

Identifying and ranking the factors within the organization that have an impact on strengthening the motivation and spiritual vitality of employees working in the offices of the Islamic Revolution Martyrs Foundation in Isfahan Province

Hamidreza Amel Ardestani^{*1}, Maryam Solaimani², Arefeh Davari³

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Abstractt

Today, paying attention to the category of motivation and spiritual vitality of employees is considered an important and valuable category. In better and more expressive terms, paying attention to improving the level of motivation and spiritual vitality of employees working in organizations and trying to identify effective factors for strengthening and promoting organizational motivation and vitality in employees seems to be essential. Therefore, the purpose of the present study is to identify and rank the intra-organizational factors that affect the strengthening of motivation and spiritual vitality of employees working in the offices of the Islamic Revolution Martyr Foundation in Isfahan Province. With this goal in mind, the method used in the research was a qualitative method based on conducting targeted interviews. In other words, the researcher used the directional content analysis method to collect information using semi-structured interviews with research experts working in the statistical community under study, which was then specified and categorized using the directional content analysis method in the form of identifying and ranking the intra-organizational factors that affect the strengthening of motivation and spiritual vitality of employees working in the offices of the Islamic Revolution Martyr Foundation in Isfahan Province.

Keywords: Strengthening the motivation ,spiritual vitality of employees, offices of the Islamic Revolution Martyr Foundation of Isfahan Province.

1. Assistant Professor, Department of Business Administration, Payame Noor University, Tehran, Iran. (hamid.amel@pnu.ac.ir)

2 . Assistant Professor, Department of Business Administration, Payame Noor University, Tehran, Iran. (m.soleimani@pnu.ac.ir).

3 . M.A., Department of Public Administration, Payame Noor University, Tehran, Iran. (ardv1367@gmail.com)

Introduction

Creativity in people stems from their duties, and important management tasks in any organization—despite the fact that more research confirms the need to create and maintain motivation in staff—are unfortunately often misunderstood by managers. In practice, managers are unable to effectively apply these findings in their organizations. There is no doubt that creating and preserving the motivation and vitality of employees is one of the most important factors in the development, progress, and success of any organization.

Considering the statistical community discussed in this study—the Martyrs and Veterans Affairs Foundation, which is known as an organization with diverse tasks and several specific and different target groups, with many changes and expectations, focused on developing and promoting the culture of sacrifice and martyrdom—identifying and prioritizing intra-organizational factors affecting motivation and vitality among employees is of great importance. This is essential in order for them to fulfill their roles in service and responsiveness to specific target groups.

Problem Statement

Based on the findings of scientific management, human resources in every organization are considered a key factor in achieving organizational goals. Because the new decades are devoted to innovation and enlightenment, and achieving new products, researchers have conducted studies according to which human resource management increases organizational performance and motivation (Ground Grass and Healing, 2011). Issues related to this are among the most important concerns of managers of organizations today.

For this reason, experts have proposed various theories in this area, and the original challenge for any organization in creating employee motivation is the balance between the organization's goals and the personal values of employees. There is no doubt that creating and preserving the motivation of service employees is one of the most important factors in the development, progress, and success of any organization. Motivation in service employees, as a factor that directs employee behavior in a specific direction, gives the market high quality.

How effective is the organization's activity? Reviewing and recognizing the factors that effectively preserve and promote employee motivation can have a reasonable effect. One of the most important factors in improving organizational macro indicators is paying attention to morals and spiritual virtues and strengthening motivation and spiritual vitality among employees. There is a great deal of information about spirituality in contemporary articles and research, but there is no uniform and precise definition of it.

In Dehkhoda's dictionary, spirituality comes from the infinitive "sinuity," meaning "spirituality." Further, by using words such as "true," "original," "essential," "absolute," "inner," and "spiritual," spirituality is understood as a meaning known only by the heart, in which language has no role (Dehkhoda, 1996).

Spirituality in the domain of the spiritual-psychological dimension of the human being is placed in a state as a result of which a feeling of spiritual being is achieved for the individual when approaching a sublime goal. A feeling of joy and

enjoyment of life is thus achieved. Joy in the workplace refers to how satisfied people are with their work and life.

The concept of joy is related to the individual's mental well-being. Joy in the workplace is very vital for improving productivity in any organization. Joyful people are productive people, while unhappy people who do not experience joy do not pay full attention to their tasks. Addressing the topic of joy and its factors in organizations is based on the fact that happiness, on the one hand, increases the positive emotions of personnel, and on the other hand, by reducing negative emotions, it will increase productivity.

Spirituality is the main force of the inner movement of the human soul towards a transcendent and divine destination. Spirituality is an effort to cultivate sensitivity to oneself, others, non-human beings, and God, or the search for what is needed to become human and to achieve full humanity (Hinles, 1995). Mitrov and Denton (1999) emphasize that spirituality should be part of the organizational culture. Further studies are also based on the assumption that spirituality is a fundamental and critical human need and should be part of the organizational culture. An organizational culture that can pay attention to all the needs of employees and allow spirituality to emerge in the workplace will have greater organizational success (Mohammad et al., 2001).

Other conditions and effective steps in creating spiritual organizations include respecting the spiritual beliefs of individuals, strengthening their positive points, and guiding their negative points. In fact, all people who enter the organization have unique characteristics and spirits, but they are all in search of spiritual excellence and solidarity in the workplace. In the meantime, the role of spiritual leaders is to stimulate and motivate employees by using a spiritual perspective and creating cultural contexts based on human values, aiming to train active, highly productive, committed, and motivated employees.

At this stage, employees are intrinsically motivated to follow standards. This is because it represents gaining reputation in their field of work. They are not only able to decide about their own interests, but their decisions also convince the management of the organization and the company.

Consistency and harmony between organizational values are a principle at this stage. To build trust, employees must believe that the words and actions of managers are consistent. Trust based on shared identity, which plays a fundamental role in building trust at this stage, will emerge if employees understand that management truly wants their well-being and is motivated to achieve a common benefit (Chavoshi, 2007).

Therefore, the role of managers and leaders of the organization is to respect the spiritual beliefs of individuals, strengthen their positive points, and guide their negative points. In fact, all people who enter the organization have unique characteristics and spirits, but they are all in search of spiritual excellence and solidarity in the workplace. In the meantime, the role of spiritual leaders is to stimulate and motivate employees, using a spiritual perspective and creating cultural contexts based on human values, to train active, highly productive, committed, and motivated employees.

Accordingly, the researcher's concern in the present study is to identify and rank the intra-organizational factors that affect the motivation and spiritual vitality of employees working in the offices of the Martyrs Foundation and Veterans Affairs of Isfahan Province. Therefore, the main questions of the present study are:

1. What are the intra-organizational factors that affect the motivation and spiritual vitality of employees working in the offices of the Martyrs Foundation and Veterans Affairs of Isfahan Province?
2. What is the priority and importance of the intra-organizational factors that affect the motivation and spiritual vitality of employees working in the offices of the Martyrs Foundation and Veterans Affairs of Isfahan Province?
3. What are the desirable solutions for strengthening the motivation and spiritual vitality of employees working in the offices of the Martyrs Foundation and Veterans Affairs of Isfahan Province?

Research Objectives

Main objective: Identifying intra-organizational factors that affect the motivation and spiritual vitality of employees working in the offices of the Martyrs Foundation and Veterans Affairs of Isfahan Province.

Secondary objectives: Ranking the internal organizational factors that affect the motivation and spiritual vitality of employees working in the offices of the Martyrs Foundation and Veterans Affairs of Isfahan Province, and providing solutions and suggestions to strengthen their motivation and spiritual vitality.

Research Questions

Considering the qualitative nature of the research—namely, identifying and ranking the internal organizational factors that affect the motivation and spiritual vitality of employees working in the offices of the Martyrs Foundation and Veterans Affairs of Isfahan Province using the Delphi technique—the research questions include one main question and two sub-questions:

Main research question: What are the internal organizational factors that affect the motivation and spiritual vitality of employees working in the offices of the Martyrs Foundation and Veterans Affairs of Isfahan Province?

Sub-research questions:

- What is the priority and importance of the internal organizational factors that affect the motivation and spiritual vitality of employees working in the offices of the Martyrs Foundation and Veterans Affairs of Isfahan Province?
- What are the desirable solutions to strengthen the motivation and spiritual vitality of employees working in the offices of the Martyrs Foundation and Veterans Affairs of Isfahan Province?

Research Method

The research method is applied research in terms of purpose and mixed (quantitative-qualitative) in terms of research implementation, because the researcher intends to identify the intra-organizational factors that affect the motivation and spiritual vitality of employees working in the offices of the Martyrs and Veterans Affairs Foundation of Isfahan Province.

Statistical population: The present study has one statistical population class, which includes 15 officials and employees working in the offices of the Martyrs and Veterans Affairs Foundation of Isfahan Province.

Theoretical Foundations and Research Background

Motivation arises when employees feel a sense of job security and stability, participation and an effective role in the organization, as well as vitality and joy. Each of these is also the result of other individual factors that are mentioned below.

A successful organization considers the first and most important element of success to be the correct selection and placement of employees.

Today, the workforce has higher expectations and is of particular importance for a desirable work and work life. As a result, human resource specialists must design jobs in such a way that work in the organization's environment is desirable and satisfying for employees. A suitable job is defined based on knowledge, skills, experience, interests, and characteristics, and an individual's ability to perform a specific task. It is necessary to differentiate jobs based on individual abilities and to carry out specialized division of labor. While employing various jobs and skills, one should not neglect the correct flow of information, as it helps in the exchange of useful organizational information. During reorganization, it acts as an important motivational carrier in aligning employees with the short-term and long-term goals of the organization.

The next factor in creating motivation is financial incentives. One of the major challenges for companies is to evolve the reward methods that motivate people. The less money a person earns, the more important the amount of his salary becomes. The more money people earn and the more they are passionate about the work they do, the less relative importance money has to them, and money gives way to the ability to identify goals and freedom to act. As competition between competent people becomes more intense, financial incentives alone cannot attract honest people. For those who are not materially concerned, a sense of well-being is more important than money, and factors that influence well-being include human connections, mutual trust, a sense of being valued, and a sense of justice. In addition, the opportunity to learn new things and realize one's own talents helps create a positive feeling in people. Positive incentives, which satisfy people's spiritual and emotional needs, are also more effective than negative motivators in the form of threats or punishments.

Health and vitality are other effective factors in creating motivation. When a person feels healthy and cheerful, he does not get tired easily, gets sick less often, activity and work become exciting and enjoyable for him, and he approaches work with positive motivation and enthusiasm. According to studies, the cost of ensuring the health and vitality of employees in order to increase their work capacity and ultimately the company's profit will not be more than the cost of treating diseases and the loss of profit caused by employee laziness and lethargy.

When managers believe that employees are self-willed, opportunistic, and inefficient, and that agreement is preferred over disagreement, they tend to justify their negative beliefs in their daily behavior with employees. When the implicit

belief structure of management and senior management is that employees are self-willed, management knows best, and disagreement is undesirable, managers will reject input from subordinates and make fewer demands on subordinates. Given that only senior managers have the authority to determine the structures and policies that are effective in organizational silence, managers at all levels will therefore inhibit upward communication in their daily practices (negative reaction to employee input, failure to review feedback). This means that employees will receive cues about the safety of their opinions from both senior managers and immediate supervisors (Danaifard and Panahi, 2010).

In a study conducted by Dr. Gholamreza Malekzadeh and Sayedeh Narges Rahman (2016) entitled "Investigating Factors Affecting Employee Happiness in the Workplace," the aim was to investigate the factors affecting employee happiness in the workplace. Happiness in the workplace refers to how satisfied people are with their work-life. The concept of happiness is related to the individual's mental well-being.

Happiness in the workplace is very vital for improving productivity in any organization. Happy people are productive people, while unhappy people who do not experience happiness do not pay full attention to their tasks. In this article, concepts and definitions related to happiness in the workplace are presented, and then the importance of happiness in the workplace is discussed and examined. By studying the research literature and reviewing the research background, the factors affecting happiness in the workplace were presented and finally a conceptual model of factors affecting happiness in the workplace was presented.

In a study conducted by Dr. Alireza Jebbehdar and his colleagues (2011) entitled "A Study of the Intra-Organizational Factors Affecting the Service Motivation of the Employees of the West Azerbaijan Province Police Command," the aim was to investigate the intra-organizational factors affecting the service motivation of employees. Motivating individuals is one of the important tasks of managing any organization, although most research findings emphasize the need to create and maintain motivation in employees. Unfortunately, most managers do not have a proper understanding of the subject and its importance and are unable to effectively apply these findings in their organizations. The present research is applied in terms of its purpose and descriptive-survey in terms of its nature and method.

In a study conducted by Ali Hamidizadeh and his colleagues (2016) entitled "The Study of Factors Affecting Public Service Motivation," the aim was to determine the effect of factors on public service motivation. In recent years, the performance gap between the private and public sectors has caused the concept of public service motivation to attract the attention of public administration researchers. The present study aims to promote public service motivation among public sector employees and seeks to identify the factors affecting public service motivation. For this purpose, 536 employees of the Central Municipality of Qom have been studied using a descriptive survey method.

In a study conducted by Akram Abdul Ragheb Sultan Al Khalid entitled "Human Resource Management Methods on Employee Motivation and Employee Reten-

tion," the aim was to investigate the effect of human resource management methods on employee motivation and retention. In this article, we will discuss the topic of human resource motivation. One of the most important ways to achieve sustainable organizational development is through organizing training and recreational sessions and spending an outrageous amount of money to create motivation in employees.

Motivation can be defined as a stimulus that compels a person to do the work.

In a study conducted by Dr. T. Velnampy (2007) titled "Factors Affecting Motivation: An Empirical Study of Sri Lankan Organizations," the aim was to investigate the factors affecting employee motivation. Creating motivation for employees is a way to encourage them to achieve the best results for organizational goals. However, the choice of strategy for creating motivation may sometimes differ from organization to organization, because it is a psychological phenomenon and depends on the preference of the employees. Therefore, the present study was conducted with the aim of finding out the motivational factors using the research method. The sample consisted of 676 respondents from 55 public and private sector organizations in Sri Lanka. The findings of the study indicate that the level of perceived motivation of employees in both sectors is high.

In a study conducted by Abdullah Khan et al. (2018) titled "Factors Affecting Employee Motivation Towards Employee Performance: A Study on Banking Industry of Pakistan," the aim was to investigate the factors affecting employee motivation towards employee performance. This study provides cognitive support for the development of employee motivation at an optimized level through awareness of the applied approach and unrealistic ideas. The research effort is to provide factors that help in creating motivation in employees to do their job well. This study is an experimental and descriptive study that significantly highlights the significant relationship between the independent variable and the dependent variable. A questionnaire was used to calculate the statistical data. This study identifies the strong relationship between the defined factors in enhancing employee motivation in the banking sector.

Research Method

In terms of purpose, this is applied research, and in terms of how the research is conducted, it is combinatory (quantitative-qualitative), because the researcher intends to identify the factors within the organization that have an impact on strengthening the motivation and spiritual vitality of employees working in the offices of the Foundation for Martyrs and Veterans Affairs of Isfahan Province.

Statistical sample: This study, which was selected through a snowball method, included 15 relevant officials and employees in the senior, middle, and executive ranks who work at the Islamic Revolution Martyrs Foundation in Isfahan Province. By conducting targeted and in-depth interviews with them, the researcher was able to identify and rank the intra-organizational factors that affect the motivation and spiritual vitality of employees working in the offices of the Islamic Revolution Martyrs Foundation in Isfahan Province.

Descriptive statistical methods, including mean, frequency, percentage frequency, and standard deviation of panel members' responses, as well as the Kendall coefficient of agreement formula and appropriate inferential statistical methods, will be used.

The present study uses descriptive analysis to analyze the demographic variables of the research experts, such as gender, age, academic degree, background, and employment status, and the inferential method of directed content analysis is used to analyze the data from the research questionnaires.

Descriptive Data Analysis

This section examines the demographic characteristics of the participants in the study. These variables include level of education, level of work experience, age, and gender.

Distribution Table of Interviewees Based on Level of Education

Education Level	Frequency	Work Experience (avg.)	Age (avg.)
Doctorate	1	5	1
Master's Degree	9	4	6
Bachelor's Degree	5	4	7
Total	15	0	0

Data Analysis

As mentioned in the third chapter, the content analysis method was used in the data analysis, which consisted of two stages: open coding and axial coding.

Open coding: In this stage, all the interview text was converted from colloquial language to written language and entered into the software. In the first step of working with the software, the interview text was carefully studied and the concepts that were embedded in the researcher's mind were assigned to phrases.

Axial coding: In this stage, all the concepts extracted in open coding were studied and examined, and the concepts that were similar in terms of meaning and concepts were categorized under a more general concept called a category. The concepts coded in the first stage were categorized into two categories: 1) Internal factors, and 2) Environmental factors.

Research Findings

To answer the basic question of the present study—which is to identify and rank the intra-organizational factors that affect the motivation and spiritual vitality of employees working in the offices of the Islamic Revolution Martyrs Foundation of Isfahan Province—the research strategy of directed content analysis was used. First, the initial codes were analyzed after each interview, and finally, the signs, concepts, and categories extracted from the last interview were compared with the previous interviews to identify and specify their similarities and

differences to guide subsequent interviews. The process of integrating concepts and categories was then carried out.

Stages of Interview Analysis

A. Initial Coding: First, without any interference or direction in the text of the interviews, a code was assigned to each phrase that the interviewee had stated, based on the interview number and the time the phrase was stated. As a result, the coded phrase from the interview was obtained.

B. Removing Irrelevant Phrases: In some interviews, the interviewee expressed phrases that, according to other experts, had no conceptual connection with the other presented phrases and the subject under study, so these phrases were deleted from the interview text. After their deletion, the relevant phrases were retained and became the basis for the next steps.

C. Discovering Concepts: By discovering conceptual connections between the basic codes extracted from the interview texts, the researcher classified and categorized the initial codes and considered a phrase as the "initial concept." This process took place immediately after each interview.

D. Discovering Categories in the Form of Factors Affecting the Motivation and Spiritual Vitality of Employees: In this stage, based on the conceptual relationship between each of the concepts and their symbols, more abstract expressions were created from the concepts obtained in the previous stage.

Internal Factors

Question 1: In view of Your Excellency's valuable knowledge and experiences, what is meant by the motivation and spiritual vitality of employees and how is it defined and identified? In other words, what are the signs and symptoms of the motivation and spiritual vitality of employees from Your Excellency's perspective?

Reference	Phrase
Expert 1	Motivation literally means to stimulate, incite, and encourage. Motivation means what motivates someone to do something that can be effective and efficient as a driving force in this field. To create it, it is necessary to identify needs and strive to satisfy them. In an organization, paying attention to motivation in intra-organizational activities is very important. The main problem of an organization is to create a balance between the general and specific goals of that organization and the personal values of the employees; therefore, motivation is the product of participation and the result of the individual's interaction with the situation in which he is placed. Motivation arises when employees feel a sense of job security and stability, participation and an effective role in the organization, as well as joy and vitality. Signs and symptoms of employee motivation and spiritual vitality include: participation in activities and programs, sense of responsibility, sense of connection with the group, good mood, etc. Employees who have these behaviors are motivated, and the manager must create motivation in the behavior of individuals with his own ability. The manager can create additional motivation by respecting employees in the group, using encouragement and praise instead of punishment, not blaming individuals for failures, and giving morale to employees. In some cases, material motivations are not effective and cannot act as a motivator to move a free, autonomous, and perfectionist person—especially where life and risk are involved. Therefore, managers should rely more on and invest in spiritual factors among the material and spiritual factors of motivation, and give more value to cultural and spiritual issues that are in line with human nature.
Expert 2	Motivation means that the employee works hard to implement the organization's decisions, is regularly present at work, performs at his best, and enjoys working for the organization.
Expert 3	The meaning of the motivation and spiritual vitality of employees is the productive job satisfaction of individuals, which means that individuals are completely satisfied with working in their work environment and feel enthusiastic and happy, and being away from this environment causes depression. It can be graded and measured through the level of enthusiasm and satisfaction of individuals and their level of dependence on the environment and work space.

Reference	Phrase
Expert 4	Motivation is the internal driving force of individuals that compels them to take action and strive towards individual and organizational goals. Motivation varies from person to person and can have different origins and causes. Material and monetary motivations, personality and psychological motivations, spiritual and sublime motivations, etc., each are effective in motivating people. One of the motivations in humans is spiritual motivations, which are rooted in human beliefs. This motivation is the source of many of human benevolent activities and contributes greatly to the spiritual and psychological well-being of people. Humans have a sense of friendship, and this friendship causes them to be kind to their surroundings and to creatures in the universe, and to express this kindness in ways that they know how. When this happens, they engage in charitable activities according to their religious and divine advice. Signs and symptoms of spiritual motivation and well-being: 1. Cheerfulness and vitality: People who have spiritual well-being usually have a certain inner and outer happiness that is clearly visible in their existence. 2. Hopefulness: Such people never lose hope until the last moment of their lives and have hope for improving things in the face of misfortunes and problems. 3. Enlightenment: People with spiritual motivations in any society are a bright circle and are not afraid of darkness and blackness, and they encourage others to be bright, and their vision and insight provide strength for their own movement and activity and that of their friends and associates. 4. Warmth: Despair and hopelessness do not exist in them, coldness and dullness are not felt in them, they always look at things with enthusiasm, and their actions and activities always advance and warm the existence of themselves and those around them. 5. Forbidden favors: Spiritual motivations cause a person with a sublime spirit to connect himself to the divine source and absolute beauties, that is, God Almighty, and to think about the reward of his actions with God Almighty without any expectation, and in this way openly give their help and assistance to those in need of help.
Expert 5	Motivation and spiritual vitality refer to a person's sense of self-confidence and satisfaction with themselves and the group in which they work. When a person is satisfied with their inner self, it brings satisfaction and happiness and leads to good performance.
Expert 6	The purpose of the motivation and spiritual vitality of employees is to know what motivates employees with three conditions: self-confidence, confidence and satisfaction with a peaceful environment, and self-confidence of employees. The spiritual signs and symptoms in employees are that they do the work assigned to them with more compassion and interest, arrive at work on time, use office time efficiently, behave well with clients, their behavior and attitude should be in the desired direction—that is, the goal of the organization's excellence—and have the right mindset towards work and the organization.

Reference	Phrase
Expert 7	Motivation is the inner pull and excitement for the desire to do the work and reach the most desirable state for doing the work. Naturally, spiritual vitality does not have a relative definition, and because it depends on the mood and mind of the individuals, it does not have a specific definition. However, in general, the spiritual and psychological encouragement of the individual to advance the goals in reaching the desired position in the career field has a significant impact on employees, who after a period of numbness, the day of death and the situation prevailing in the job structure and unemployment, etc., become dominant over the individual's ability to perform at their best. Motivation and spiritual vitality are pivotal to overcoming this crisis and these challenges.
Expert 8	Motivation is the desire to do things. Effective factors in creating motivation are material factors that play a large role—job security, career advancement, and health and vitality of the workplace.
Expert 9	The motivation and spiritual vitality of employees means that they have a sense of satisfaction and happiness from their work and relationships with colleagues, and that they enjoy the moments they have in their workplace in connection with colleagues and clients, and that they are not tired of their work and do not feel that what they are doing is useless for the organization. Because if this feeling is created in an individual, not only will their motivation and spiritual vitality in the workplace and organization be taken away from them, but it may also lead the individual to feel ineffective, lack of self-confidence, and despair. Signs and symptoms of employee motivation in an organization: The individual's good moral relations with colleagues and clients, and that the individual performs his work and duties in the best possible way without mistakes or shortcomings, and that if the individual has vitality and motivation in his work, he will not only perform his organizational duties well, but also have creativity and ideas in his work and field.
Expert 10	In my opinion, motivation means a factor that pushes a person forward and towards a goal, and spiritual joy means God's satisfaction with His servants. Motivation and spiritual joy are the same pleasant feelings that are noticeable after facing clients or colleagues in their faces and behavior. However, sometimes an employee deceives himself with fleeting and false feelings that he is a good person and is completely satisfied with his work. Because he has considered his own satisfaction more than God's satisfaction, after a while he becomes frustrated and depressed, and gets tired of doing the assigned tasks and does his work reluctantly and simply to relieve himself. In short, he does not enjoy doing his work because he has not considered God's satisfaction.

Reference	Phrase
Expert 11	Spiritual vitality: Everyone may have a specific definition of the concept of "invigoration" and strive accordingly to acquire and prepare for it, but in this view, spiritual vitality means that a person feels satisfied and happy in his life and enjoys mental health, which is due to God's satisfaction with his servant. Therefore, to gain more vitality, we must turn to remembering God and performing religious deeds and behavior. According to Islam and the Quran, a believer is the happiest person. Motivation means the intensity of the desire to perform the assigned administrative duties in the best possible way by employees during office and non-office hours, and the signs and symptoms of this interest and the manner of serving with enthusiasm to the desired extent within the framework of the rules and regulations that are in the system of the Martyrs and Veterans Affairs Foundation, because all clients and referrals are from the self-sacrificing community and the employees, in addition to their legal duty, consider themselves legally indebted to the self-sacrificing community. They perform their duties with greater spirit and cheerfulness in carrying out service matters, and in some cases, they follow up on the affairs of these loved ones with great sincerity and special care.
Expert 12	Happiness is a multifaceted issue that includes both mental and physical health. On the other hand, it also represents the well-being of individuals. In the material domain, it includes material conditions such as workplace hygiene, employee salaries and livelihoods, working hours, etc., and in the spiritual domain, factors such as the presence or absence of stress, anxiety, depression, uncertainty about the future of work, etc., are related within each organization. The presence or creation of happiness is not an individual phenomenon and issue, but a social phenomenon. In my opinion, factors affecting job satisfaction play a direct role in creating or not creating the spiritual happiness of the employees of each organization.
Expert 13	"Motivation" refers to the process or flow through which we are able to create motivation in others. Therefore, motivation is potentially present in people and others motivate it. People must be motivated to manifest a specific method and behavior. If motivation has an individual aspect, all the motivations that arise in his institution and essence must have a specific aspect, and if it takes on a group and organizational form, the motivations must assume a group and organizational form of compatibility and harmony. The state of human beings, whether individually or in a group, is the result of causes and reasons that are the motivations of human existence. Such driving roots that compel an individual or individuals to perform a certain action or behavior to satisfy their needs and desires are the same as motivation. "Motivation" is referred to as a force that internally drives an individual towards a goal.
Expert 14	Motivation and spiritual vitality are a set of energizing factors that make a person passionate about their job and make them work with enthusiasm.

Reference	Phrase
Expert 15	The presence of motivation and enthusiasm in a human resource can be observed in his sense of responsibility for the work he is responsible for. An employee who is enthusiastic and motivated does not get tired of doing work quickly and enthusiastically deals with the assigned tasks. Enthusiasm and enthusiasm are also reflected in his timely presence at work, his lack of requesting consecutive leave, and his compassion for both his work and the place where he works. Other signs of motivation and spiritual enthusiasm include the existence of positive human relationships between employees, mutual trust, a sense of being valued, a sense of justice, the opportunity to learn new things and understanding personal talent, and a sense of well-being and security in terms of material things.

Question 2: Considering Your Excellency's valuable knowledge and experiences, what general factors and variables within the organization (such as organizational attention and support, attention to creativity and ideation, organizational communication systems, and other general variables such as behavioral, contextual, hereditary, family and personality, structural, group, etc.) increase the motivation and spiritual vitality of employees working in the offices of the Islamic Revolution Martyrs Foundation of Isfahan Province?

Question 3: In light of Your Excellency's valuable knowledge and experiences, what are the strategies, solutions, programs, and mechanisms that are effective in strengthening the motivation and spiritual vitality of employees working in the offices of the Islamic Revolution Martyrs Foundation of Isfahan Province?

Question 4: Considering Your Excellency's valuable knowledge and experiences, in general, by creating and strengthening which divine and spiritual motivations among the employees working in the offices of the Islamic Revolution Martyrs Foundation of Isfahan Province, can the employees of this sacred institution be made more efficient?

Research Solutions

The most important solution to create motivation among employees that should be implemented by managers is to appoint people according to their expertise and not impose inappropriate jobs, give freedom of action and delegation of authority to people, pay discrepancies, etc. Managers cannot force their employees to be motivated in their work, but they can strengthen them in mastering their work and, at appropriate times, reward them if they achieve the desired goals.

The last point is that the expertise and creative thinking of employees definitely contribute to the promotion and progress of the organization and, consequently, to the progress of society. Creating motivation in employees of organizations is one of the most important tasks of managers, and one of the important tasks of organizations is to identify ways to create and strengthen motivation in them.

Rewards: One way to motivate employees is to see needs and add benefits as primary factors to improve performance.

Freedom of action for employees to do their own work: Freedom of action means thinking and acting within their own scope of work. In this case, employees feel satisfied and express satisfaction with their work.

Performance Appraisal: There are various processes in human resource management. Among them is employee performance appraisal, which in turn is very important and worthy of attention.

Creativity and Innovation: In many organizations, creative employees do not express their ideas for fear of their information being ignored or ridiculed by management. The power of creativity and innovation motivates employees, and it is in the organization's interest to have a more flexible workforce, wisely use the experience of its employees, and increase the exchange of information and ideas among employees and departments.

Workplace Beauty: The beauty and tidiness of the workplace makes it attractive to employees.

Increasing Employee Knowledge: To achieve the best, one must constantly learn and transfer what has been learned.

Meritocracy: Meritocracy can be defined as choosing the best in the most appropriate position.

Apply Innovative Methods for Rewards: By being innovative in how rewards are given, you can make the most of the money allocated for this purpose. For example, rewards can be given after work successes or successful completion of training courses to show the positive impact of doing the job well. Allocating a portion of the reward money to employees' children (for example, for their education) creates the impression for your employees that you value their families, which will increase their motivation and commitment to work.

Employee Participation in Decisions: If employees participate in decision-making, differences in opinions and determining priorities disappear, and the opinions of managers and employees become closer. Participation in decision-making reduces the stress caused by vague and constantly changing management expectations, increases motivation to do the right thing, increases the quantity and quality of employee performance, and allows employee performance evaluations to be carried out more accurately.

Painting a Compelling Vision: Jim Collins and Jerry Porras, authors of the year's best-selling book, *The Secret*, believe: It doesn't matter whether you're the CEO, a middle manager, or a junior employee in your department. In any case, your job is to paint a compelling vision for your colleagues of where the organization is headed.

Risk-taking: If employees are worried about making mistakes, they will not be receptive to approaches that could create opportunities. Awareness and avoidance of risk is a good policy, but fear of making mistakes, and consequently reduced risk-taking, deprives the organization of innovation and weakens it against market changes.

Suggestions Regarding Receipts

- a) Salaries and benefits should be determined based on their expertise and contribution to achieving the organization's goals, not based on seniority and position;
- b) Instead of overtime, a stipend should be paid based on the volume, responsibility, and quality of work;
- c) A system for paying salaries and benefits should be established and implemented in the provinces themselves;
- d) Setting goals for each responsibility and rewarding those who get closer to the goals.

Suggestions Regarding Welfare Facilities

- a) Reform the service system so that everyone can use it equally;
- b) The quota for pilgrimage and recreational trips should be issued separately for each province and city, so that justice is observed;
- c) The information system should be accurate and good so that each employee is informed about welfare facilities;
- d) Bringing the standard of living and livelihood of employees to the desired level.

Suggestions Regarding Practical and Workshop Training

- a) Theoretical courses should be replaced with practical and workshop training courses;
- b) Organize long-term training courses in the form of several small and regular courses;
- c) Job-related practical and workshop training courses should be held at the beginning of employment;
- d) The Deputy Education Office shall identify the latest techniques and skills in each job category and provide practical training for classroom employees.

Suggestions Regarding Awareness of Work Results (Feedback System)

- a) Regularly inform employees of the actual results of their work;
- b) To assess the results of the work, determine the index and rate for that work;
- c) A process of accountability for the work done should be established;
- d) Increasing individual responsibility and accountability and reducing control, eliminating cumbersome and unnecessary regulations.

Other Suggestions

- Creating areas for intellectual creativity and boosting employee morale
- Sufficient attention to the work environment and observance of the principle of equality
- Applying innovative methods for rewards
- Participatory management in organizational decisions
- Empowering employees through education and professional knowledge

(Mehdi Arian, 2015)

Research Limitations

- Collecting research data, given that the collection tool is an interview, requires great precision, time, and expertise.
- The qualitative nature of the research and its inference from interviews conducted means there is a possibility of error in obtaining real data.

- Moving within the framework of the research, and only addressing the issue of identifying and ranking intra-organizational factors that affect the motivation and spiritual vitality of employees working in the offices of the Islamic Revolution Martyrs Foundation of Isfahan Province.

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