



## Ranking Motivational Strategies of Human Resources of Brojerd , Drood and Norabad PNU Based on Topsis Technique(Case Study: Lorestan University of Iran)

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### ABSTRACT

The purpose of this research, ranking the motivation of human resources is based on the technique Topsis. In the present study because of the complexity of the matrix designed to selectively sample of approximately 15 individuals were selected. Based on data analysis software by Shanon. The Views Staff Boroojerd Center criteria conflict and competition and supplier of material needs ( $W_j = 0.21$  و  $W_j = 0.14$ ), The Views Staff Drood Center criteria organizational commitment of staff and the needs of society ( $W_j = 0.143$  و  $W_j = 0.13$ ) and Views The Staff Norabad Center criteria supplier material needs And Image positive of mental( $W_j = 0.167$  ,  $W_j = 0.152$ ) the factors are determine the type of strategies motivation highest weight.

Based analysis on data by algorithms Topsis, The Views Staff Boroojerd Center, strategies Reward and encourage and Communication and team work environment ( $C_i = 0.933527711$ ,  $C_i = 0.700597389$  ) in the first and second priority select, The Views Staff Drood Center, strategies Reward and encourage and Promotion career and Organizational ( $C_i = 0.846190357$ ,  $C_i = 0.842098062$  ) in the first and second priority Select and The Norabad Staff Boroojerd Center, strategies Optimization program Compensation And Reward and encourage (  $C_i = 0.750156343$  ,  $C_i = 0.705417206$ ) In the first and second priority Has been Selected. Employees, Payam Noor University Nurabad meet the criteria of the material and positive mental thought and are a measure of two factors that determine the type of strategies to motivate The highest coefficients of weighted scores ( $W_j = 0.1520$  and  $W_j = 0.167$ ) are. Based on survey data analysis algorithm Topsis, Employees, University Payam Noor of Boroojerd strategy reward and encourage (appreciation) and communication and collaborative working environment (culture, group work) in the first and second priority  $C_i = 0.700597389$  and  $C_i = 0.933527711$  selected (satisfaction with salary levels), and incentives and rewards (appreciation) in the first and second priority,  $C_i = 0.750156343$  ,  $C_i = 0.705417206$  has been selected

**Keywords:** motivation, motivational indicators, strategies, motivation, Model Topsis, motivational factors



## 1. INTRODUCTION

The issue of employee motivation and affective factors as well factors that lead to job satisfaction or dissatisfaction of employees is contrary There has long been of interest to managers of great ideas and offer different perspectives on this issue confirms the claim. The main motivation for this effort and look for ways of understanding the primacy of motivation and the importance of each of them. Purpose of the organization's goals The more the employees motivation and the management of give the employees a and create the motivation simplify said.

## 2. PROBLEM ,SIGNIFICANCE AND RESEARCH PURPOSES

Attempt to justify and explain human behavior, the researchers considered the likely cause people to do things that are reluctant or unwilling to have attracted.way to understand, predict and control human behavior be opened.occurs, then it needs to be for life, and ultimately his desire to eat specific foods to eat food that will lead him to the goal. Motivation is an internal and external perspective two aspects. The overall aspect of motivation needs to be considered because the need may be instinctive or innate hunger, thirst and so on, which causes the need for food, drinks are not necessarily environmental factors on human Nystndkh is imposed. But that's the feeling of hunger or thirst for food or liquid goes into the external factors are concerned.have. (Asadi, 1385) The aim of the present study To answer questions in order to determine parameters that influence motivation and second ranked motivation initiatives from employees view Topsis algorithm is employed.

### Research Question

According to this research is question follows :

1. Most motivating indicators Employees, Payam Noor University Borojerd perspective, peace and Nurabad What is the indicator ?
2. Which stimulus plan view of employees, Payam Noor University Burujird and Nurabad There is a higher rank?

## 3. REVIEW OF THE LITERATURE AND THEORETICAL LITERATURE

### Motivation

Motivation is the inner state of the human being to stimulate activity (Rezayian, 1381, p 233)

. Complex forces that motivate people to engage in a particular behavior are forcing. So motivation is a concept that is associated with intrinsic and extrinsic factors, and these factors are forcing people to adopt a certain behavior. (Ganji, 1382, p 72)

In fact, he believes that the ability and motivation will lead to good job performance (an Aegean et al, 1388). A sense of need is the driving force or motivation with action and the need to be born and raised. In need of a stimulus and stimulus causes a person to satisfy their need to move toward a goal or goals and motivation to happen. Some needs, such as physical needs require the most basic needs of food, water, air, and some other needs, including the need to respect, gratitude, success, friendship and a sense of solidarity with others, and self-actualization needs are considered secondary. Life processes are the most complex needs. (Alwani, 1374, pp. 153 -154) Alwani quotes Yrng and millimeter (1972) has created a need to stress the person is motivated to do everything to reduce stress. (Hossein Pour, 1392) Needs, we believe that meaning is internal shortage resulting outcome is catchy. Unfulfilled need creates tension that stimulates one's desires. The motivation is to lead the search behavior to find particular goals, you will need to obtain an estimate, which may reduce stress (Robins & Day Strv .. Translate Arabs, Rafi and confidentiality, 1389, p 312) Needs, we believe that meaning is internal shortage resulting outcome is catchy. Unfulfilled need creates tension that stimulates one's desires.



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A manager can also be a factor in so many ways, there is no Angyzgy employees are not motivated staff is the director of many companies like the staff is a means to buy and sell behavior. The first problem that arises in the trading of Staff is usually the largest asset an organization can learn from their own mismanagement of the organization is spending motivation of the personnel harm the. (David translator by Jalali, 1387th)

### **The conceptualization of work motivation**

Motivation has been Roles as both an independent and a dependent variable. As an independent variable, various theories have been put to explain motivation. Atkinson (1964), for example, motivation defined as the contemporary (i.e. immediate) Effect on direction, vigor, and persistence of Operation; while Vroom (1964) defines it as a process governing the Selection by individual Between selection switch forms of voluntary activity. Pinder (1998) describes work motivation as a set of energetic forces that originate both within as well as beyond an individual's being that initiate work- Linked behavior, and determine its form, direction, severity, and duration. As a dependent variable, motivation has been defined as "intention to behave" Jansen,( 2002), there is general agreement that motivated behavior consists of any or all of the following behavioral elements: initiation, direction, persistence, intensity, and termination. In this exploratory paper, we will examine motivation as a dependent variable and define it as "motivation to continue to work", because with aging the "motivation to continue to work" becomes more relevant than, and starts to supersede, the "motivation to work". Furthermore, we focus on the behavioral elements direction and termination, because the direction (e.g. values and needs) of motivation to carry on work is likely to change with age, and the termination (e.g. retirement) of motivation to continue to work becomes a Related option for older worker. Initiation, on the other hand, is irrelevant with respect to the motivation to Follow to work, intensity refers to effort and performance, which is connected to the direction of older worker motivation to continue to work (see psychological age). Therefore, we have Selected in focus on direction and termination. (Kooij et al ,2008)

Motivation is a requisite for best organisational Operation. It is defined as an intrinsic process that psychologically directs the behaviour of an person (Kreitner,1995 ;Grafham et al., 2004). According to Locke and Latham (2004), motivation is not only an inherent factor in the person but also a group encouraging to act or not to act. Nahavandi and Malekzadeh (1999) relate motivation to organisational Operation. They defined motivation as a driver of stable mind, wish, force or interest within the individual into action. It can be inferred from these definitions that to motivate anybody is to arouse the person's interest or cause him to desire do something. From the manager's point on view, the objective to the employee behave in ways that are in the organisation's Optimized interest. Through motivation, an office worker can put up positive trend to work by working hard. In all human organisations, it is motivation that intensify, directs and sustains human behaviour (Huitt, 2003; Ogunrin et al., 2007). An important addition to these definitions is that motivation may be efficaced by factors are internal or external to the individual. since the intrinsic factors are relatively hard to define, emphasis has often been placed on external factors, which contain the ability of managers to satisfy an Personnel's needs. a motivated Personnel is easily identified by his agility, dedication, enthusiasm, focus, zeal as well general Operation and contributions to organisational objectives. (Adzei and Atinga, 2012)

All the conceptual factors above compel firms to reconsider their human resource management strategies by taking into account the needs, personality characteristics and work motivation models of the non-traditional workforce. Are the differences between traditional and non-traditional Personnel important enough to justify the creation and implementation of separate human resource strategies and policies? If yes, what should be the main components of such strategies? If not, what are the major differences between the needs, individuality specifications and job motivation of non-traditional workers in against their traditional counterparts, and what kind of human resource management adjustments will they need? The empirical study below was designed to try and answer these questions. (Vaiman et al, 2011)



As Longnecker explained, motivation is not just a way to get people to pursue purposes organizational, it is the mean strategies like appreciation of achievement, individual attention, and empowerment can be the most effective way of motivating them and creating a bond between organization and the employee in the sense that the objectives of the latter will become congruent with the organizational ones. Massaro, ( 2011) .Communication is an aspect that is vital for managing people. This is the only way in which a manager could asses which type of motivation method he needs to use and also one of the main channels for supporting all the developed activities in this perspective.The creation of familiar ties between managers and workers is a fundamental aspect of HR management in every knowledge corporation. Informal relationship, caring and constructive behaviors and professionalism are crucial, as they enable managers and scientists to learn about each other and their work, thus providing the foundation for collaboration (Todericiu et al. 2013) In the view of Luthans (1998) there are three important dimensions of job satisfaction: it is an emotional response to a job situation, it is determined by how well an outcome meets or exceeds expectations and it is represented by several other factors such as pay, promotion opportunities, supervision, co-workers, etc. (Lum et al ,1998) motivation is a source of employee satisfaction with job In many ways. In this regard, job dissatisfaction has the tendency of influencing the decision to quit an organisation. Job satisfaction describes all those things that employees use to measure how rewarding their job also identified a number of facets of job satisfaction. They are satisfaction with: work, pay, supervision, quality of work life, participation and organisational climate. In the context of healthcare, job satisfaction is regarded as an main variable because dissatisfaction can lead to health Personnel quitting a hospital to others that are highly rewarding. Sometimes, health Personnel migrate from public to private hospitals or to foreign hospitals, where such hospitals provide greater incentives. (Adzei and Atinga, 2012)

Authors also indicate that the professional nursing practice autonomy, leadership behaviors improves the nurses' work motivation and patient outcomes too. Articles on improvement of motivation in private health care sector are limited. (Vilma, Egle, 2007)

Its role in predicting relevant work-related consequences like attitude retirement has been established (e.g. Zappala` et al., 2008). Although empirically unexplored, low work valence is also implicitly considered of great importance in explaining high and inflexible reservation wages between mature age Personnel (Christensen, 2001). this aspect of one's "motivation to work" is key in the various cognitive-motivational theories about human motivation with a valence-formulation at their core (e.g. expectancy-value theory; see Kanfer et al, 2013) its role has not been established in empirical studies focussing on the determinants of Personnel' pay flexibility. In this study we empirically examine the role of work valence in explaining reservation wage ratios. In addition, this study further enriches our understanding the role of "motivation to work" in two ways. (Stynen et al, 2014)

According to theory organismic integration, levels different described as follows are represented in the motivation continuum: amotivation, extrinsic, introjected, identified, integrated and intrinsic motivations. While amotivation represents the total absence of motivation, Self-determination theory explains that motivation Include the intention to behave in ways certain and such intention could be initiated by external source or intrinsic developed (Meyer et al., 2004; Hung et al., 2011). Therefore, it is emergent in nature. extrinsic induced behavior can be temporal when the resulting motivation does not transcend beyond being external or introjected. On the other hand, externally induced behavior can be permanent when the resulting motivation becomes identified and integrated based on satisfaction of needs psychological arising from such external inducement. Therefore, independent motivation is comprised of emergent motivations that can be said to be identified and integrated as well as the intrinsic motivation (Malhotra et al., 2008). extrinsic induced behavior can become identified and integrated when assimilated individuals such behavior as staff norms because of the perceived benefits attributed to such behavior. Therefore, beyond delineating between intrinsic and extrinsic motivations; which is the main focus in most KM studies, this study is the opinion that autonomous or self-valued motivation will play significant Effect on the utilization actual of technology for processes KM and the development of competency among individuals. Opposite this background, the following hypotheses are formulated (Malaysia and Dominic, 2012)



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Kanfer and Ackerman (2004) proposed “age-related changes in variables motivational, rather than chronological age or cognitive abilities per se, play a key role in successful work consequences for middle-aged and older Personnel” (p. 440). Hence, strongly motivated older Personnel can also be convinced to stay with the organisation or active in the work market in general. HR professionals, challenged to retain older workers, are aided by the work theory motivation, which proposes which HR practices and at which time the HR practices are most likely to enhance work motivation and Operation. Unfortunately, Kanfer and Ackerman (2004) resulted there was a lack of research to the effects of ageing on work motivation. (Claes and Heymans, 2008)

Money can become a good antecedent of motivation if plans bonus are so designed that they establish a clear linkage between what management wants and what its employees can do in their jobs that is in their control (Inc Magazine, 2001). It should empower employees while at the same time give the organization what it wants. Such monetary motivators should be designed as a system barter. If employees give the company what it wants, the company will give the employees what it promised to them in return. It works exactly as a business – a price is paid for what the company gets from its employees. For example, if a company finds inventory low turnover as a hurdle to its performance, it should announce aims certain for improvement in inventory turns and then reward employees for completing those goals. resulted antecedents of this kind keep employees motivated and stay involved. Smith, (2000).The dynamics of behavior motivating drivers in knowledge employees is revealing strange and unimaginable job antecedents. In a study on what is important in a work to those in their 20s and 30s– the people making up the Generations X and Y categories – it is reported that to about 50 percent of them altruism was a factor in selecting a job. They value the ability their jobs offer them to help the society (A.D. Amar , 2004)

Henderson and Tulloch, (2008).Factors health affecting Personnel motivation and retention: Extant literature has identified two broad categories of incentives for health staff motivation and retention. Ololube (, 2006)In any organisation, often there is a relationship between motivation and satisfaction job (Adzei and Atinga, 2012)

Nahavandi and Malekzadeh (1999) associate the concept of motivation with management issues related to organizational performance. They define motivation as a “state of mind, desire or interest that translates into action”. This Operation is viewed as work performance. The belief is that this Operation can be influenced when motivation Personnel is influenced. Employee motivation can be influenced due to motivation being a flexible state of mind. (Wilma, Egle, 2007)

Based on these more general motivational approaches, we suggest a framework for the use-inspired study of work motivation in older workers that extends existing concepts in two regards. First, we posit that, rather than entire jobs, individual work tasks are a more promising level of analysis as motivation might differ markedly between tasks. Second, as a result of selection, optimisation, and compensation processes (Baltes and Baltes, 1990), workers are likely to develop motivation profiles instead of one single motivation for an entire job. These motivation profiles become increasingly complex with higher age. (Stamov et al ,2010)

Warr (2001) was one of the first to work towards a more comprehensive framework on age effects on work motivation. He suggested that the subjective value of motivated work behaviour was influenced in at least five ways. First, due to raised adaptation levels, incentives have to exceed increasingly higher thresholds to have equal value. Second, as a result of habits, deviations from long-practised work behaviours, e.g. when new technologies are introduced, might be perceived as aversive and decrease work motivation. Third, workers have a need for comparison of their performance to their colleagues’ attainments. Older workers compare their performance not only to their peers, but also to their younger colleagues, increasing the probability of negative comparison outcomes. Fourth, as an effect of social pressure, older workers might, for instance, show little interest in work-related training programmes simply because others (supervisors, colleagues, friends, etc.) do not expect them to do so (see Warr and Birdi, 1998). Finally, the perceived probability of positive work outcomes (i.e. work-related self-efficacy) may be subject to age differences, which would directly affect work motivation. (Stamov et al ,2010)



Kanfer (2009) noted that the two levels of motivation might converge for younger workers, whereas dissociation might arise for older workers. For the latter, motivation for work might decrease due to other commitments (family obligations etc.), but motivation at work may remain high. (Stamov et al ,2010)

Carstensen (, 2006) Beyond these general and rather content-free mechanisms, lifespan psychology provides evidence for changes in the content of subjectively important goals. Most importantly, socio-emotional selectivity theory (Stamov et al ,2010)

#### **4. THEORIES OF MOTIVATION AND HACKMAN AND OLDHAM**

During recent decades, much has been written about motivation in the workplace. Indeed “gurus” such as Lawler, Aldefer, Vroom, Herzberg, Porter and Maslow, etc. are so oft quoted, their names have almost fallen into the realms of legend and myth. Essentially, these theories may be grouped to two categories, each of which adopts one perspective. The first holds that as long as an individual’s job enough contains “content” variables such as skill variety and challenge, an result of motivation high Hackman and Oldham’s (1975) JCM is based on the way workers perceive specific dimensions of their jobs. These variables are conceptualised as discrete “core job dimensions”. If jobs contain “sufficient” amounts of “variety skill”, “identity work”, “Operation significance”, “work feedback”, “Independence”, “feedback agent” and “dealing with others” then three states cognitive are aroused. These are known as “experienced meaningfulness”, “experienced responsibility” and “knowledge of results”. However, these authors qualify this communication by proposing that intopt motivation work also depends on “strength need growth” . (Lee, 2005)

#### **Research Question**

According to the subject research The main question is as follows

1. What is criteria important The Motivation From The views of staff Boroojerd Center ,dorood And Norabad Payam Noor University?
2. What is plan important higher of ranking The Motivation From The views of staff Boroojerd Center, dorood And Norabad Payam Noor University?

In seeking answers to these two questions from ancient times until the 1920s, the views and opinions of diverse views and opinions, "rationality", "car-oriented", "hedonism", "drive-by", " behavioral approach ", psychoanalytic theory "and" theory of basic drives "are among them, and also to describe the behavior of the 1930s, a new theory of motivation suggests that such theories" need ", "enhancement", "knowledge" and "job characteristics" named. (R. K: Terence. Mitchell translator Hussein Shkrkn, 1373, pp. 236 235)

Work itself has an important role in determining the level of job satisfaction. Job content has two aspects: one is the job scope includes responsibility, business practices and feedback. The bigger factor is the increase in the employment area, which in turn provides job satisfaction. The second aspect of business diversification. Wide variety of causes confusion and stress is also caused by the low Dygrtnv monotony and fatigue. Role ambiguity and role conflict has been avoided by the staff (Khorasani, 1387). Javadin et al,(1389) study aimed to assess the hybrid model applies to staff motivation Aldha M - Rosenbaum in Tehran Regional Electricity Company did. These results indicate that the two variables related to job factors and promote the highest direct effect on the motivation of employees to have a variable salary is not directly influence the motivation of employees, the company.

Jvrjyadys ( 2006) investigated the extent of their participation in the Olympic Games Motivation and motivating volunteers, volunteers who volunteer their experience with those who already have experience in this field , the differences observed . In fact, organizing activities in order to support voluntary organizations has caused this difference .



( Safari et al , 1391 ) According to research conducted by M. bright as the factors that affect the motivation of employees in organizations where employees feel motivated when it comes to job stability and security , participation and role in the organization and also the freshness and vitality to be there. The more people earn more money and they do caring for their relative importance is less money for them to place money and freedom to achieve flair that .

Valrnd et al (2008 ) in a study of 540 workers in the field of motivation and their impact on organizational commitment , demonstrated that there is significant relationship between organizational commitment and motivation of employees .

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( Safari et al , 1391 )

The results Alirezaei et al, 1392 as teleworking technology adoption in organizations in Tehran: Role of social influence, facilitating conditions, management indicated that motivation and social influence, motivate and conditions Lgr Ts-hy positive impact on an individual's behavioral tendency and the behavioral intention to increase teleworking system intended for actual use among employees.

## 5. RESEARCH METHODOLOGY

This approach to survey research - mathematical and practical purpose. The study of different types of descriptive data collected from field survey. Implementation of a deductive - inductive has been done. Literature and theoretical background of the research library and archival  $\neg$ , internet articles and interviews with a number of senior executives and the organization's strategic direction and gather comparative data to prove or disprove the hypothesis  $\neg \neg$  form is inductive. The library consists of two parts of a whole is a part of studies on motivation strategies and other studies on indicators and measures of motivation. Later with the help of indicators, strategies, motivation and TOPSIS Shannon were evaluated using mathematical algorithms. According to this study population consisted of all employees, treaty, convention centers and units across the province, including three Noor University: Borojerd Center, Suite Hello, Nurabad units, respectively. In the present study due to the complexity of the design matrix selectively examples of community members, were studied .

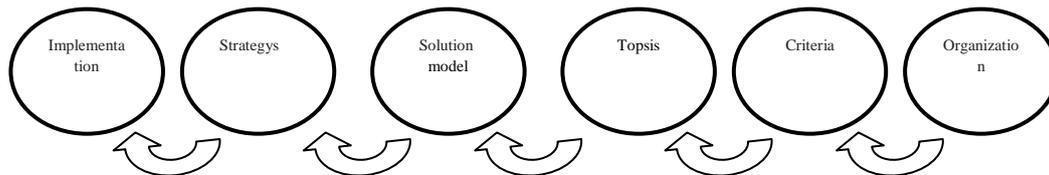
Questionnaire survey to collect data matrix is composed of 10 items and 15 criteria are used. The 15-item questionnaire motivation strategies according to 10 criteria, functional index and effective strategy will be evaluated. The numbers given the importance of the criteria in determining corporate strategy and performance measures will be effective. Data were collected by questionnaire and decision matrix members of the population, respectively.

### Topsis

Topsis a strong decision-making methods and techniques, prioritized according to proximity to the ideal solution . Based on the option selected, the shortest distance from the ideal solution and the farthest is the worst answer . Topsis model of process analytical models in operations research . Wide application in the field of selection and prioritization of available alternatives with respect to near the desired option ( ideal ) or to avoid an undesirable option ( critical ) is. Topsis model was introduced in 1981 by Huang Vyvn in many applications in operations research analysis, decision-making policies , implementation and control of decision- makers and executives played .



Figure 1 - Application of TOPSIS in strategy selection process



**Analysis of the data**

In this section the data matrix obtained from the statistical community Contains data that Different motivational strategies to suit the desired parameters evaluated were prepared and analyzed by mathematical algorithms Shannon and TOPSIS is presented in the form of matrices and tables. In general, data analysis is performed in two main steps as follows:

first stage : coefficient of importance (weight) of each index

Second stage: rating plans and strategies Motivation

The first research question:

1. The most important indicators of motivation from the employee's perspective, Payam Noor University Burujird and Nurabad There is no index?

To investigate the first question, the following steps have been computed by the algorithm Shanon

**Shanon algorithm steps**

First step: decision matrix: In this stage, the data matrix with 10 options and 15 criteria with respect to the bipolar spectrum that was described in Chapter III of the numbers 1 through 9 are obtained by statistical population. The numbers given the importance of the criteria in determining their motivation strategies.

Second step: matrix table Pi: In this stage, the decision matrix formulation using the matrix Pij have become.

$$P_{ij} = \frac{r_{ij}}{\sum r_{ij}}$$

Third step :is to calculate the entropy table E<sub>j</sub>, d<sub>j</sub> degrees and final weights W<sub>j</sub>

Thus according to the above criteria weighted index of motivational charts to solve the model and presents the results to be presented in a clear and transparent.



Table 1 - Comparison of motivational importance coefficient is a measure of Employees, Payam Noor University Borojerd, peace and Nurabad

Strategies Human Resources Brojerd , Drood and Norabad PNU	Job Satisfaction	Strengthening corporate communications	Organizational Commitment	Imagine the positive mental	Trying attempt	Achieving the goals and expectations	Boost staff morale ) psychological needs(	Social needs of employees	Material needs of employees	Constructive conflict and competition
Wj Brojerd	0.080585	0.112304	0.082318	0.0506	0.049645	0.05632	0.119434	0.104663	0.134104	0.210027
Wj Dorod	0.071292	0.072559	0.146921	0.112745	0.105531	0.075502	0.10955	0.133578	0.123886	0.048436
Wj Noorabad	0.053371	0.061655	0.13696	0.152167	0.042773	0.066906	0.13719	0.134914	0.167401	0.046664

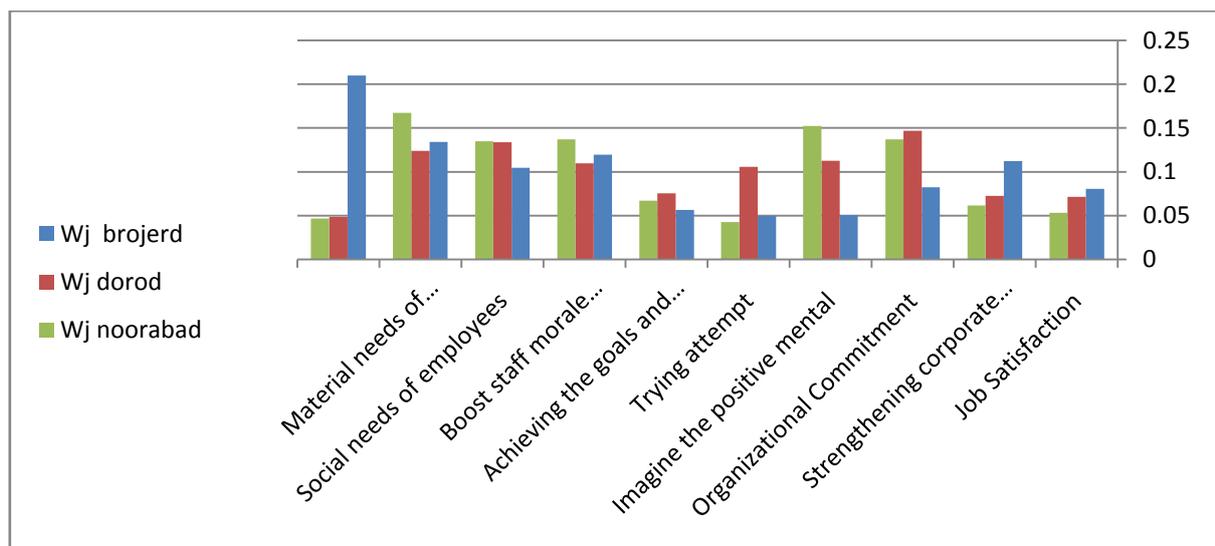


Figure 2 - Column

Second research question



2. Which incentive plan view of employees, Payam Noor University Burujird and Nurabad There is a higher rank?  
To investigate the second question, the following steps have been computed by the algorithm Topsis

**Algorithm to solve the Topsis**

First step: decision matrix

Second step, decision matrix Scale: In this step, the intermediate operations are normalized to obtain the matrix ND takes place.

Third step: Calculate the weighted decision matrix Scale

Stage IV (calculated positive ideal solution and negative ideal solution) phase of the positive ideal solution and negative ideal solution sets are identified. Determine the maximum ( $A^+$ ) and minimum ( $A^-$ ), which is the highest and lowest values for each index.

$$= A^- \quad \min V_{i1}$$

0.01621179	0.014461353	0.022727	0.019049494	0.0207389	0.01499476	0.023506471	0.02615235	0.040917667	0.02090749
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$$= A^+ \quad \max V_{i1}$$

0.021862372	0.018289358	0.031525	0.025027368	0.0284762	0.0194265	0.031642277	0.03395007	0.063840129	0.02715923
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step Fifth: calculation software based on Euclid distance as the positive and negative ideal solution  
Measure the distance to the ideal values

$$SI^+ = \sqrt{\sum (a_{ij} - A^+)^2}$$

$$SI^- = \sqrt{\sum (a_{ij} - A^-)^2}$$

Step Six: (Calculate the relative closeness to the ideal solution  $A_i$ ) at this stage CI calculated using the following

equation is obtained  $CI = \frac{\bar{s}_i}{\bar{s}_i + s_i^+}$ . The ranking is done using the CI values.



Table 2 - Projects Motivation

Strateges Human Resources Brojerd , Drood and Norabad PNU	Ci brojerd	Ci dorod	Ci noorabad
Optimize compensation plans (salary level of satisfaction)	0.604801619	0.78880611	0.75015634
Promote safety and health	0.200507436	0.20645872	0.55399048
Participative management (decision-making and participatory planning)	0.641970325	0.17617853	0.51084397
Reasonable and fair assessment practice	0.332590012	0.25476351	0.53051227
Good working environment	0.514182696	0.48989301	0.56176971
Job security and stability	0.629159895	0.70650737	0.57489231
Incentives and rewards (appreciation)	0.933527711	0.84619036	0.70541721
Employment and enterprise promotion	0.667143117	0.84209806	0.52578892
Communication and collaborative working environment (culture, group work)	0.399236906	0.32595751	0.10913969
Optimal design job (job enrichment, job development, job diversity, etc.)	0.583029366	0.38908894	0.35955025
Improving education and job	0.472048629	0.49597859	0.52504672
Working Time Float	0.611631951	0.57006279	0.37924334
Train and empower employees	0.463440135	0.29241943	0.69256696
Communication and collaborative working environment (culture, group work)	0.700597389	0.37628617	0.53429466
Decentralization (increased career options in areas like self-control and self-assessment)	0.514707625	0.76179662	0.6756158

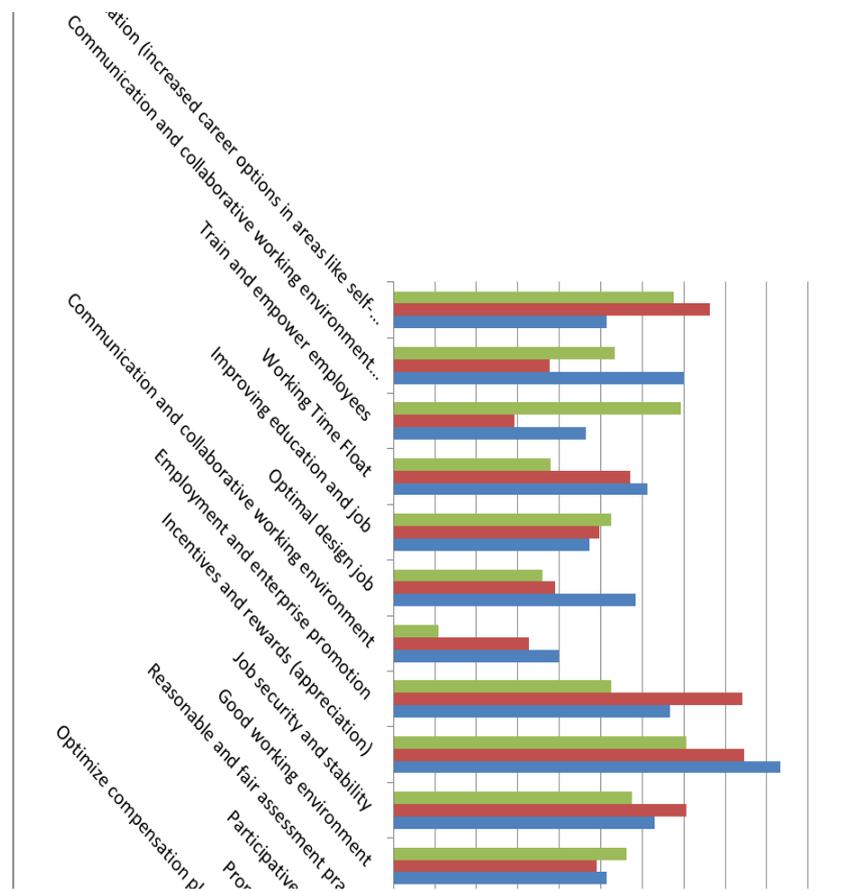


Figure 3 - column design motivation

### 6. Discussion and Conclusion

It is necessary to motivate employees and recognize the need to try to satisfy them . One of the most important tasks of managers in organizations to provide growth and prosperity of the talents and abilities of potential employees. Managers need to motivate employees to provide context to the organizational efforts of the show . and in order to achieve organizational goals and their efforts in implementing programs and corporate governance are involved . Considering the importance and potential benefits of motivation and recognized the fundamental nature of the subject matter in order to propose a manpower agency Madeira are more sensitive to motivate employees to demonstrate

The motivation lies in the design of a conducive work environment and work organization factors and the other depends on the needs and goals of the individual determines . The key to success effective management of human resources and organizational theorists as vital and strategic role of man in today 's rapidly changing organizations know more than other factors . So one of the important tasks of managers is to motivate people . Data analysis algorithms , based on research by Shanon Topsis, results are presented below :

- The Employees , Payam Noor University Borojerd measure of conflict and competition, manufacturing and supply of material needs and organizational commitment factors and criteria that determine the types of strategies, motivation, has the highest ratio of Vnmrh weight (0/210 = Wj and 0/ 14 = Wj )
- Employees , Payam Noor University of measures of organizational commitment to peace and social needs and are a measure of two factors that determine the type of motivational strategy has the highest coefficient of weight Vnmrh



(0/1430 = Wj 0/13 = Wj)

• Employees , Payam Noor University of Nurabad meet the criteria of the material and positive mental thought and are a measure of two factors that determine the type of motivation and strategies of the highest -factor and the weight (0/167 = Wj ,0 /152= Wj)

• Employees , Payam Noor University of reward and encourage Borojerd strategy ( appreciation ) and communication and collaborative working environment ( culture, work group ) were chosen first and second priority .

• Employees , Payam Noor University of reward and encourage peace strategy ( appreciation ) and promotion of occupational and organizational priority and has been elected .

• Employees , Payam Noor University of Nurabad compensation program optimization strategy ( level of satisfaction with salary ) , and incentives and rewards ( appreciation ) in the first and second priority has been selected .

Finally it can be said Payam Noor University staff Burujird Hello and Nurabad province in terms of motivation, incentive schemes do not necessarily have the same opinion .

### Suggestions

• According to the results of this study suggest a staffing resources and facilities necessary to provide such housing to meet the needs employee satisfaction , to mental health physical and . Organizations to develop and promote programs and tools they need to motivate their employees .

• suggests that top managers Payam - - province level classification of motivational design research centers and units can be used for planning and motivation of human resources .

• Since this study was conducted only with the two algorithms , which is proposed as a model for other research (eg Electere and AHP) is also adapted to , resulting in the study .

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