Studying the relationship between job characteristic and internal motivation among employees of Islamic Azad University of Mazandaran province

Mohammad Hadi Asgari

Department of Business Management & Accounting, Tonekabon branch, Islamic Azad University, Tonekabon, Mazandaran, Iran.

Corresponding Author: Mohammad Hadi Asgari

ABSTRACT: The main goal of this study is analysis of relationship between perceived job characteristics and internal motivation of employees of Islamic Azad Universities of Mazandaran. Descriptive study (correlation) was performed and a number of 277 employees of Islamic Azad Universities in Mazandaran province was chosen as study sample according to Morgan table and stratified random sampling method. Instrument used in this study consisted of two scales: A) The job characteristics with five aspects (Skill Variety, Job Importance, Job Identity, Freedom and Feedback). B) The internal motivation Data obtained was analyzed using multiple regression analysis test and Pearson’s correlation test. Findings obtained from the study showed that: There is a positive significant relationship between perception of job characteristics and internal motivation of the employees and among these characteristics, diversity of skills, the importance of job and feedback are proper predictors for internal motivation of employees.

Keywords: Perception of job characteristics, Internal motivation

INTRODUCTION

Motivation of employees is one of the most important duties of managers. Many factors influence on employees’ motivation. One of these factors is job characteristics which has a great control on employees’ motivation and is necessary for improving organizations productivity. These characteristics include: skill variety, job identity, job importance, independence in action and feedback. Employees’ perception of their job characteristics influences on the degree and type of motivation (Kilman, 2006, 145). If the mentioned factors are at favorable level, employees’ motivation and especially their internal motivation will increase. This will finally help increase productivity in organization. These job characteristics can be good predictors for organizational productivity (Ganj, 2008, 73). Therefore, conducting a research in the field of relationship between job characteristics perception and employees’ internal motivation will be useful.

Statement of problem

Human force is the most important pillar of an organization and issues concerning human resources are among the vital issues in organizations. Today it is believed that employees’ motivation is the base of effectiveness and efficiency and successful managers are those who can improve their employees’ motivations. Many experts believe that employees’ are the main cause of improving quality and productivity. In today's competitive world, organizations consider human resource as a capital and today, it is viewed as an investment and this kind of approach requires its own mechanisms. Organizations must provide favorable circumstances for absorbing, improving, motivating and maintaining human resources so that motivation for working is improved (Mashayekhi, 2004, 3). Human resource managers must take part in formulating organizational strategies and play an important role in it. Job analysis affects staffing, selection, wage payment, education, evaluation and function. Job analysis is an aftermath of designing (Doulan and Shouler, 2008, translated by Tousi, p 84). Each analysis of job and employee in every job shows that productivity and work life quality are arisen from designing style of jobs. Today, job characteristics and its relationship with productivity have attracted attention of many experts. This has arisen many reconstructions, developments and changes in organizational atmosphere. Hakman and Oldham job characteristics theory is among the newest theories of job characteristics. This theory emphasizes on the false aspect of jobs and believes that employees will be
satisfied with their jobs when they consider their job as important. This aim is reachable when five job characteristics are emphasized when designing a job (Sinjer, 2008, 127). These characteristics are: skill variety, job identity, job importance, independence in action and feedback. Taking these factors into consideration in job design follows many results for employees and organization like high job satisfaction and high work performance quality (Hakman and Oldham, 1980, 259-268). Terner and Lawrence studies were the preface to job characteristics approach. They conducted a large project to measure employees’ response to different jobs. Terner and Lawrence believed that employees prefer complex and full-of-attempt jobs to boring jobs and believe that complexity of job will be followed by employees’ presence and satisfaction (Morhed Griffin, 2003, 199). According to job characteristics model, every work or job can be explained based on 5 main dimensions:
1) skill variety, 2) job identity, 3) job importance, 4) independence in action and 5) feedback

Motivation is considered as the most important factor in improving productivity in organizations. Studies show that being motivated has a direct relationship with increasing productivity of human resources. Performance of an individual is a function of his ability and motivation. The first factor (ability) determines what he can do and the second factor (motivation) specifies that what he wants to do. Motivation process includes stages which have been shown in figure below.

Need-----motivation-----behavior-----result-----satisfaction or dissatisfaction

Presence of feedback is because satisfaction is a short-term issue and that need will be turned into another form after a while and this indicates that motivational policies must be continuous. Internal motivation is referred to cases in which an individual's favorable reward in return for a particular behavior is an internal resource. In other words, the individual does something special in order to reach internal strengths, whether these internal factors match external factors or not. Internal motivation has its real meaning only when behavior strengthening factor or rewarding resource is an external factor. The present research, tries to investigate relationship between job characteristics perception and internal motivation of employees of Mazandaran province Azad University branches. Some similar studies have been reviewed in the next part.

Porter & Maiz research: they conducted studies and concluded that a systematic approach can have the best result. In other words, all forces that influence on employees must be regarded in order to understand behavior and motivation of employees.

They believe that such a system has three sets of variables that influence on individuals motivations in organization: 1) individual characteristics; 2) job characteristics; 3) work situation characteristics

Speltor & Jaks (1991) selected a sample of 272 people of southern Florida University employees and gathered data by means of questionnaire and their results showed that there is relationship between job characteristics and individual and organizational results. But utilization of other methods did not show any relationship between the variables.

Panzano & Sifrin & Joniz (2002) conducted a research titled “test of job characteristics model value for improving organizational results” and concluded that the five job characteristics lead to many results including employees’ relationships improvement and high quality of employees’ performance. Hackman and Oldham assumed that organizational structure can significantly influence on the level of being challenging and complexity dimensions (internal independence, skill differences, similarity of duties, significance of duties, feedback). The degree of being challenging and complex is important and influence on employees’ response to work and organization.

Research hypotheses
Main hypothesis
There is relationship between job characteristics perception and employees’ internal motivation.

Subsidiary hypotheses
1) There is relationship between employees’ perception of skill variety and internal motivation.
2) There is relationship between employees’ perception of job importance and internal motivation.
3) There is relationship between employees’ perception of job identity and internal motivation.
4) There is relationship between employees’ perception of freedom of action and internal motivation.
5) There is relationship between employees’ perception of job feedback and internal motivation.

Research methodology
The present research is a descriptive one and its population includes all employees of Mazandaran Province Islamic Azad University (986 people). In this research, sample size was determined to be 278 people according to Morgan Table. Sampling method was stratified random sampling. Two questionnaires were used to gather data. Multi-variable regression analysis was used to test the main hypothesis. Pearson correlation coefficient test was used to test the hypotheses.
Research results

6 hypotheses have been propounded in this research. The main hypothesis was tested by multivariable regression test and the subsidiary hypotheses were tested by Pearson correlation test.

Table 1. means and standard deviations and mutual correlations for internal motivation as dependent variable and job importance, job identity, skill variety, freedom of action and feedback as independent variables.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Correlation coefficient R</th>
<th>Correlation coefficient squared R²</th>
<th>Adjusted Correlation coefficient squared R²</th>
<th>Standard error</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skill variety</td>
<td>0.621</td>
<td>0.385</td>
<td>0.383</td>
<td>0.801</td>
</tr>
<tr>
<td>Job importance</td>
<td>0.575</td>
<td>0.331</td>
<td>0.328</td>
<td>0.835</td>
</tr>
<tr>
<td>Job feedback</td>
<td>0.322</td>
<td>0.104</td>
<td>0.101</td>
<td>0.967</td>
</tr>
<tr>
<td>Skill variety and</td>
<td>0.659</td>
<td>0.434</td>
<td>0.430</td>
<td>0.770</td>
</tr>
<tr>
<td>Job importance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Skill variety and</td>
<td>0.666</td>
<td>0.443</td>
<td>0.437</td>
<td>0.765</td>
</tr>
<tr>
<td>Job feedback and</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job importance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Results of table 1 show that there is relationship between internal motivation and job importance (0.575) and this relationship is significant at 0.01 level and there is relationship between internal motivation and skill variety (0.621) and this relationship is significant at 0.01 and there is relationship internal motivation and freedom of action (0.296) and this relationship is significant at 0.01 level. There is relationship between job importance and job identity (0.315) which is significant at 0.01 levels. There is relationship between job importance and job feedback (0.322) which is significant at 0.01 levels. There is relationship job identity and job feedback (0.934) which is significant at 0.01 levels and there is relationship between skill variety and freedom of action (0.283) which is significant at 0.01 levels. There is relationship between freedom of action and job feedback (0.947) which is significant at 0.01 level.

Table 2. correlation coefficient and adjusted correlation coefficient squared and standard error

Results of table 2 indicate that skill variety explains 38.3 of variance of internal motivation and job importance explains 32.8 percent of the variance of internal motivation. Job feedback explains 10.1 % of the variance of internal motivation. Skill variety and job importance explain 43% of variance of internal motivation and skill variety and job importance and job feedback explain 43.7% of variance of internal motivation. Investigation of variance analysis test for model significance is reported in table.

Table 3. Variance analysis test for investigating regression significance

According to results of table 3, because the calculated F for diversity in competence is (172.211) and significance level is p<0.01, then the calculated F with degree of freedom equal to 275 is significant. Therefore, this shows that the observed relationship between skill variety and internal motivation is significant and this result shows that “diversity in competence” is predicts internal motivation. Moreover, the calculated F for diversity in competence and job importance is (104.902) and significance level is p<0.01. therefore, the calculated F with degree of freedom equal to 274 is significant. Consequently, the relationship between skill
variety and job importance and internal motivation is significant and this shows that from among job characteristics perception, "skill variety and job importance" are good predictors for internal motivation. The calculated F (72.44) and significance level (p<0.01) with degree of freedom equal to 273 is significant for skill variety and job importance and feedback. Therefore, the observed relationship between the mentioned variables and internal motivation is significant. This result shows that the three mentioned variables are good predictors for employees' internal motivation.

Table 4. regression analysis using step-by-step model

<table>
<thead>
<tr>
<th>Variations resource indices</th>
<th>Regression separation coefficient</th>
<th>Standard error</th>
<th>Separation standard coefficient of regression (B)</th>
<th>Significance t test</th>
<th>Significance level</th>
</tr>
</thead>
<tbody>
<tr>
<td>First step</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Constant value</td>
<td>36/170</td>
<td>1/786</td>
<td>1/621</td>
<td>13/123</td>
<td>0/0001</td>
</tr>
<tr>
<td>Skill variety</td>
<td>1/583</td>
<td>0/121</td>
<td>0/621</td>
<td>13/123</td>
<td>0/0001</td>
</tr>
<tr>
<td>Constant value</td>
<td>28/483</td>
<td>2/337</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Second step</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Skill variety</td>
<td>1/088</td>
<td>0/154</td>
<td>0/427</td>
<td>7/050</td>
<td>0/0001</td>
</tr>
<tr>
<td>Job importance</td>
<td>1/007</td>
<td>0/208</td>
<td>0/293</td>
<td>4/848</td>
<td>0/0001</td>
</tr>
<tr>
<td>Constant value</td>
<td>29/556</td>
<td>2/374</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Third step</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Skill variety</td>
<td>1/045</td>
<td>0/155</td>
<td>0/410</td>
<td>6/755</td>
<td>0/0001</td>
</tr>
<tr>
<td>Job importance</td>
<td>0/926</td>
<td>0/210</td>
<td>0/270</td>
<td>4/417</td>
<td>0/0001</td>
</tr>
</tbody>
</table>
| Job feedback               | 0/054                            | 0/025         | 0/104                                           | 2/155               | 0/032             

Table 4 indicates that skill variety and job importance and job feedback influence on internal motivation and their points can predict their impact on internal motivation. Predicting variables (job importance and skill variety and job importance) were incorporated into regression model based on comparison of B in table 4 as follows:

\[ Y = \text{predicted value for variable } y \]
\[ a: \text{constant value with } y \text{ vector value of regression line intersection point with } y \text{ vector} \]
\[ b: \text{regression coefficient line slope} \]
\[ x: \text{comparison of predicting variable} \]

First variable (skill variety)

\[ \hat{y} = \text{a} + \text{b} \times \text{X}_1 \]

First and second variables (diversity in competence and job importance)

\[ \hat{y} = \text{a} + \text{b}_1 \times \text{X}_1 + \text{b}_2 \times \text{X}_2 \]

First and second and third variable (skill variety and job importance and job feedback)

\[ \hat{y} = \text{a} + \text{b}_1 \times \text{X}_1 + \text{b}_2 \times \text{X}_2 + \text{b}_3 \times \text{X}_3 \]

results of table 4 show that because the calculated t is equal to 2.155 and p<0.01 for investigation of regression line slope significance for skill variety and internal motivation, predicting power of job feedback is statistically significant for internal motivation.

Investigation of the first hypothesis

There is relationship between job characteristics perception and employees' internal motivation. Multi-variable regression test was used to analyze data for the first hypothesis:

Step-by-step method was used to investigate the first hypothesis. This method is the most complex statistical method. In this method, each of variables are incorporated based on succession and then, their values are determined. If the addition of that variable contributes to the model, it remains but all other remaining variables are tested again to make sure whether they take part in model success. If they do not play role in model success, they are eliminated. Therefore, the least number of predicting variables must remain in the model.

Table 5. Share and role of predicting variables skill variety and job importance and job feedback in predicting the changes of dependent variable internal motivation

<table>
<thead>
<tr>
<th>Predictor (skill variety and job importance and job feedback)</th>
<th>Points of prediction of change in dependent variable standard deviation due to one unit change in standard deviation of each of components based on the calculated beta</th>
<th>Points of change in dependent variable standard deviation according to step-by-step regression equation based on beta values by means of predicting variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>skill variety</td>
<td>%62/1</td>
<td>%0/121</td>
</tr>
<tr>
<td>job importance</td>
<td>%29/3</td>
<td>%0/208</td>
</tr>
<tr>
<td>Job feedback</td>
<td>%10/4</td>
<td>%0/025</td>
</tr>
</tbody>
</table>
Results of table 5 show that skill variety variable has been inserted into regression equation as the most effective variable in internal motivation and it has been able to predict 62.1 percent of changes in internal motivation and one unit change in standard deviation of skill variety will result in 0.821 change in internal motivation and job importance is the second important variable affecting internal motivation and inserted into regression equation. It has been able to predict 29.3% of the changes of dependent variable and one unit change in job feedback standard deviation results in 0.208 changes in standard deviation of internal motivation and other dimensions of perception of job characteristics (job identity and freedom of action) were eliminated from the model because they did not contribute to model significance. Therefore, it can be said that there is relationship between job characteristics perception and employees' internal motivation of Mazandaran province Islamic Azad Universities.

**First subsidiary hypothesis**
There is relationship between skill variety and employees' internal motivation of universities.

Table 6. mutual correlations between skill variety and internal motivation

<table>
<thead>
<tr>
<th>Skill variety and internal motivation</th>
<th>R coefficient</th>
<th>Determination coefficient level</th>
<th>Table r</th>
<th>df</th>
<th>Sig. level</th>
<th>tr</th>
<th>Significance test of Pearson correlation coefficient</th>
<th>Table t</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skill variety and internal motivation</td>
<td>0.621&quot;</td>
<td>%38/56</td>
<td>0/01</td>
<td>0/148 275</td>
<td>0/0001 13/140</td>
<td>2/576</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

According to the calculated correlation coefficient (0.621), there is relationship between skill variety and job motivation and (tr) test was used to investigate this relationship significance. According to the calculated tr (13.140) which is greater than table t at 0.01 level (2.576) with degree of freedom equal to 275, relationship between skill variety and internal motivation is significant with 0.99 of certainty. Furthermore, this relationship is direct and positive, i.e. internal motivation increases as skill variety increases and vice versa. Determination coefficient formula was used to investigate correlation intensity. This coefficient shows that how many percents of variable y (dependent variable) can be predicted by X variable (predicting variable). The calculated determination coefficient (38.56%) shows that skill variety has been able to predict only 38.56 percent of internal motivation variance. Due to the significance of the calculated relationship, we can say with 99% of certainty that the first subsidiary hypothesis is verified and there is significant relationship between skill variety and employees' internal motivation.

**Second subsidiary hypothesis**
There is relationship between job importance and employees' internal motivation.

Table 7. mutual correlations between job importance and internal motivation

<table>
<thead>
<tr>
<th>Job importance and internal motivation</th>
<th>R coefficient</th>
<th>Determination coefficient level</th>
<th>Table r</th>
<th>df</th>
<th>Sig. level</th>
<th>tr</th>
<th>Significance test of Pearson correlation coefficient</th>
<th>Table t</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job importance and internal motivation</td>
<td>0.575&quot;</td>
<td>%33/06</td>
<td>0/01</td>
<td>0/148 275</td>
<td>0/0001 12/79</td>
<td>2/576</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

According to the calculated correlation coefficient (0.575), there is relationship between job importance and internal motivation and (tr) test was used to investigate this relationship significance. According to the calculated tr (12.79) which is greater than table t at 0.01 level (2.576) with degree of freedom equal to 275, relationship between job importance and internal motivation is significant with 0.99 of certainty. Furthermore, this relationship is direct and positive, i.e. internal motivation increases as job importance increases and vice versa. Determination coefficient formula was used to investigate correlation intensity. This coefficient shows that how many percents of variable y (dependent variable) can be predicted by X variable (predicting variable). The calculated determination coefficient (33.06%) shows that job importance has been able to predict only 33.06 percent of internal motivation variance. Due to the significance of the calculated relationship, we can say with 99% of certainty that the second subsidiary hypothesis is verified and there is significant relationship between job importance and employees' internal motivation.
Third subsidiary hypothesis
There is relationship between job identity and universities employees' internal motivation.

Table 8. Mutual correlations between job identity and internal motivation

<table>
<thead>
<tr>
<th>R coefficient</th>
<th>Determination coefficient</th>
<th>level</th>
<th>Table r</th>
<th>df</th>
<th>Sig. level</th>
<th>tr</th>
<th>Significance test of Pearson correlation coefficient</th>
<th>Table t</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job identity and internal motivation</td>
<td>0.292</td>
<td>8.52</td>
<td>0.01</td>
<td>0.148</td>
<td>275</td>
<td>0.0001</td>
<td>5.06</td>
<td>2.576</td>
</tr>
</tbody>
</table>

According to the calculated correlation coefficient (0.292), there is relationship between job identity and internal motivation and (tr) test was used to investigate this relationship significance. According to the calculated tr (5.06) which is greater than table t at 0.01 level (2.576) with degree of freedom equal to 275, relationship between job identity and internal motivation is significant with 0.99 of certainty. Furthermore, this relationship is direct and positive, i.e. internal motivation increases as job identity increases and vice versa. Determination coefficient formula was used to investigate correlation intensity. This coefficient shows that how many percents of variable y (dependent variable) can be predicted by X variable (predicting variable). The calculated determination coefficient (8.52%) shows that job identity has been able to predict only 8.52 percent of internal motivation variance. Due to the significance of the calculated relationship, we can say with 99% of certainty that the third subsidiary hypothesis is verified and there is significant relationship between job identity and employees' internal motivation.

Fourth subsidiary hypothesis
There is relationship between freedom of action and internal motivation.

Table 9. Mutual correlations between freedom of action and internal motivation

<table>
<thead>
<tr>
<th>R coefficient</th>
<th>Determination coefficient</th>
<th>level</th>
<th>Table r</th>
<th>df</th>
<th>Sig. level</th>
<th>tr</th>
<th>Significance test of Pearson correlation coefficient</th>
<th>Table t</th>
</tr>
</thead>
<tbody>
<tr>
<td>Freedom of action and internal motivation</td>
<td>0.296</td>
<td>87.6</td>
<td>0.01</td>
<td>0.148</td>
<td>275</td>
<td>0.0001</td>
<td>5.13</td>
<td>2.576</td>
</tr>
</tbody>
</table>

According to the calculated correlation coefficient (0.296), there is relationship between freedom of action and internal motivation and (tr) test was used to investigate this relationship significance. According to the calculated tr (5.13) which is greater than table t at 0.01 level (2.56) with degree of freedom equal to 275, relationship between freedom of action and internal motivation is significant with 0.99 of certainty. Furthermore, this relationship is direct and positive, i.e. internal motivation increases as freedom of action increases and vice versa. Determination coefficient formula was used to investigate correlation intensity. This coefficient shows that how many percents of variable y (dependent variable) can be predicted by X variable (predicting variable). The calculated determination coefficient (8.76%) shows that job identity has been able to predict only 8.76 percent of internal motivation variance. Due to the significance of the calculated relationship, we can say with 99% of certainty that the fourth subsidiary hypothesis is verified and there is significant relationship between freedom of action and employees' internal motivation.

Fifth subsidiary hypothesis
There is relationship between job feedback and internal motivation of universities employees.

Table 10. Mutual correlations between job feedback and internal motivation

<table>
<thead>
<tr>
<th>R coefficient</th>
<th>Determination coefficient</th>
<th>level</th>
<th>Table r</th>
<th>df</th>
<th>Sig. level</th>
<th>tr</th>
<th>Significance test of Pearson correlation coefficient</th>
<th>Table t</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job feedback and internal motivation</td>
<td>0.322</td>
<td>10.36</td>
<td>0.01</td>
<td>0.148</td>
<td>275</td>
<td>0.0001</td>
<td>5.63</td>
<td>2.576</td>
</tr>
</tbody>
</table>

According to the calculated correlation coefficient (0.322), there is relationship between job feedback and internal motivation and (tr) test was used to investigate this relationship significance. According to the calculated tr (5.63) which is greater than table t at 0.01 level (2.576) with degree of freedom equal to 275,
relationship between job feedback and internal motivation is significant with 0.99 of certainty. Furthermore, this relationship is direct and positive, i.e. internal motivation increases as job feedback increases and vice versa. Determination coefficient formula was used to investigate correlation intensity. This coefficient shows that how many percents of variable y (dependent variable) can be predicted by X variable (predicting variable). The calculated determination coefficient (10.36%) shows that job identity has been able to predict only 10.36 percent of internal motivation variance. Due to the significance of the calculated relationship, we can say with 99% of certainty that the fifth subsidiary hypothesis is verified and there is significant relationship between job feedback and employees’ internal motivation.

CONCLUSION AND DISCUSSION

Results of the main hypothesis of the research
There is relationship between job characteristics perception and university employees’ internal motivation. Multi-variable regression analysis was used to test the above hypothesis. Results showed that there is significant relationship between job characteristics perception and employees’ internal motivation and from among job characteristics; the characteristics (skill variety, job importance, and job feedback) are good predictors for employees’ internal motivation and perception of these job characteristics by employees’ influences on their internal motivation. This conclusion matches that of Bakhshi et al’s (2008) results. In their research, it was verified that there is relationship between job characteristics (job importance, job identity, job development and skill variety) and employees’ internal motivation, and 72% of these characteristics are internal motivation factors. This conclusion also matches the results of Kianian (2009). His results also verified the positive and significant relationship between job characteristics perception and employees’ internal motivation and characteristics (skill variety, job importance, job identity, freedom of action and feedback) result in employees’ internal motivation.

Results of the first subsidiary hypothesis
(there is relationship between employees’ perception of skill variety and their internal motivation)
The results of Pearson correlation coefficient showed that there is relationship between skill variety and internal motivation (r=0.621) and this relationship is significant at 0.01 level. Determination coefficient test also showed that skill variety can explain and predict 38.56 % of employees’ internal motivation. This result matches the results of Kiani (2009) and Eskandari and Lahijob importance (2007). In these studies, it was verified that there is positive and significant relationship between skill variety and employees’ internal motivation.

Results of the second subsidiary hypothesis
(there is relationship between employees’ perception of job importance and internal motivation)
Results of the second hypothesis (r=0.575) showed that there is relationship between job importance and employees’ internal motivation and this relationship is significant at 0.01 level. Determination coefficient test results showed that job importance can predict 33.06% of variance of employees’ internal motivation. This result matches the results of Bakhshi et al (2008). The results of this research showed that there is relationship between work importance and internal motivation of academic board members, so that the most degree of job motivation was related to this factor. Moreover, Kianii’s research (2009) does not match the result of the present research. He concluded that there is no relationship between job importance and internal motivation of employees, and this factor does not inspire internal motivation in employees.

Results of the third subsidiary hypothesis
(there is relationship between employees’ perception of job identity and internal motivation)
Results of this hypothesis test (r=0.292) showed that there is relationship between job identity and internal motivation of employees which is significant at 0.01 level. Job identity can predict 8.52% of employees’ internal motivation variance. This result matches the results of Bakhshi et al (2008) research and Poorhadi et al (2009) research. The studies verified that there is positive and significant relationship between job identity and employees’ internal motivation. However, the results of this research do not match the results of Ali Poori (2009), because these studies results showed that there is no relationship between job identity and internal motivation of employees.

Results of the fourth subsidiary hypothesis
(there is relationship between employees’ freedom of action and their motivation)
Results verified the relationship (r=0.296) which is significant. Determination coefficient also indicated that freedom of action can predict 8.76% of employees’ internal motivation. This conclusion matches the results of Poorhadi et al (2009) and Kiani (2009). However, these results do not match the results of Alipoori (2009) and
Bakhshi et al (2008), because these authors concluded that there is no relationship between employees' motivation and freedom of action.

**Results of the fifth subsidiary hypothesis**

(there is relationship between employees' perception of feedback and internal motivation)

Test results showed that \( r = 0.322 \) there is relationship between feedback and employees' internal motivation and feedback variable can predict 10.36% of employees' internal motivation variance. This result matches the results of Kiani (2009) and Eskandari and lahijob importance (2007). Alipoori (2009) results also verified the positive and significant relationship between feedback and motivation. However, these findings do not match the results of Poorhadi research (2009), because he did not verify any positive and significant relationship between feedback and employees' internal motivation.

**REFERENCES**


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