Driving Factors Affecting Job Satisfaction of the Personnel of Tehran Education Organization, Tehran 2nd District

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Abstract: Identification and analysis of the driving factors affecting job satisfaction of personnel are among the most important duties of managers in any organization. By understanding these factors, managers will be able to maintain their human resources and enhance their commitment to the organization. The present study aimed to examine the driving factors affecting job satisfaction and was carried out in a population consisting of 520 employees of Tehran Education Organization, Tehran 2nd District. Several factors were taken into consideration as factors affecting job satisfaction, including job content, management style, employee relations, promotion, and salary and wages. The results of applying Pearson correlation test suggested the existence of a relationship between research variables. Also using regression analysis, the effect of each variable on job satisfaction was examined and finally it was revealed employee relations and salary and wages had the greatest effect on enhancing job satisfaction, while promotion and management style had the least effect. Further, the results of t-test revealed that factors such as job content, management style, and employee relations were desirable. Finally, we examined the relationship between demographic characteristics and job satisfaction using one-way ANOVA and we observed a significant relationship merely between gender and job satisfaction.

Key words: job satisfaction, job content, management style, employee relations, promotion, salary and wages

INTRODUCTION

Identifying the driving factors affecting job satisfaction can help managers improve working conditions of the personnel and achieve the objectives of the organization so that their mutual interests will be served. These factors differ in different organizations based on their circumstances, objectives, and the nature of their work. The objective of the studied organization is to educate and cultivate individuals who will build the future of the country and to prepare them for social life which is one of the most important social goals. These factors can play an important role in enhancing job satisfaction among the personnel so that they will effectively pursue organizational objectives and will have a better performance. The present research can play a very important role in identification and analysis of problems that arise from job dissatisfaction in the studied organization, thereby decision-makers can determine factors affecting job satisfaction of the personnel based on priority and take practical measures to enhance it. Those personnel and managers who are satisfied with their working conditions will stay in the organization and will pursue their individual and organizational goals with more interest and motivation. In the present research, we seek to find the condition of job satisfaction in the studied population and to identify factors affecting it; for as we said earlier, if the personnel are satisfied with their jobs and the factors affecting it, they will equally make effort to further organizational objectives. (Saatchi. M, 1991).

Job satisfaction will lead to innovation and creativity in the workplace; it will increase production, reduce the number of resignations, improve the mental health of the personnel and as a result their physical health. Job satisfaction is a part of being happy with life. The environment affects one’s emotions at work. Similarly, since job is a major concern in life, job satisfaction affects the general happiness of a person with their lives. For the majority of personnel and managers, job constitutes a major part of their lives in terms of both significance and time. Job content can have a great effect on job satisfaction. When the personnel feel that the job is attractive and challenging, they become more engaged in it. The variety of activities required for the job and having freedom of action significantly affect job satisfaction. In fact, what factor or factors increase personnel’s interest in the job, make them more satisfied with it, and motivate them – a question that has for long kept researchers preoccupied? If preferences, desires, and needs of people are fulfilled by their jobs – i.e. if there are satisfied with their jobs – they will be more enthusiastic and more active (Saatchi. M, 1991).

Managers have always sought for creating a creative and high-spirited environment, increasing efficiency among personnel, better achieving organizational objectives, and paying attention to physical and mental health of personnel; one of the ways of achieving such objectives is to enhance employees’ satisfaction. There is much evidence for managers and policy-makers in the studied population in favor of the fact that a satisfied workforce not only is more efficient at the organizational level, but they are also more beneficial for the society. Thus,
ensuring job satisfaction at various organizational levels and identifying factors affecting it have always been the chief priorities of managers of this organization. The importance of identifying such factors among the personnel of the studied organization not only can provide practical strategies for boosting job satisfaction, but it will also free managers and policy-makers from concerns and preoccupations regarding this issue. Thus, the present research is of utmost organizational and managerial importance. The researcher seeks to find the job satisfaction level and factors affecting it in the studied population.

**Job Satisfaction:**
Job satisfaction is described as the extent to which an employee expresses a positive orientation towards their job. Those who have high levels of satisfaction express a positive view toward their jobs, but those who are always dissatisfied will have a negative orientation (Robins SP, 1983).

Without doubt any organization seeks for methods to enhance the motivation of its personnel so as to improve their performance in and commitment to the organization. One technique is enhancing job satisfaction. Once job satisfaction level increases, both personnel and organization will achieve their goals and will thus be more successful (Stewart. GL, 2004).

Job satisfaction is a method to collect data from employees which describes their orientation, feelings, and preferences regarding their jobs (Chen LA, 2007) and indicates how interested they are in their jobs (Lambert. EG; Hogan. NL; Griffin. ML, 2007). By identifying job satisfaction level of employees, managers of organizations will be able to realize their preferences and wishes and consider incentives such as reward, promotion, salary, welfare, etc. with regards to the efficiency and performance of the personnel (Tsai P; Yen Y; Huang L, 2004).

Job satisfaction expresses the general orientation of individuals toward their jobs. What is usually meant when we talk about the orientation of the personnel is nothing but their satisfaction with their jobs. Thus, these two concepts are sometimes used interchangeably (Berry LM. 1998).

To achieve a state of compatibility and to eliminate tensions, the individual can make changes in their perceptions or add more tensions to them. Thus, from the motivational perspective, tension is a source of motivation which forces the individual to act. Now what happens after feeling tension is something that is dealt with in organizational behavior discussions (Saatchi. M, 1991).

Job satisfaction is one of the desires and hopes of organizational managers, for at times they can reduce some of the system’s costs through satisfaction of employees. If employees of an organization are satisfied with their working and environmental conditions they will arrive at work on time and will work more meticulously which will lead to improvement of their efficiency and performance (Douglas.RD, 2004).

Various studies have shown that dissatisfaction of people with their jobs and organizational regulations can increase absenteeism and as well make industrial accidents more prevalent and it will lead to lack of attention at work. Conflicts between workers, aggression of employees, disobedience toward organizational regulations and such suggest that the personnel are not satisfied with the system governing the organization (Sadeghi-Nayeeni. H, 1996). Creating job satisfaction among employees will not have a quick effect, but it can certainly be demolished very fast. It may be that although all the conditions are at an extraordinary level to keep the personnel satisfied, a mere improper conduct on the part of the manager nullifies all the effects of these proper conditions (Shafiabadi. A, 1996).

**Job Satisfaction Indices:**
Various models have been presented for job satisfaction and several indices are accounted for in each of these models depending on the circumstances; indices such as job content, promotion, employee relations, job security, contribution to the organization, etc.

**Job Content:**
various studies have revealed that jobs with more content positively affect job satisfaction. That is, if job responsibilities and duties involve desirable variety and complexity and if management provides necessary feedback, job satisfaction will be enhanced; it will create a sense of self-esteem in employees and will make them acquire the knowledge and skills necessary for their jobs (Mohaghegh-Motlagh.M, 2001).

**Management style:**
what is more evident in discussions regarding management and organizations is that most managers can effectively point out to weaknesses of employees, but they usually are not that much effective when it comes to finding the roots of such weaknesses. In other words, they easily identify problems, but they fall short in finding the reasons or analyzing them. This is incorrect identification and assessment of problems in an organization, and the personnel who at different times emphasize on factors such as salary and wages, bonuses, promotion, career fitness, organizational atmosphere, etc. will in different ways express their satisfaction or dissatisfaction with tensions (Saatchi. M, 1991).
Employee relations:
employee relations can be considered as one of the most important determinants of job satisfaction or dissatisfaction. When employees are allowed to choose their colleagues, their satisfaction with their jobs increases and instead labor and capital costs decrease. Moreover, job satisfaction of employees is positively affected by wholehearted relations, group solidarity, and popularity and renown. Studies have shown that an employee-oriented management can better lead to job satisfaction in comparison with a career-oriented management (Newstrom. JW ; Davis. K, 1997). But it must be noted that such satisfaction depends on what the individual wishes to achieve through organizational relations and what they gain from this process (Chia. YM, 1995).

Salary and wages:
studies have shown that salary and wages are important determinants of job satisfaction, especially when employees consider this payment to be fair and square. For almost all career groups, payment is considered to be one of the most important working conditions. Some studies have revealed that payment is an important factor affecting job satisfaction of specific groups of employees and is likely to be more important for those who cannot get any other satisfaction from their jobs (Oskamp. S ; Shultz. P, 1998).

Promotion:
while many consider the word career trajectory as making progress in an organization, it must be defined from a broader perspective as a consecutive series of individual views and behaviors regarding career-related activities and experiences throughout life. In other words, career trajectory has a surface meaning which refers to how people view their jobs and on the other hand, it has a deeper meaning which embraces the variety of actual jobs a person has ever had (Saatchi. M, 1995).

A Conceptual Model and Research Hypotheses:
Considering the literature on job satisfaction, we can construct the conceptual model of the research as seen in figure 1. In this model – which is adapted from Robbins’ model (1997) – job content, management style, employee relations, promotion, and salary and wages are considered as independent variables and job satisfaction is considered as the dependent variable.

Fig. 1: The conceptual model of the research
- Job content affects job satisfaction.
- Management style affects job satisfaction.
- Employee relations affect job satisfaction.
- Promotion affects job satisfaction.
- Salary and wages affect job satisfaction.

Research Methodology:
The method applied in the present research is descriptive-survey. The purpose of any descriptive study is to explain the characteristics of the population or phenomenon of interest from various perspectives such as individual, organizational, or industrial.

Further, library method (referring to articles, books, the internet, etc.) was applied in order to collect information on the literature and field method (questionnaires) was used to collect research data. The present questionnaire includes 28 questions regarding research variables: job content and management style (6 questions), employee relations (7 questions), promotion (5 questions), and salary and wages (4 questions).
The population of the research includes all employees of Tehran Education Organization, 2nd District. According to the statistics available at the personnel department, the population includes 540 employees working in the organization and a list of their identities can be extracted from the documents of the department. Thus, 540 questionnaires were distributed among the employees and 528 of them were returned of which 520 were deemed appropriate for further analysis.

Content validity was used to measure the validity of questionnaires. Thus, the questionnaires were distributed among a group of professors and practitioners of the field of management and their corrective opinions were applied to the questionnaires. Moreover, Cronbach’s alpha was used to determine the reliability of questionnaires. 30 subjects were randomly chosen from the population and the questionnaires were distributed among them. The values of Cronbach’s alpha are presented in the following table.

**Table 1: Reliability coefficients of research variables**

<table>
<thead>
<tr>
<th>Variables</th>
<th>Job Content</th>
<th>Management Style</th>
<th>Employee Relations</th>
<th>Promotion</th>
<th>Salary and Wages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coefficients</td>
<td>0.7156</td>
<td>0.7380</td>
<td>0.7576</td>
<td>0.8015</td>
<td>0.8775</td>
</tr>
</tbody>
</table>

**Analysis of Research Findings:**

Pearson correlation test was applied to examine the relationships between research variables.

**Table 2: Results from Pearson’s correlation test**

<table>
<thead>
<tr>
<th>Pearson Correlation</th>
<th>Job Satisfaction</th>
<th>Job Content</th>
<th>Management Style</th>
<th>Employee Relations</th>
<th>Promotion</th>
<th>Salary &amp; Wages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Satisfaction</td>
<td>1.000</td>
<td>0.547</td>
<td>0.508</td>
<td>0.643</td>
<td>0.445</td>
<td>0.496</td>
</tr>
<tr>
<td>Job Content</td>
<td>0.547</td>
<td>1.000</td>
<td>0.300</td>
<td>0.291</td>
<td>0.046</td>
<td>0.037</td>
</tr>
<tr>
<td>Management Style</td>
<td>0.508</td>
<td>0.300</td>
<td>1.000</td>
<td>0.252</td>
<td>0.147</td>
<td>0.014</td>
</tr>
<tr>
<td>Employee Relations</td>
<td>0.643</td>
<td>0.291</td>
<td>0.252</td>
<td>1.000</td>
<td>0.097</td>
<td>0.062</td>
</tr>
<tr>
<td>Promotion</td>
<td>0.445</td>
<td>0.046</td>
<td>0.147</td>
<td>0.097</td>
<td>1.000</td>
<td>0.138</td>
</tr>
<tr>
<td>Salary &amp; Wages</td>
<td>0.496</td>
<td>0.037</td>
<td>0.014</td>
<td>0.062</td>
<td>0.138</td>
<td>1.000</td>
</tr>
</tbody>
</table>

This matrix represents Pearson correlation between the dependent variable (job satisfaction) and independent variables (job content, management style, employee relations, promotion, and salary and wages) as well as the relationships between independent variables. As can be seen in the table, the relationships between employee relations and job content and job satisfaction are more significant.

**Regression Analysis:**

This test was also applied to examine the intensity of the effect of each independent variable on job satisfaction. Regression analysis is used to quantify the relationship between a criterion variable and one or more predictors. In the present research, regression analysis was used to predict job satisfaction based on several predictors and to understand the relationship between the predictors and the criterion variable.

**Table 3: β coefficients, β, standard error, and confidence interval**

<table>
<thead>
<tr>
<th>Variable</th>
<th>R</th>
<th>R²</th>
<th>R²</th>
<th>95%CI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Satisfaction</td>
<td>0.8</td>
<td>0.64</td>
<td>0.59</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Coefficients Model</th>
<th>Standard Coefficients</th>
<th>T-Value</th>
<th>Sig.</th>
<th>95%CI Lower Limit</th>
<th>95%CI Upper Limit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>13</td>
<td>0.267</td>
<td>5.285</td>
<td>0.000</td>
<td>0.889</td>
</tr>
<tr>
<td>Salary and Wages</td>
<td>52</td>
<td>0.024</td>
<td>88</td>
<td>10.701</td>
<td>0.000</td>
</tr>
<tr>
<td>Employee Relations</td>
<td>90</td>
<td>0.029</td>
<td>64</td>
<td>10.111</td>
<td>0.000</td>
</tr>
<tr>
<td>Job Content</td>
<td>89</td>
<td>0.028</td>
<td>72</td>
<td>6.793</td>
<td>0.000</td>
</tr>
<tr>
<td>Promotion</td>
<td>904</td>
<td>0.012</td>
<td>94</td>
<td>7.852</td>
<td>0.000</td>
</tr>
<tr>
<td>Management Style</td>
<td>87</td>
<td>0.026</td>
<td>80</td>
<td>7.182</td>
<td>0.000</td>
</tr>
</tbody>
</table>

The linear relationship obtained from the regression analysis is as follows:
Job Satisfaction = 1.413 + 0.252(Salary and Wages) + 0.29(Employee Relations) + 0.189(Job Content) + 0.187(Management Style) + 0.094(Promotion)

Based on the above linear relationship, we can find that Employee Relations and Salary and Wages have the greatest effect on job satisfaction, while Promotion and Management Style have the least effect.

**T-Test:**
T-test was applied in order to examine the level of each job satisfaction index. The results are presented in the following table.

<table>
<thead>
<tr>
<th>Variables</th>
<th>$Z_{0.05}$</th>
<th>$Z$</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Satisfaction</td>
<td>1.645</td>
<td>0.0</td>
<td>Employees are at a low level of job satisfaction.</td>
</tr>
<tr>
<td>Job Content</td>
<td>1.645</td>
<td>7.85</td>
<td>Employees’ job content is desirable.</td>
</tr>
<tr>
<td>Management Style</td>
<td>1.645</td>
<td>5.74</td>
<td>Management style is desirable.</td>
</tr>
<tr>
<td>Employee Relations</td>
<td>1.645</td>
<td>4.819</td>
<td>Mutual relations of employees are at a high level.</td>
</tr>
<tr>
<td>Promotion</td>
<td>1.645</td>
<td>0.845</td>
<td>Promotion is not desirable.</td>
</tr>
<tr>
<td>Salary and Wages</td>
<td>1.645</td>
<td>1.026</td>
<td>Salary and wages are at a low level.</td>
</tr>
</tbody>
</table>

According to table 3, we can see that the population of interest is at a desirable level in terms of job content, management style, and employee relations; however, it is at a low level in terms of job satisfaction, promotion, and salary and wages.

**Additional Tests:**
We applied four additional tests to study the relationship between the variables of age, gender, education, and record of service and job satisfaction.

<table>
<thead>
<tr>
<th>Independent Variable</th>
<th>Dependent Variable</th>
<th>$P$-Value</th>
<th>Error Rate</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>Job Satisfaction</td>
<td>0.922</td>
<td>0.05</td>
<td>Null hypothesis is not rejected.</td>
</tr>
<tr>
<td>Gender</td>
<td>Job Satisfaction</td>
<td>0.002</td>
<td>0.05</td>
<td>Null hypothesis is rejected.</td>
</tr>
<tr>
<td>Education</td>
<td>Job Satisfaction</td>
<td>0.272</td>
<td>0.05</td>
<td>Null hypothesis is not rejected.</td>
</tr>
<tr>
<td>Record of Service</td>
<td>Job Satisfaction</td>
<td>0.323</td>
<td>0.05</td>
<td>Null hypothesis is not rejected.</td>
</tr>
</tbody>
</table>

As can be seen in table above, there is only a significant relationship between gender and job satisfaction of employees. No other significant relationships were observed.

**Conclusions:**
Education systems have emerged with a specific mission and attempt to achieve certain goals. The education system of Iran too has certain defined goals which must be considered as a valid guideline for all the plans and activities in this area. Achieving these goals doubtlessly entails identification, control, and resolution of obstacles and difficulties that may affect the desirable execution of educational processes. Thus, certain mechanisms must be put into effect in order to create the necessary conditions and contexts for improvement of performance, responsiveness of educational systems, and for becoming aware of the level of realization of educational goals and objectives.

The purpose of the present research was to examine the factors that affect job satisfaction of employees of Tehran Education Organization, 2nd District. Five influential factors were identified and discussed as five research hypotheses. The result of using Pearson correlation test and regression analysis suggested the significant positive effect of research variables on job satisfaction and among these variables, employee relations and salary and wages had the greatest effect on job satisfaction.

The role of job content in employees’ job satisfaction was verified as the first variable. Thus, by accepting this hypothesis, we can say that active and interesting jobs are more effective in stimulating and satisfying the personnel than commonplace and monotonous jobs. Employees are more willing to engage in such jobs; they have better performance when the job content is interesting. Hence, the first recommendation is to introduce variety in jobs in order to make employees motivated and to prevent them from weariness or aversion.

Since management style has a positive effect on job satisfaction, we can recommend that by meticulously monitoring the employees and having proper management plans, managers must do their best to enhance job
satisfaction among personnel. Moreover, managers must keep supporting their personnel even when they have not been successful.

Employee relations in the studied population were at a low level, while it is the most important factor affecting job satisfaction. Therefore, we suggest that managers must take into account employer-employee partnership and moving toward participative management in order to improve job satisfaction.

Taking into consideration the significant positive effect of promotion on job satisfaction, we recommend that employees must be promoted in accordance with their abilities, skills, expertise, and talents as well as their level of commitment and sense of responsibility.

Regarding salaries and wages, we must confess that unless the huge problems of the country’s economy are solved, people will just be able to satisfy their basic everyday needs. Otherwise, ideas such as motivation for progress and job satisfaction are merely illusions. Sanitary issues come only after these issues are dealt with. Therefore, considering the fact that this variable also effects job satisfaction, we recommend practitioners to pay a specific attention to these factors at the macro-level.

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