

Studying the Effective Factors on Job Satisfaction of Guidance School Managers in Ardabil

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ABSTRACT

The present research has been done for studying the effective factors on job satisfaction of guidance school managers in Ardabil. The method of measurable research is of descriptive research. Statistical society of this research is all guidance school managers in Ardabil. The number of sample based on Morgan table is 80 managers. The collection tool of data is questionnaire and interview method is used for completing the questions and presenting additional comments of samples. Results showed that educational managers feel job satisfaction. Five factors of job satisfaction have been studied, correlations between these factors and obtained effective factors in their job satisfaction were nature of work, supervisor specifications or factures, relationships between coworkers, rate of promotion and the only factor which caused their lack of job satisfaction was the rate of their payment.

KEY WORDS: job satisfaction, manager, job satisfaction of manager, educational units, Ardabil.

INTRODUCTION

The world has encountered with great and consecutive variations and changes which create new knowledge and needs which help to more welfare of societies from one hand and increases their problems from the other hand these changes make responsibilities and duties of social organizations heavier. One of the organizations which have direct relation with these changes and must be compatible with them is education. Education is the most important social organization and its constructor and developer and its effect is completely observable in development of society. Different countries of the world spend considerable amounts of their budgets to activities of education, because one of fundamental and basic field of development is investing in education. In fact development of educational systems in one of specific aspect of our era. Among different organizations which are active formally are school in general and guidance school in specific as an sensitive social organization play important role in realization of economical, social, and cultural aims and the necessity of realization of environments and having satisfied managers and personnel. Of course different variety of factors have the role in educating efficient and productive generation, but among these management factors is the most important and valuable factor which can have a good role, since successful doing of each program requires powerful and efficient managers, and if managers fail in their role and achieving their aims, its harmful results relate to the group or organization which they work for and they will have effective role in development or decline of society. We can truly claim that there is not any important factor the same as the importance of management for present century and future human beings – Human beings see ray of hope to their tomorrow in making use of correct and suitable principles of management against problems and difficult such as population increase, lack of food, social abnormal, economical crisis and falling of humanistic and cultural values. Education is a key factor of economical, social and cultural development of human society. The analysis of effective factors in development of developed societies indicates that all of these countries have effective and efficient education. It is evident that effectiveness and efficiency of education depend on having effective and efficient managers and it is obvious that efficiency of managers results from their job satisfaction, because it is often said that happy employee is an efficient employee and a happy employee should be satisfied with his job – The importance of job satisfaction is resulted from where that most people, especially managers spend half of their day in work environment – Managers show sensitive about satisfaction and lack of satisfaction of personnel and give importance to their personnel attitudes. The attitude of personnel is related to the behaviors which are more sensitive for organization. For an example the probability which unhappy employees may have absence from the work or leave the organization to enter better organization, is a lot. Having negative attitude to organization may cause personnel or employees to form a unity or join to it. The results of research show that the employee with high job satisfaction is in a good condition physically and mentally. By the way, in most cases the degree of job satisfaction of employees is different. Different studies in job satisfaction show that many variables are related to job satisfaction. We can divide these variables or factors in three groups, organizational factors, group factors, job factors. Employees have specific attitudes for five factors, salary, promotion opportunity, work conditions, coworkers and supervisors. The degree of satisfaction from each of these factors is numerous and we will study above five factors and their effects on job satisfaction of managers in this research. Since the high

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level of job satisfaction is the reflector of very desirable organizational atmosphere which results in attraction and retaining of employees and this important matter has not been studied efficient way. We want to study the effective factors on job satisfaction of managers of guidance school, so that we can observe the results of job satisfaction such as motivation and performance increase in our society. Job satisfaction has a lot of importance and the manager must give importance to job satisfaction of their employees and members of organization (P. Robins 1998).

- 1) There is much evidence that unsatisfied employees leave organization and resign.
- 2) It has been proved that satisfied employees have better health and live longer.
- 3) Job satisfaction is a phenomenon that goes beyond the organization and company and its effects are observed in private life and outside of organization.

The effort of organization is avoiding the employees from moving and probable leaving of them from organization. In fact, this effort is for minimization may have high expenses which are related to employment, educating, and falling of employees is desirable matter for management, because this phenomenon has positive effects. High job satisfaction indicates that the organization is managed well and essentially is the result which originates from effective and efficient behavioral management. Job satisfaction effects on replacement and absence of employees. When the employees are not satisfied with their job, they do not be present at work by different excuses and want to find other organization. In contrast, when the employees are satisfied, they go at work on time and regularly. Job satisfaction causes the performance to be increased and the employee to become responsible for the organization, physical and mental health of employee to be guaranteed, mentality to be increased and the employee to be satisfied with the life and new job skills to be learned fast. Lack of job satisfaction decreases the employee's mentality which low mentality in the work is very undesirable. Managers must consider the signs of low mentality and lack of job satisfaction continuously and do required action in the first opportunity. Some of low mentality indexes are anxiety, absence, delay, leaving the duty, union activity, early retirement (P. Robins 1997). Education system as a main base requires as satisfied organization because it is responsible for blossoming the present and future generation capabilities or abilities for achieving to economical and social development and it is obvious that job satisfaction of managers of educational units can have considerable effects on efficiency and performance of these units. So we want to study the effective factors on job satisfaction of managers in educational units.

More than 4000 papers published about different aspects of job satisfaction until 1980. Among the important subjects of these studies and papers, this question is suggested that how we can cope with homogeneity and boringness of job (Stewart camp 1980). In United States of America, probably the most influential research about effects of work conditions on job satisfaction and efficiency was Khofcheh study. The conclusion from this study was that the job material condition effect (such as light, duration of rest) on job satisfaction is less than the importance of informal friendship of work group, the attention of management to employees. This effect emphasizes on interpersonal relationships which are essential for retaining of motivation of employees (Stewart camp 1980). In Islamic Republic of Iran, relatively frequent researches have been done about job and job satisfaction. Of course, most of these researches have not generality and are limited to a specific job such as teaching, nurse and the like – For an example, we can mention Naser Khamaneie (1997) Jafar Jahani (1979), Mir Mohammad Abbas Zadeh (1990) Modarresi (1992), Maryam Khalilvand (1992), Orangi (1993) Amrollah Moieni (1994), Abbas Behzadi Mogaddam (1995), Bizhan Abdollahi (1996), Nourollah Khalil Zadeh (1997), Abbas Keshani (1998). Abbas Keshani (1998) has concluded that women and Men are different in the rate of job satisfaction and job fatigue. Women show higher job satisfaction and lower job fatigue than men. Also single employees have lower job satisfaction rate than married employees. As a whole, the relationship between job satisfaction and job fatigue is inverse that is if the rate of job satisfaction is high, the rate of job fatigue will be low and if the rate of job satisfaction is low, the rate of job fatigue will be high.

Job satisfaction

There are different definitions, about job satisfaction which we mention some of them. Fisherohana has considered job satisfaction as a mental or psychological factor and defines as a kind of emotional adaptation with job and job conditions. For the employee, He or she will be satisfied but if job does not provide job satisfaction and enjoyment, he will begin to reproach the job and if it is possible he will leave the job. Hapak considers the job satisfaction as a complex and multidimensional concept and he has related it with psychological, physical and social factors. According to his idea, the presence of one factor of job satisfaction does not result in job satisfaction but the presence of combination of different factors will cause the one to feel job satisfaction in a certain time job satisfaction is a limited degree of positive emotions and attitudes which the individuals have about their own jobs. When a person says that he or she has high job satisfaction, it means that he or she likes his or her job. He or she has good feelings about his or her job and he believes more values for his or her job. According to Mogimi 1998, job satisfaction is a general attitude of an individual to his or her job. The one who has high level of job satisfaction, he or she has positive attitude to his or her job. (Robins 1998). Job satisfaction which a kind of positive feeling about his or her job, generated from different factors such as environmental

conditions, organizational system of job, governing relations on work environment and the effect of cultural factors, so we can conclude that job satisfaction is a psychological feeling that affected by social factors (Shafi Abadi 1990).

Job satisfaction in Iran

Iran is of collection based society countries. In collection based cultures, an ideal manager is the one who accepted as fatherly or paternal role. The employees who understand the high order authorities in a fatherly or paternal role. The employees who understand the high order authorities in a fatherly or paternal role of employment family feel more job satisfaction and the managers who received fatherly or paternal role of employment family when they feel responsibility for their subordinate problems. In collection based societies such as Iran the managers who try to work for organizational performance and increasing the happiness of members together, are considered as the most successful managers, the managers who pay attention to one of two aspects are placed in second order, and the most unsuccessful managers are those who pay less attention to both aspects (Mortazavi 1992). In general, we can conclude that the age, seniority and record of service have considerable effects on job satisfaction. In addition, the people who are in higher level of Mazlow needs will have more job satisfaction (Mogimi 1998).

Duration of job satisfaction

The duration of job satisfaction in early years of employ is high and then decreases, but increases again. This matter is the same in male and female workers, although some differences are observed among research findings. The common trend of second decrease in job satisfaction is during five years before retirement (Stewart As camp).

Research objectives

Theoretical base of this research is that the managers who have enough job satisfaction are able to do create a suitable environment for increasing performance of employee and realization of educational objectives by optimizing their basic responsibilities. From the other hand we are seeking to discover the factors which cause the employees to feel job satisfaction and use their mental and physical forces in organizational objectives by their all means and consider the organizational objectives as their own objectives. For more exact case, the objective of this research is clarification and studying the following factors.

Main objective of this research

The main objective of this research is studying the effective factors on job satisfaction of managers in guidance schools of Ardabil.

The secondary objectives of this research

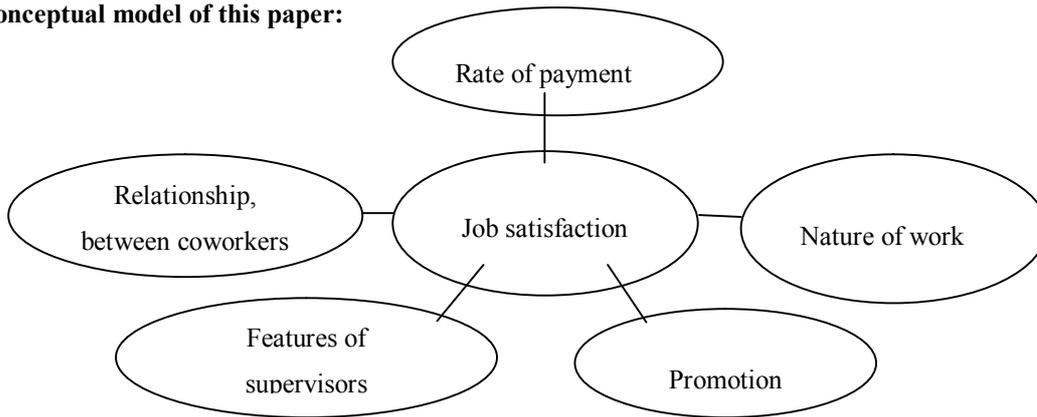
1. The rate of job satisfaction of managers in organization.
2. Determining the factors which improve psychological environment at work and strengthening of these factors.
3. Determining the factors which decrease the interest of employees in work environment and weakening omitting of these factors.

In briefly, the main objective of this research is studying the job satisfaction and effective factors in increasing job satisfaction in managers in guidance schools of Ardabil. The other objective is improving the attitude to organization. Some people suppose that studying the job satisfaction is a secure case, emotional evacuation and a means of comforting. For some other group, is studying a clear sign of attachment of management to employee welfare. Applying the study to employee gives a document to develop a better feeling about management.

Research hypotheses:

1. There is a meaningful relationship between nature of work and job satisfaction of managers of guidance school of Ardabil.
2. There is a meaningful relationship between features of supervisors and job satisfaction of managers of guidance school of Ardabil.
3. There is a meaningful relationship between features of coworkers and job satisfaction of managers of guidance schools of Ardabil.
4. There is a meaningful relationship between promotion and job satisfaction of managers of guidance schools of Ardabil.
5. There is a meaningful relationship between the rate of payment and job satisfaction of managers of guidance schools of Ardabil.

Conceptual model of this paper:



As shown in above figure, independent variables, such as nature of work, features of supervisors, relationships between coworkers, promotion, rate of payment affect on dependent variable of job satisfaction and are effective on job satisfaction and have some consequences on job satisfaction. According to the studies in this case we believe that if managers are satisfied with their job, they will have high mentality. Therefore we try to provide human and material resources and making cooperation and association between these resources and provide a suitable environment in schools and provide the realization of educational objectives by final trying and mental, practical activities.

RESEARCH METHODOLOGY

The research methodology of present paper is measurable method which is of descriptive research which we are going to identify these factors by using data collection methods and questionnaires. The statistical society of this research is studying all managers of guidance schools of Ardabil. Samples of them with suitable number based on Morgan table randomly which include 83 guidance schools in area 1 education and 93 guidance schools in area 2 education (urban and rural regions) which we study 100 urban guidance schools of Ardabil for doing the research well. The number of obtained samples based on Morgan table is 80 which 75 questionnaires are analyzable. The tool of measurement is questionnaire, and if it is necessary, interview will be used for completing the questions of questionnaires and additional comments which we use adjustment validity which is confirmed by the specialists.

The reliability of questionnaire by using Cronbach Alfa calculated 0.806.

DATA ANALYSIS

Binomial test

- (1) $H_0 : P < 60\%$ Educational managers don't feel job satisfaction.
- $H_1 : P > 60\%$ Educational managers feel job satisfaction.

Probability related to the society	Probability related to the sample	Meaningful level of H_0	Rate of error	Result of test
0.6000	0.8048	0000%	0.05	H_1 is accepted

Analysis:

Since observed probability is bigger than the least acceptable probability, H_1 hypothesis is accepted. Therefore we can claim by 95% certainty that educational managers feel job satisfaction.

- (2) $H_0 : P < 60\%$ Educational managers are not satisfaction with the Nature of their own work
- $H_1 : P > 60\%$ Educational managers are satisfied with the nature of their own work.

Probability related to the society	Probability related to the sample	Meaningful level of H_0	Rate of error	Result of test
0.6000	0.8755	0000%	0.05	H_1 is accepted

Analysis:

Since the observed probability is bigger than the least acceptable probability, H_0 hypothesis is accepted. Therefore we can claim by 95% certainty that educational managers are satisfied with the nature of their own work.

Binomial test

- (3)
- $H_0 : P < 60\%$ Educational managers are not satisfied with their supervisors.
 - $H_1 : P > 60\%$ Educational managers are satisfied with their supervisors.

Probability related to the society	Probability related to the sample	Meaningful level of H_0	Rate of error	Result of test
0.6000	0.8764	0000%	0.05	H_1 is accepted

Analysis:

Since the observed probability is bigger than the least accepted probability, H_1 hypothesis is accepted. Therefore we can claim by 95% certainty that educational managers are satisfied with their supervisors.

- (4)
- $H_0 : P < 60\%$ Educational managers are not satisfied with their coworkers.
 - $H_1 : P > 60\%$ Educational managers are satisfied with their coworkers.

Probability related to the society	Probability related to the sample	Meaningful level of H_0	Rate of error	Result of test
0.6000	0.9472	40000%	0.05	H_1 is accepted

Analysis:

Since the observed probability is bigger than the least acceptable probability, H_1 hypothesis is accepted. Therefore we can claim by 95% certainty that educational managers are satisfied with their coworkers.

- (5)
- $H_0 : P < 60\%$ Educational managers are not satisfied with their promotion.
 - $H_1 : P > 60\%$ Educational managers are satisfied with their promotion.

Probability related to the society	Probability related to the sample	Meaningful level of H_0	Rate of error	Result of test
0.6000	0.6848	0067%	0.05	H_1 is accepted

Analysis:

Since the observed probability is bigger than the least accepted probability, H_1 hypothesis is accepted.

Therefore we can claim by 95% certainty that educational managers are satisfied with their promotion.

- (6)
- $H_0 : P < 60\%$ Educational managers are not satisfied with their payment.
 - $H_1 : P > 60\%$ Educational managers are satisfied with their payment.

Probability related to the society	Probability related to the sample	Meaningful level of H_0	Rate of error	Result of test
0.6000	0.3382	0000%	0.05	H_1 is accepted

Analysis:

Since the observed probability is less than the least accepted probability, H_1 hypothesis is denied. Therefore we can claim by 95% certainty that educational managers are not satisfied with their payment.

Spearman correlation

Hypothesis (1)

- $H_0 : P = 0$ There is not a meaningful correlation between the nature of work and job satisfaction of educational managers.
- $H_1 : P \neq 0$ There is a meaningful correlation between the nature of work and job satisfaction of educational managers.

Correlation coefficient	Meaningful level of test	Rate of error	Result of test
0.6258	000%	0.05	H_0 is denied

Analysis

Since meaningful level of H_0 in 95% certainty is smaller than the rate of error, therefore H_0 hypothesis is denied. In other words, we can say by 95% certainty that there is a meaningful correlation between the nature of work and job satisfaction of educational managers.

Hypothesis 2

- $H_0 : P = 0$ There is not a meaningful correlation between features of supervisors and job satisfaction of educational managers.
- $H_1 : P \neq 0$ There is a meaningful correlation between features of supervisors and job satisfaction of educational managers.

Hypothesis 3

- $H_0 : P = 0$ There is not a meaningful correlation between the relationship between coworkers and job satisfaction of educational managers.
- $H_1 : P \neq 0$ There is a meaningful correlation between the relationships between coworkers and job satisfaction of educational managers.

Correlation coefficient	Meaningful level of test	Rate of error	Result of test
0.7887	000%	0.05	H_0 is denied

Analysis

Since the meaningful level of H_0 in 95% certainty is smaller than the rate of error, therefore H_0 hypothesis is denied. In other words, we can say by 95% certainty that there is a meaningful correlation between the relationships between coworkers and job satisfaction of educational managers.

Hypothesis 4

$H_0 : P = 0$ There is not a meaningful correlation between promotion and job satisfaction of educational managers.

$H_1 : P \neq 0$ There is a meaningful correlation between promotion and job satisfaction of educational managers.

Correlation coefficient	Meaningful level of test	Rate of error	Result of test
0.7133	000%	0.05	H_0 is denied

Analysis

Since the meaningful level of H_0 in 95% certainty is smaller than the rate of error, therefore H_0 hypothesis is denied. In other words, we can say by 95% certainty that there is a meaningful correlation between promotion and job satisfaction of educational managers.

Hypothesis 5

$H_0 : P = 0$ There is not a meaningful correlation between the rate of payment and job satisfaction of educational managers.

$H_1 : P \neq 0$ There is a meaningful correlation between the rate of payment and job satisfaction of educational managers.

Correlation coefficient	Meaningful level of test	Rate of error	Result of test
0.6743	000%	0.05	H_0 is denied

Analysis

Since the meaningful level of H_0 in 95% certainty is smaller than the rate of error, therefore H_0 hypothesis is denied. In other words, we can say by 95% certainty that there is a meaningful correlation between the rate of payment and job satisfaction of educational managers.

Friedman variance analysis test

(1)

H_0 : The five factor of job satisfaction have the same order.

H_1 : At least, one pair of five factors of job satisfaction have meaningful difference with the others.

Variables (five factors)	Order
Nature of work	3.48
Features of supervisors	3.45
Relationships between coworkers	3.85
Promotion	2.68
payment	1.53

number	calculated	Freedom degree	Meaningful level of test	Rate of error	result
75	103.6368	4	0000%	0.05	H_0 is denied

Analysis:

Since the meaningful level of test in 95% certainty is smaller than the rate of error, therefore H_0 hypothesis is denied. In other words, we can say by 95% certainty that at least one pair of five factors of job satisfaction have meaningful difference with the others.

Score 1: relationships between co workers

Score 2: nature of work

Score 3: features of supervisors

Score 4: promotion

Score 5: payment

Table 1: summary of results of binomial test						
row	variables	Probability related to the society	Probability related to the sample	Meaningful level of H_0	rate of error	Result of test
1	Job satisfaction	0.6000	0.8048	0.0000	0.05	H_1 is accepted
2	Nature of work	0.6000	0.8755	0.0000	0.05	H_1 is accepted
3	Features of supervisors	0.6000	0.8764	0.0000	0.05	H_1 is accepted
4	Relationships between co workers	0.6000	0.9472	0.0000	0.05	H_1 is accepted
5	Promotion	0.6000	0.6848	0.0067	0.05	H_1 is accepted
6	Payment	0.6000	0.3382	0.0000	0.05	H_1 is denied

Table 1: summary of results of spearman correlation test				
row	Correlation coefficient	Meaningful level of test	rate of error	Result of test
1	0.6258	0.0000	0.05	H_0 is denied
2	0.72	0.0000	0.05	H_0 is denied
3	0.7887	0.0000	0.05	H_0 is denied
4	0.7133	0.0000	0.05	H_0 is denied
5	0.6743	0.0000	0.05	H_0 is denied

Conclusions

We study the findings of present research which are related to a specific organization

1. In studying the feeling of job satisfaction and lack of job satisfaction of educational managers, the results of binomial test indicate that the respondents feel job satisfaction by 95% certainty.

In this case, the probability related to the sample was $R=0.8048$. About five factors of job satisfaction in present research, the results of binomial test are: 0.7855 of educational managers are satisfied with the nature of their work. 0.8764 of educational managers feel job satisfaction with the features of their supervisors. 0.9472 of educational managers feel job satisfaction with relationships between co works. 0.6848 of respondents are satisfied with the rate of payment, therefore H_1 hypothesis is denied.

2. The hypothesis which has been studied, studies the correlation between the nature of work and job satisfaction of educational managers. The obtained results indicate the meaningful correlation between the nature of work and job satisfaction ($R=0.6258$) In other words, we can claim by 95% certainty that there is a meaningful correlation between the nature of work and job satisfaction (H_1 is accepted). In other words, the richer is the nature of work, the more job satisfaction will be.

The researches showed that features of work are related to job satisfaction. Probably, the basic feature is that the work must be interesting and meaningful for the specific person (Herzberg, Sinderman, Nord) – Luck concluded that most of them have common aspect in mental challenge element.

The other hypothesis which tested studied the correlation between features of supervisors and job satisfaction. The results show the meaningful correlation between the features of supervisors and job satisfaction ($R=0.72$). In other words, the features of supervisors are important for educational managers and if these relations are positive, their feeling of job satisfaction will increase. In this hypothesis, H_0 is denied and H_1 is accepted. In other words, the more and friendly the relationships with co workers, they will feel more job satisfaction.

The findings of present research confirm the findings of previous researches.

Payment is considered as the most important work conditions (Smith, Kendal and Holien 1969, Lovler 1981).

3. Then variance analysis was done and showed that the factors didn't effect on job satisfaction as the same case. For this reason and identifying that which one of factors have the most effect on job satisfaction, Friedman variance analysis test was used. The results indicated that the relationships between co workers with average of 3.85 have the first score and then, nature of work, relationships between supervisors, promotion and payments are located the next scores.

The result confirms the findings of the researches. According to (Herzberg, Mosner, Peterson and Kapol 1959) relationships with co workers are the most important factors in determination of job satisfaction and lack of job satisfaction.

In one Zalest (1952) study, when the employees had opportunity to choose their job coworker, their job satisfaction increased and instead, job and investment expenses decreased.

In a recent study, where work groups ground based on level of skill, job satisfaction and performance increased (cross and War 1917)

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