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THE DESIGN PATTERN OF INCREASING WORKING MOTIVATION OF THE REFAH KARGARAN BANK,S EMPLOYEES(CASE STUDY IN KERMANSHAH PROVINCE’S REFAHKARGARAN BANK)

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ABSTRACT

In this article, researcher has reviewed and identified factors affecting on the design pattern of work motivation of staff (refahkargaran bank in KermanshahProvince and is striving that in an effortbased on highly educated staff’ view, to identify factors involved the pattern of work motivation and then using these factors for designing of this pattern. In this context, the researcher described four hypotheses that using the goodness of fit test and software spss, all four hypotheses have been accepted as follow:

1. Trying to increase the amount of the effective bank debt,
2. Trying to make a close relationship with customers,
3. Training diplomacy to staff to establish effective relationships with the judges of the Courts about the bank’s receivable collection.
4. Trying to optimizing of increasing the Bank's assets .

Based on the hypothesis ranking test by taking advantage of the test method of Fridman’s obtained implications , indicates that all of the hypotheses of this study are entitled to equal priority; which has claimed that the hypothesis of this research don’t held equal priority and in ranking, some assumptions are holding more priority than others.

Keywords: *Pattern, Motivation, Effective Debt, Friendly Relations, Personality Factors, Effective Asset The Design Pattern of Increasing Working Motivation of the Refahkargaran Bank’s Employees (Case Study in Kermanshah Province’s Refahkargaran Bank)*

INTRODUCTION

What is revealed is that Philosophies and traditions of the past have not responded to the needs and problems facing people anymore and therefore the man is trying in a different view to interpret the vague and unfamiliar cases for him in an understandable manner.

Jvhch (1391) in organization theory book, states that the style of postmodernism is based on two principles that include:

1. Deconstruction, which means breaking of great intellectual foundation reigning on society and organization.
2. Theorizing reflection

This means people criticize their beliefs and mental norms and even break about Herzberg’s two-factor theory, the same trend is true.

MATERIALS AND METHODS

Problem Expersion

Increased efficiency is one of the means of production and it is considered as a very important point to further penetration of one enterprise in the market .

One of the most important means of production in the world is the human resources involved in organizations that play the main and vital role in the continuing upward trend and sustainability of organizations in today's competitive world.

So the main issue as well as the other refahkargaranbank is, the more influence and achieving to the greater market share in the banking services market that one of provider factors in this is increasing staff working motivation level in this bank

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In this paper, as the researcher is Human Resource Management doctoral students in Isfahan institute of shakhes pajouh and researcher dissertation topic is ((designing of pattern of organizational post-modern, its the research based on data-foundation theory focusing on the factors affecting the development of the market share of refah kargaran Bank of iran : (case study: refahkargaranbank of Kermanshah), Due to the fact that Increased levels of arousal and motivation of working in bank is one of the factors that could affect the development of the country's refahkargaran bank's market share and since researcher is one of staff in refahkargaranbank with the posting head office -grade 4-A and accordingly access to data needed for this research is provided to the researcher, so he is designing the pattern, affecting on increasing working motivation of staff in refahkargaranof Kermanshah province in order to generalize the obtained result of this investigation to whole bank levels to be in an attempt to remove one of the problems facing refahkargaran bank as a one of the active organizations in national level.

Research History

About the pattern of increasing the motivation of employees, by and large, world-class comprehensive research has been done that can be among the most important companies Hawthorne Reviews Elton Mayo and Herzberg's two-factor theory to be reminded. Other studies conducted in the field of motivation Maslow's hierarchy of needs can be viewed.

According to Maslow, when the need is met, again, is not the instigator of behavior? Satisfy a requirement means that been enough to meet the needs of the competition that is now stronger will be its successor. For example, if you know thirst is a powerful, it is reduces with water and instead of it, other forces are important (Alagheband, 1380).

Importance of Subject

Incentives, are behavior whys. Activities are started and continued by them (Alagheband, 1380). So for continuing refahkargaran bank acting, it is necessary to continue the activities of individual personnel, so researcher tries to designing the patternof increasing the motivation of employees and the use of this pattern of improving banking activity and achieve the goal of more market share.

The Key Words Expression

Template is a optimizing and superior model that it can do the job based on it can represents the work done at the best structure and cosequences to the community .

Incentives are Behaviour Whys

They will continue & beginning to work and they will appear the general direction of a person's behaviour. The human person not only in terms of ability to work, but in terms of desire to work or motivation are different. Incentives or requirements, are considered as a nature and main reasons for doing.

Effective Debts

Effective debts include the people's bank deposits, kept in the Bank in various accounts' name and the Bank can use these deposits with the current names with or without check book, saving loan deposit, Short term investments deposit , long term investment deposit and deposit sheets.

Friendly Relations

Establishing friendship and intimacy between bank employees and customers to establishing empathy between them.

Diplomacy

Diplomacy isdefined as establishing friendly relations with bank staff and people outside the bank who have political power and influence, to achieving the desired benefits (Frldvtanz, 1389).

Personality Factors

Collection of Individual responses to environmental stimuli and how understood by others, illustrates individual Personality.

Each one of these responses that is known manner that constitute individual's past experiences stock, is taken into account as a new data. Whatever this data is made much earlier in life, its potential impact on future behavior, is much more. Because early in life, this manner represents the greater proportion of the entire of the individual's past experience; while, if the same behavioral data would be acquiesced in the

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future, will be the smallest part of the individual's experience . In addition, whatever the manner be reinforced longer, will get stronger pattern and the more difficult it can be changed.

For this reason, the creation of personality changes in early life is easier and whatever person will be older, times and more new experiences for making changes in a person's manner will be necessary (Alagheband, 1380).

Effective Intellectual Property

Assets related to those assets of bank are saying, that be created by paying off different loans to customers that if this creation of the asset be done properly , it will carry on profitability for the bank.

Research Goal

The purpose of this study was to achieve a design for increasing the working motivation among employees for achieving more market share of the banking services market for refahkargaran bank for high staff working efficiency for acquiring greater market share.

The Hypothesis of this Study

This study has four hypotheses is as follows:

1. Trying to increase the amount of effective debt of refahkargaran bank as a one factors of modeling of increasing staff working motivation.
2. Attempting to establish a friendly relations between staff and customers of the bank as a one factors of modeling of increasing staff working motivation
3. Training diplomacy to staff to establish an effective relationship with the judges of the courts as a one factors of modeling of increasing staff working motivation
4. Optimizing of increasing the assets of the bank, as a one factors of modeling of increasing staff working motivation.

Research Statistical Hypotheses

$H_0: \rho \leq 0$

$H_1: \rho > 0$

Research Variables

This research has a dependent variable and four independent variables that have attracted the work foundation to it.

The Dependent Variable

Dependent variable in this research is the pattern of employees' work motivation of refahkargaran bank (case study in refahkargaran bank in Kermanshah Province) and after obtaining the result they can be extended to all bank employees.

Independent Variable

The paper has identified four independent variables that are examined in their effect on the dependent variable of research; namely, a pattern of employees' work motivation, which include:

1. Trying to increase the amount of effective debts in the bank,
2. Trying to constructing friendly relationship between staff and bank customers,
3. Training diplomacy to staff of bank for stablishing effective relationships with the court's judges.
4. trying to optimize increasing of effective assets of bank.

Research Methods

The ahead project method, based on the goal, is applied and based on the way out, is non experimental and descriptive.

Statistical Population

The study population, is all refahkargaran bank employees in Kermanshah province which are 256 persons.

Sample Size

In this study, the sample size is calculated using Cochran formula and based on it, the number 35 has been considered. Since the population of ahead study, according to the refahkargaran bank staffing sector's

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report in Kermanshah Province has been 256 members, whom 7 people of them , are having a master's degree certificate, so the researchers have considered the portion of success as the number of employees with master's degree certificate and to calculate the sample size

On the other hand, since research hypothesis are oriented so confidence distance is %95 and $=1/96Z_{\frac{\alpha}{2}}$ consequently $\alpha = \%5$ & $Z_{\alpha} = 1.64$

On the other hand, since the population is 256 people and the number of master’s degree holders is seven of us altogether, so the P or the ratio of success is as follows:

$$\text{Test significant level } \alpha = 0/05 = \frac{N \cdot \left(Z_{\frac{\alpha}{2}} \right)^2 \cdot p \cdot q}{(N \cdot D)^2 + \left(Z_{\frac{\alpha}{2}} \right)^2 \cdot p \cdot q} \cdot n =$$

$$n = \frac{256 \cdot (1.96)^2 \cdot 0.027 \times 0.973}{(256 \times 0.05)^2 + ((1.96)^2 \cdot 0.027 \times 0.973)} = 34.8 \cong 35$$

1-0/05= 0/95 $\alpha = 1 - \text{confidence level}$

D=0/05 = error coefficient
 = 0/027256 P=7÷success proportion
 q=1-p=1-0/027=0/973 =failure probability
 Population size= N=35 , sample size =n
 so the sample size of this research is 35 people.

Data Collection Tools

Tools for data collection isa questionnaire and taking notes from books that have useful information relevant and applied to the issue of paper.

Validity or Reliability

Since the questionnaire is set based on the Likert scale so to determine the validity or reliability of the method discriminate items or DP has used, which all items have been accepted. Differentiate items or DP is equal to the weighted average difference between groups 25% up and 25% down. (ZohrehSarmad, 1381).

Trustworthiness

To investigate the validity and reliability of the questionnaires, Cronbach's alpha formula with the benefit of SPSS software is mentioned in the following formula:

$$r_{\alpha} = \frac{j}{j - 1} \left(1 - \frac{\sum s_j^2}{s^2} \right)$$

J = the number of sub-questions questionnaire, JS ^ 2 = variance subtests Jth , S ^ 2 = variance test (Zohreh, 1381).

In this study, based on the Cronbach's alpha, alpha of any assumptions and all the questionnaires have been calculated using SPSS that is considered subsequently .

Reliability obtained for the first research hypothesis is 0.8891

***** Method 1 (space saver) will be used for this analysis *****

RELIABILITY ANALYSIS - SCALE (ALPHA)

1. PORSESH1 talash baraye goshayeshe hesabhaye banky
2. PORSESH2 talash baraye jazbe manabe arzan
3. PRSESH3 talash baraye jazbe sepordehaye bolandmo
4. PORSESH4 talash baraye jazbe manabe khord va afza
5. PORSESH5 talash baraye jazbe sarmayehaye sargarda

Reliability Coefficients

N of Cases = 35,0 N of Items = 5

Alpha = 8891

Reliability obtained for second hypothesis : (0.8525)

***** Method 1 (space saver) will be used for this analysis *****

RELIABILITY ANALYSIS - SCALE (ALPHA)

1. PORSESH6 barkhorde khoob va monaseb ba moshtari
2. PORSESH7 talash baraye hefze hoghooghe moshtaryan

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3. PORSESH8 talash baraye jelogiri az eyjad tabeyz b
4. PORSESH9 talash baraye ejraye taahodate bank vahe
5. PORSES10 talashzi baraye mashouf sazie moshtari b

Reliability Coefficients

N of Cases = 35,0 N of Items = 5

Alpha = ,8525

Reliability obtained for thirdhypothesis : (0.8191)

***** Method 1 (space saver) will be used for this analysis *****

RELIABILITY ANALYSIS - SCALE (ALPHA)

1. PORSES11 barresi sathe tavanmandie moshtari vatav
2. PORSES12 etminan az bazgashte tashilat ba shenasa
3. PORSES13 gereftane geravgane arzande ba tavane na
4. PORSES14 paygirie tashilate moavagh va temas ba v
5. PORSES15 paygirihaie ghazaeye pay dar pay baraye

Reliability Coefficients

N of Cases = 35,0 N of Items = 5

Alpha = ,8191

Reliability obtained for fourthhypothesis : (0.7655)

***** Method 1 (space saver) will be used for this analysis *****

RELIABILITY ANALYSIS - SCALE (ALPHA)

1. PORSES16 reayate ghavanin va moghararat dar henga
2. PORSES17 pardakhte tashilat ba tavane soodavarie
3. PORSES18 kaheshe riske portfoye tashilate bank ba
4. PORSES19 pardakhte tashilat ba davraye bazpardakh
5. PORSES20 pardakhte tashilat be mashaghele ba dara

Reliability Coefficients

N of Cases = 35,0 N of Items = 5 Alpha = ,7655

Reliability obtained for entire questionnaire : (0.9223)

***** Method 1 (space saver) will be used for this analysis *****

RELIABILITY ANALYSIS - SCALE (ALPHA)

1. PORSESH1 talash baraye goshayeshe hesabhaye banky
2. PORSESH2 talash baraye jazbe manabe arzan
3. PRSESH3 talash baraye jazbe sepordehaye bolandmo
4. PORSESH4 talash baraye jazbe manabe khord va afza
5. PORSESH5 talash baraye jazbe sarmayehaye sargarda
6. PORSESH6 barkhorde khoob va monaseb ba moshtari
7. PORSESH7 talash baraye hefze hoghooghe moshtaryan
8. PORSESH8 talash baraye jelogiri az eyjad tabeyz b
9. PORSESH9 talash baraye ejraye taahodate bank vahe
10. PORSES10 talashzi baraye mashouf sazie moshtari b
11. PORSES11 barresi sathe tavanmandie moshtari vatav
12. PORSES12 etminan az bazgashte tashilat ba shenasa
13. PORSES13 gereftane geravgane arzande ba tavane na
14. PORSES14 paygirie tashilate moavagh va temas ba v
15. PORSES15 paygirihaie ghazaeye pay dar pay baraye
16. PORSES16 reayate ghavanin va moghararat dar henga
17. PORSES17 pardakhte tashilat ba tavane soodavarie
18. PORSES18 kaheshe riske portfoye tashilate bank ba
19. PORSES19 pardakhte tashilat ba davraye bazpardakh
20. PORSES20 pardakhte tashilat be mashaghele ba dara

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Reliability Coefficients

N of Cases = 35,0 N of Items = 20 Alpha = ,9223

Thus, the reliability scores obtained for the entire questionnaire are over 92%, we can say that reliability of the questionnaire is very high.

Questionnaire Features

This questionnaire has 20 questions in 20 numbers for the four hypotheses as follows:

The first research hypothesis: questions 1 to 5, a total of 5 questions.

Second hypothesis: Questions 6 to 10, a total of 5 questions.

The third hypothesis of this study: Questions 11 to 15, a total of 5 questions.

The fourth hypothesis of the study: Questions 16 to 20, a total of 5 questions

Methods of Data Analysis

The data obtained from the questionnaire using descriptive and analytic statistics were analyzed. In descriptive sector relevance information to affecting factors in improving working motivation level of employees' refahkargaran bank based on point of view of stockholders and staff of the refahkargaranbank of Kermanshah province is offered upcoming classified without the involvement of the researcher.

Analysis of the Research Hypotheses based on Descriptive and Inferential Statistics

The number of employees and staff of refahkargaranbank in Kermanshah Province has been 256 people that researcher using Cochran formula has calculated sample size of 35 people. Then data collection is using a customized questionnaire and by using descriptive and inferential statistics (k2) and goodness of fit test data obtained has been analyzed and using the Friedman test research hypotheses has been prioritized.

As described above, this study has four hypotheses that will be discussed below.

Table 1: Frequencies

| | | Observed N | Expected N | Residual |
|-----------|-------------|------------|------------|----------|
| Very low | Hypothesis1 | 0 | 8.8 | 0 |
| | Hypothesis2 | 1 | 8.8 | -7.8 |
| | Hypothesis3 | 0 | 8.8 | 0 |
| | Hypothesis4 | 0 | 8.8 | 0 |
| Low | Hypothesis1 | 3 | 8.8 | -5.8 |
| | Hypothesis2 | 0 | 8.8 | 0 |
| | Hypothesis3 | 3 | 8.8 | -5.8 |
| | Hypothesis4 | 2 | 8.8 | -6.8 |
| Middle | Hypothesis1 | 9 | 8.8 | 0.3 |
| | Hypothesis2 | 8 | 8.8 | -0.8 |
| | Hypothesis3 | 16 | 8.8 | 7.3 |
| | Hypothesis4 | 14 | 8.8 | 5.3 |
| High | Hypothesis1 | 15 | 8.8 | 6.3 |
| | Hypothesis2 | 21 | 8.8 | 12.3 |
| | Hypothesis3 | 11 | 8.8 | 2.3 |
| | Hypothesis4 | 14 | 8.8 | 5.3 |
| Very high | Hypothesis1 | 8 | 8.8 | -3.8 |
| | Hypothesis2 | 5 | 8.8 | -3.8 |
| | Hypothesis3 | 5 | 8.8 | -3.8 |
| | Hypothesis4 | 5 | 8.8 | -3.8 |
| Total | | 35 | | |

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Table 2: Chi-Square Test

| | Hypothesis 1 | Hypothesis 2 | Hypothesis 3 | Hypothesis 4 |
|---------------|---------------------|---------------------|---------------------|---------------------|
| Chi-Square(a) | 8.314 | 25.686 | 11.971 | 13.114 |
| df | 3 | 3 | 3 | 3 |
| Asymp. Sig. | 0.040 | 0.000 | 0.007 | 0.004 |

1. Trying to increase the amount of effective debt of refahkargaran bank as a one factors of modeling of increasing staff working motivation.

The Analysis of the First Hypothesis based on Descriptive Statistics

According to the frequency table and a bar chart or graph of the first hypotheses since most of the stockholders and staff has selected (high) for first hypotheses and obtained scores average for it has been equal to 3.8 that is higher than middle level so in point of view of stockholders and staff of refahkargaranbank in Kermanshah province first hypothesis is accepted as follow:

“Trying to increase the amount of effective debt of refahkargaran bank as a one factors of modeling of increasing staff working motivation”

Analyzing First Hypothesis is based on Inferential Analysis

H0: $\rho \leq 0$

Trying to increase the amount of effective debt of refahkargaran bank I not as a one factors of modeling of increasing staff working motivation

H1: $\rho > 0$

Trying to increase the amount of effective debt of refahkargaran bank is as a one factors of modeling of increasing staff working motivation

As seen in the graph and the frequency table of the first hypothesis, the difference between high and very high options with low and very low option is quite evident, and the option of low and very low by any of people of sample population has not selected.

On the other hand, the calculated Chi-square with the degree of freedom for first hypothesis has been 3 times of 8.314, which is larger than table’s K square with numerical value of 7.815 and Sig = .04 < .05, so the assumption H0 in favor of H1 hypothesis is rejected and H1 accepted assumptions.

2. Attempting to establish a friendly relations between staff and customers of the bank as a one factors of modeling of increasing staff working motivation

Analyzing Second Hypothesis based on Descriptive Statistical Analysis

According to the frequency table and a bar chart or graph, second hypothesis, since most of the stockholders and the staff has chosen ((high)) in relation to the second hypothesis and the obtained scores average is equal to 3.82 that is higher than ((middle)), So from the perspective of those involved in the bank’s employees of the kargaran reafh bank of kermansha province the second hypothesis is accepted as follows:

Analyzing Second Hypothesis is based on Inferential Analysis

H0: $\rho \leq 0$

Attempting to establish a friendly relations between staff and customers of the bank is not as a one factors of modeling of increasing staff working motivation

H1: $\rho > 0$

Attempting to establish a friendly relations between staff and customers of the bank is as a one factors of modeling of increasing staff working motivation

As seen in the graph and frequency table of the second hypothesis, the difference between high and very high options with low and very low option is quite evident.

On the other hand Since the calculated chi-square of the second hypothesis with degree of freedom 3 has been equal to 25.686 that is higher than (k2) of the table as a 7.815 and also Sig = 0.000 < 0.05, so the hypothesis H0 is rejected in favor of the hypothesis H1 and assume that H1 is accepted. The data show:

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3. Training diplomacy to staff to establish an effective relationship with the judges of the courts as a one factors of modeling of increasing staff working motivation

Frequencies

Analysing the Third Hypothesis based on Descriptive Statistic

According to the frequency table and a bar chart or graph of third hypothesis, since most of the staff involved has chosen ((middle)) option in relation to third hypothesis and obtained mean scores was equal to the 3.51 which is higher than ((middle)), So from the perspective of bank employees of refahkargaran bank involved in Kermanshah Province, the third hypothesis is accepted as follows:

“Training diplomacy to staff to establish an effective relationship with the judges of the courts as a one factors of modeling of increasing staff working motivation”

Analyzing Third Hypothesis is based on Inferential Analysis

$H_0: \rho \leq 0$

Training diplomacy to staff to establish an effective relationship with the judges of the courts is not as a one factors of modeling of increasing staff working motivation.

$H_1: \rho > 0$

Training diplomacy to staff to establish an effective relationship with the judges of the courts is as a one factors of modeling of increasing staff working motivation.

Considering livelihood will not lead to high employees' motivation. $H_0: \rho \leq 0$ Considering livelihood of employees will lead to is a high employees' motivated. $H_1: \rho > 0$

As seen in the graph and frequency table of the third hypothesis, the difference between high and very high options with Low and very low is apparent. On the other hand, since Chi-square calculated for the third hypothesis with degree of freedom 3, is equal to 11.971 that is greater than table's ((k2)) as 7.815 and also $\text{sig} = .007 < .05$, so the assumption H_0 in favor of assumption H_1 was rejected and H_1 assumption will accept;

4. Optimizing of increasing the assets of the bank, as a one factors of modeling of increasing staff working motivation.

Frequencies

Analysing Fourth Hypothesis based on Descriptive Statistics

According to the frequency table and a bar chart or graph of fourth hypothesis, since most of the staff involved in the bank has chosen ((more and middle)) option in relation to the fourth hypothesis and the average grade for that is equal to 3.57 that is higher than ((middle)), so based on perspective of stockholders and staff of refahkargaranbank in Kermanshah province the fourth hypothesis will accepted as follows:

Optimizing of increasing the assets of the bank, as a one factors of modeling of increasing staff working motivation.

Analyzing Fourth Hypothesis based on Inferential Analysis

$H_0: \rho \leq 0$

Optimizing of increasing the assets of the bank, is not as a one factors of modeling of increasing staff working motivation.

$H_1: \rho > 0$

Optimizing of increasing the assets of the bank, is as a one factors of modeling of increasing staff working motivation.

As seen in the graph and the frequency table of the fourth hypothesis, the difference between high and middle options with low and very low is quite evident. On the other hand, the chi-square calculated for fourth hypothesis with the degree of freedom 3, is equal to 13.114 that is greater than table ((k2)) as 7.815 and also $\text{sig} = .004 < .05$, therefore reject the hypothesis H_0 in favor of H_1 hypothesis and supposition H_1 is accepted.

Prioritize Hypotheses

As described above, for prioritizing the hypothesis of this study, the Friedman test was used that will investigate as follows:

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Table 3: Descriptive Statistics

| | N | Mean | Std. Deviation | Minimum | Maximum |
|-------|----|--------|----------------|---------|---------|
| Hyp1 | 35 | 3.8000 | 0.90098 | 2.00 | 5.00 |
| Hyp 2 | 35 | 3.8286 | 0.78537 | 1.00 | 5.00 |
| Hyp 3 | 35 | 3.5143 | 0.85307 | 2.00 | 5.00 |
| Hyp 4 | 35 | 3.6286 | 0.80753 | 2.00 | 5.00 |

Table 4: Friedman TestRanks

| | Mean Rank |
|------|-----------|
| Hyp1 | 2.66 |
| Hyp2 | 2.79 |
| Hyp3 | 2.20 |
| Hyp4 | 2.36 |

a Friedman Test

Table 5: Test Statistics(a)

| | |
|-------------|-------|
| N | 35 |
| Chi-Square | 6.347 |
| df | 3 |
| Asymp. Sig. | 0.096 |

Friedman Test Analysis based on Descriptive Statistic

According to the frequency table and a bar chart or graph Friedman test for research ahead, since the obtained average of scores of all hypothesis is 3 and since in assumptions' ranking average of ranking of all assumptions is equal to 2 so from the perspective of bank's employees and staff of refahkargaran bank of Kermanshah province, the all hypothesis has equal.

H0:ρ = 0

H1:ρ ≠ 0

Friedman Test Analysis based on Inferential Statistics

Research hypotheses have not different priorities. H0 = 0

Research hypotheses have different priorities. H1 ≠ 0

As Friedman test charts and tables of this study, it can be seen that the highest average score is allocated to third hypothesis.

On the other hand, the fact that calculated K square for Friedman test of Study with degree of freedom as 3, Is equal to 6.347 that is greater than table K square as 7.815 and the Sig = .096 <.05, so the hypothesis H0 in favor of H1 hypothesis is rejected and the hypothesis H1 will confirmed; and we can say that from the perspective of those involved in the bank's employees in the refahkargaran bank of Kermanshah province, third research hypothesis, has most high priority and the greatest effect in increasing the work motivation of employees.

RESULTS AND DISCUSSION

Discussion

This study aimed to designing pattern of increasing the work motivation of employees of refahkargaranbank of Kermanshah province and the researcher believes that one of the factors affecting the development of the bank's market share Can be increasing employees' work motivation , so in order to this goal , the ahead research from the perspective of the goal is applied –developmental and from perspective of do out is descriptive –analytic that the researcher using questionnaires and taking notes from books related to the subject of research, has collected the requirement data. And by taking advantage of spss software tested assumptions based on goodness of fit test and have prioritized assumptions based on fridman test. In the end the truth of each hypothesis confirmed.

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1. Trying to increase the amount of effective debt of refahkargaran bank as a one factors of modeling of increasing staff working motivation.
2. Attempting to establish a friendly relations between staff and customers of the bank as as a one factors of modeling of increasing staff working motivation
3. Training diplomacy to staff to establish an effective relationship with the judges of the courts as a one factors of modeling of increasing staff working motivation
4. Optimizing of increasing assets of the bank, as a one factors of modeling of increasing staff working motivation.

Based on the results obtained from the aforementioned assumptions, priority by Friedman test, all assumptions are equal in priority.

The Results of Investigation of the First Hypothesis

The frequency table and chart of the first hypothesis represent the significant difference between more and high more of options with low and very low and in fact most of the respondent has chosen more option. On the other hand, based on goodness of fit test performed using chi-square analysis, resulting statistic is greater than the table that indicates compatibility obtained statistic data from the questionnaire in the field of confirming the additive effect of the independent variable on the dependent variable, therefore it can be resulted that based on views of bank staff and those involved in refahkargaran bank of Kermanshah Province .

In addition, from the perspective of the analysis of Friedman test, this hypothesis, based on perspective of staff this hypotheses has not priority in affecting on work motivation comparing with other assumptions.

The Results of Investigation of the Second Hypothesis

The frequency table and chart of the second hypothesis represent the significant difference between ((more)) option and ((low and very low)) option and more of people has been chosen ((more)). On the other hand, based on goodness of fit test performed using chi-square analysis, resulting statistic is greater than the table that indicates compatibility obtained statistic data from the questionnaire in the field of confirming the additive effect of the independent variable on the dependent variable, therefore it can be resulted that based on views of bank staff and those involved in refahkargaranbank of Kermanshah province.

In addition, from the perspective of the analysis of Friedman test, this hypothesis, based on perspective of staff this hypothesis has not priority of effect of improving work motivation of employees.

The Results of Investigation of the Third Hypothesis

The frequency table and chart of the second hypothesis represent the significant difference between ((middle and more)) option with ((very low)) option and more of people has been chosen ((middle)). On the other hand, based on goodness of fit test performed using chi-square analysis, resulting statistic is greater than the table that indicates compatibility obtained statistic data from the questionnaire in the field of confirming the additive effect of the independent variable on the dependent variable, therefore it can be resulted that based on views of bank staff and those involved in refahkargaran bank of Kermanshah Province

Based on analysis of Friedman test, this hypothesis, based on perspective of staff this hypothesis has not priority of effect on improving work motivation of employees in comparison with another.

The Results of Investigation of the Fourth Hypothesis

The frequency table and chart of the second hypothesis represent the significant difference between ((middle and more)) option with ((very low)) option and more of people has been chosen ((middle and more)). On the other hand, based on goodness of fit test performed using chi-square analysis, resulting statistic is greater than the table that indicates compatibility obtained statistic data from the questionnaire in the field of confirming the additive effect of the independent variable on the dependent variable, therefore it can be resulted that based on views of bank staff and those involved in refahkargaranbank of Kermanshah Province

Based on analysis of Friedman test, this hypothesis, based on perspective of staff this hypothesis has not priority of effect on improving work motivation of employees in comparison with another.

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Suggestions

Since having the work necessary incentive for the employees of each organization is the most prominent factors in the success of the competition in the market. So is suggested to all managers and stakeholders of organizations to expand their market share and influencing in goal market, design a pattern of increasing efficiency and aerosol level of employees.

The Suggestion Related to Research Hypothesis

Since the first research hypothesis, is: **1.** Trying to increase the amount of effective debt of refahkargaran bank as a one factor of modeling of increasing staff working motivation;

So it is recommended administrators to try designing a pattern based on increasing the amount of effective debt to increasing staff working motivation.

Since the second research hypothesis, is: **2.** Attempting to establish a friendly relations between staff and customers of the bank as as a one factors of modeling of increasing staff working motivation;

so it is recommended administrators to try designing a pattern based on establishing friendly relations between staff an customer to increase staff working motivation.

Since the third research hypothesis, is: **3.** Raining diplomacy to staff to establish an effective relationship with the judges of the courts as a one factors of modeling of increasing staff working motivation so it is recommended administrators to try designing a pattern based on establishing Training diplomacy to staff to increasing staff working motivation.

Since the fourth research hypothesis, is: **4.** optimizing of increasing assets of the bank, as a one factors of modeling of increasing staff working motivation

As a result it is recommended that to illustrate this factor for staff teach them the necessary training and mention them the importance of this factor than will lead to profitability of banks. In addition select the procedure that be allocated to the staff of each branch, a percentage of obtained benefit from loaning that have realized reception, thereby Employee benefits be in the interests of the organization and thereupon apply more effort to acheaving it.

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