

Financial reward (0.32) + 2.61 = employee motivation

Standard rate plus sign indicates a direct relationship between material rewards dedicated staff and motivate them to participate, In other words, in the case of material reward, motivate employees to contribute more to the 0.32.

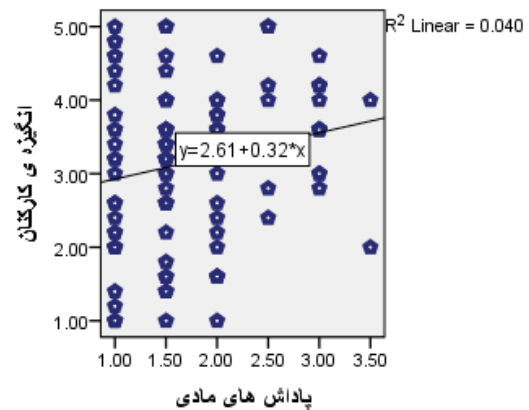


Figure 1 - Diagram of the first hypothesis point

The second hypothesis: between the non-financial rewards with motivate of staff, there is a significant relationship. Due to the fact that in this hypothesis the relationship between the two indicators bonuses immaterial and motivated employees, calculate the correlation coefficient

alone is sufficient, but for better analysis of results and measurement of the relationship, we calculate the correlation coefficient regression analysis has been paid, so the researcher has used univariate linear regression method.

Table 8. The correlation coefficient and the intensity in the second hypothesis

Durbin-Watson statistic	Standard error	Adjusted coefficient of determination	The coefficient of determination	The correlation coefficient
1.95	1.03	0.103	0.112	0.334

Above table 8 clearly shows that the existence correlation coefficient (R) between non-financial rewards and motivates of employees is equal to 0.334; The amount of explained variance is reported that the intensity of the relationship between these variables shows, But given the lack of degrees of freedom into account in calculating the coefficient of determination, usually used to

increase the accuracy of the adjusted coefficient of determination. The value of this coefficient is equal to 0.103 indicates that the non-material motivation of employees' bonuses of as much as 10.3% is explained. The Durbin-Watson statistic for this test was 1.95 times in the range of 1.5 to 2.5 is desirable, and there is the possibility of using linear regression.

Table 9. Standard and non-standard beta coefficients in the second hypothesis

		Standard factors	Non-standard factors				
Sig	t	β	The standard error	B	sig	F	
0.000	7.06	-	0.305	2.15	0.001	12.31	Constant amount
0.001	3.5	0.334	0.147	0.515			Non-financial rewards

According to the table (9) we will see a significant test of regression (F) was performed, the test statistic F is equal to 12.31, a significant level of this test is 0.001, which error is smaller than 5%

$$SIG=0.001 < \alpha = 0.05$$

So with 95% sentiment can be stated that the regression model is significant model in other words, the financial rewards of employees for contributing to employee motivation is good predictive power.

Also according to the results of the application of regression, can be seen The significant level of hypothesis concerning the lack of non-material rewards employees impulses is equal to 0.001 and less than 5% error In other words, in addition to the regression model confirmed this table shows significant non-material rewards dedicated employees are motivated to contribute to a meaningful relationship, Considering the

estimated parameters, the model predictions are as follows:

$$\text{Non-financial rewards (0.515) + 2.15 = employee motivation}$$

Standard rate plus sign indicates a direct relationship between material rewards dedicated staff and motivate them to participate, In other words, if the increase in non-material reward, motivate employees to contribute more to the 0.52.

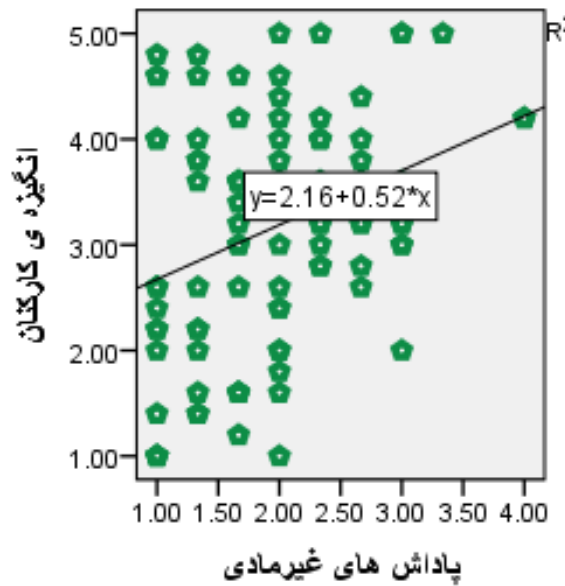


Figure 2 - The second hypothesis dot plot

The third hypothesis: between the motivation of employees and employee involvement in organizational objectives, there is a significant relationship. Due to the fact that in this hypothesis aim is checking the relationship between employee participation and employee motivation are two indicators, calculate the correlation coefficient alone is sufficient. But for better analysis and measurement results of the relationship, the correlation coefficient regression analysis has been calculated, so researchers have used univariate linear regression method.

Table 10. The correlation coefficient and the intensity of the third hypothesis

Durbin-Watson statistic	Standard error	Adjusted coefficient of determination	The coefficient of determination	The correlation coefficient
1.57	0.62	0.073	0.083	0.288

Above table (10) shows a good correlation coefficient (R) between motivation and involvement of employee is equal to 0.288 in the amount of explained variance reports. The intensity of the relationship between these variables shows, but due to lack of degrees of freedom into account in calculating the coefficient of determination, Usually used to increase the accuracy of the

adjusted coefficient of determination. The value of this coefficient is equal to 0.073 and demonstrate the fact that employee participation based on their motivation is explained as much as 7.3%. The Durbin-Watson statistic for this test was 1.57 times in the range of 1.5 to 2.5 is desirable, and there is the possibility of using linear regression.

Table 10 :beta coefficients of standard and non-standard in third assumption

		Standard factor	Non-standard factors				
sig	T	β	The standard error	B	Sig	F	
0.000	16.74	-	0.193	3.23	0.004	8.84	Constant amount
0.004	2.97	0.288	0.058	0.172			Staff motivation

According to Table 4-11 we see a significant test of regression (F) was performed, the test statistic F is equal, a significance level of 0.004, which is the test error is smaller than 5%

$$SIG = 0.004 < \alpha = \%5$$

So with 95% the correlation coefficient can be stated that the regression model, a model that is meaningful predictive power of employee participation is well motivated staff. Also according to the results of the application of regression, can be seen in other words, in addition to the confirmation of this table shows significant regression model; motivated employees with their participation in the scoping of significant

organizational, Considering the estimated parameters, the model predictions are as follows:

Employee motivation (0.172) + 3.23 = involvement of employee

Standard rate plus sign indicates a direct relationship between employee motivation and employee involvement is variable, in other words, the motivation, the participation rate of 0.172 employees to be more productive.

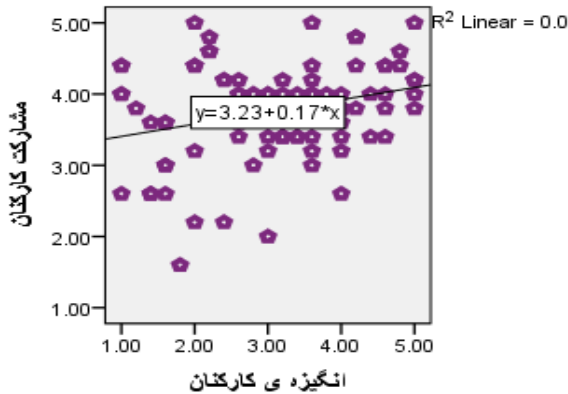


Figure 3. The third hypothesis dot plot

4-Offers

Human beings in all cases have the need to cooperate with each other and in our country due to the advancement of management science and modern management in organizations and institutions the issue of participation in management has been a lot of attention today.

One of the basic ways of improving in the administrative system is participative management today involvement as one of the most miraculous approaches to development and organizational development, human resources development is considered. According to the aim of organizational rewards of study, the relationship between the enterprise and participating employees' bonuses were tested. In the first hypothesis, essential element of the bonus structures is always a cash reward. Reviews and experiences have emphasized the power of giving cash bonuses to staff motivation and excellent performance makes. In the incentive structure as well as is aspects of original basic. The result of this hypothesis as a result of new findings of researchers chaung and Ropnarin (2014), Mokhtari and Yazdani(2013)are aligned.

In the second hypothesis, employees who may have financial rewards, does not satisfy them may be driven by rewards thanks to encourage better performance. The result of this hypothesis as a

result of new findings of researchers chaung and Ropnarin (2014), Mokhtari and Yazdani(2013)are aligned. In the third hypothesis, by using of employee motivation and stimulation of motivation (internal and external) they can be led to contribute to organizational goals; The result of this hypothesis as a result of new findings of researchers chaung and Ropnarin (2014), Hamidi et al(2009) ,Divandari (2014)are aligned.

And in the end we can say that (between the financial and non-financial reward and employee motivation and participation in targeted organizational intimate connection there and by rewards (material and immaterial) followed by motivating employees to staff to contribute to organizational goals propelled). According to the findings, the following suggestions are offered:

1. For the purpose of an organization is recommended, try a difficult and challenging goals while at the same time have substantially staff have the ability to achieve it. The objective should clearly be higher, possibly in the form of phrases are slightly raised.

2. The encounters fast, accurate and reliable after realizing the objectives, corrective measures to increase staff motivation and goals within the next trigger.

3- Mechanisms such as participation in goal setting, establishing challenging goals, goal setting used to increase the acceptance and motivation of employees towards the goal.

4- Improper management plans to reduce its attractiveness has led and could not appreciate the effectiveness of the mechanism in the field Bashd.lza two aspects should have priority.

First institute must be the most appropriate plan of gratitude which contains Prizes, annual bonuses are. Two such projects should be done with full commitment and sincerity. Award nominations must be perfect indices, objective, measurable and transparent. The final aspect of this step is that the organization should be the role of non-cash compensation and total rewards strategy is clear.

5. Given the confirmed relationship between non-financial rewards to increasing the motivation of employees, managers should be doing that kind of non-financial rewards given special attention:

- Citation should be immediate.
- Citation should be taken personally.
- Citation should be valuable.
- Citation should encourage desirable behavior is direct.

6. It is recommended to managers with strategies such as performance feedback to employees, public recognition of good performance, transfer of public places, mass media and the dissemination of good performance in internal magazines, greeting the staff has a good performance on special occasions, good performance record people in their personnel files, write citations for family.....internal and external personnel motivation to contribute in the objectives of institute increase.

7. Recommended to managers more than attention to their personnel salary schemes and carefully crafted based on the amount of the actual increase is higher competence qualification.

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