

## Examining the relationship of occupational satisfaction with mental health and occupational life quality of Kalleh Dairy company managers

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*Received: May 14, 2015*

*Accepted: August 27, 2015*

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### ABSTRACT

The current study aims to examine the relationship of occupational satisfaction with mental health and occupational life quality of kalleh Dairy company managers in 2014. The research was descriptive and correlational and was done cross-sectionally. The population of middle-level to high-level managers was 48. The sample size in this study is based on the use of Krejcie and Morgan table (1970) and estimated that 40 managers were randomly selected. Data General Health, occupational satisfaction and life quality questionnaire were done. For data analysis, SPSS software, Pearson correlation tests and T. tests were used. The result of the study showed that there is a relationship between the managers occupational satisfaction, mental health and quality of life.

Also mental health and life quality is different between men and women, but there is no difference between men and women in occupational satisfaction.

**KEYWORDS:** mental health, life quality, managers occupational satisfaction.

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### 1. INTRODUCTION

In today's management, the concept of life quality has changed into a major social issue in the world. However, in the past decades, the concentration was just on the personal non-occupational life. The proponents of occupational life quality theory are seeking ways to help the staff to be able to balance their occupational and personal life (Akdere, 2011).

Occupational life enhancement plan consists any kind of improvement in organizational culture which makes the staff progress. Thus in the system of value, of occupational life, investment on the staff is the most critical variable in the strategic management equation. Findings indicate implementing disciplinary regulations and increase the staff's Positive attitude and their cooperation in propositional system plans (Nazem, F. et. Al, 2012).

Nowadays empirical studies in the field of occupational life quality validated a new vision of occupational satisfaction and the related concepts of occupation and job implicitly. However, in some literatures occupational life quality and occupational satisfaction are considered synonymous, many experts in managements and psychology believe that occupational life quality and occupational satisfaction are conceptually different. The difference between the concepts is:

Occupational satisfaction is one of the results of occupational life quality.

Industrial and economical institutions have gradually found out in today's complicated and difficult conditions would not be able to answer the continuous education to their society without the committed and expert human resources.

(Shahbazi, et. Al. 2008). In an organization, a manager as one of the biggest capitals of the society and one of the most important elements in the economical system has a very critical and decisive role to make the staff productive. And the staff's effort eventually results in growth and development of the human beings societies (Arasteh,2003).

Because of efforts done by Hawthorn and his followers, the problems created by complicated human factor.

With the subject of occupational life quality has attracted a lot of attention (Luthons,2011) which examines the actual conditions related to job and occupational environment in an organization.

Occupational life quality is a very comprehensive and extensive plan which enhances the staff's satisfaction, empower their learning in the environment and assists them in management and evolution.

Statement of the problem

Managers in any level, are one of the most critical strategic resources in any organization. Undoubtedly the basis for success in occupational organizations and various jobs is related to effective utilization of these resources. To prepare with the challenge of effective utilization of the resources, it is necessary to have an extensive familiarity in these concepts and structures related to managers and their specific instruments is inevitable (Zakerian, et,al.2013).

In recent years occupational life quality plan had a critical role in enhancing the staff's productive it and as a result in efficiency and effectiveness of giant organizations and companies. The strategic plan of enhancing the manager's occupational life quality in organizations is an extensive and provident process, meaning an effective staff has a critical

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role in an organizational evolution. Unsatisfaction in occupational life is a basic problem which affects all staff regardless to their levels and positions. (Walton, R. 1973)

When an organization presents a quality occupational life to its managers, has done a fantastic procedure in the staff's attraction and maintenance. In fact, it forms the idea that an organization is able to present a working environment suitable to the managers and forms occupational satisfaction to them (Nour and Abdollah, 2012).

Beside occupational satisfaction is a personal attitude toward the job and one of the critical factors in occupational success which enhances the effectiveness, eases creativity and personal satisfaction in the employee. So it is obvious that the existing factors in working environment affects the employee's performance in his/her job. This process is the mediation of psychological factors created by environmental conditions (Veisi, et. Al. 2001). In some studies, the results indicate occupational satisfaction is related to general happiness, psychological health and longer life expectancy (Kuhe and Hodi, 2013).

The experts in world Health organization (WHO) define psychological health as harmonic and coordinated relationship ability with others, revision and change in private and social environment, resolving persona) Preference and contradictions logically, fair and suitably and believe psychological health is not just having no psychological illness, but reaction ability against various experiences in life flexibly and meaning fully (Salehi, et.al.2008). Psychological dimension of health in many countries (especially in developing countries) has got little attention. However, statistics Published about morbidity of psychological disorders in various countries indicates psychological health status is in a critical condition (Omidvar, et.al,2014). Therefore the current study aims to examine the relationship between occupational satisfaction and the manager's psychological health and occupational life quality. The most basic problem is to answer the question:

Is there a relationship between occupational satisfaction and the manager's psychological health and occupational life quality in Kalleh Dairy Company?

The research importance and necessity

Nowadays organizations are affected by factors including global competition enhancement, sudden changes, need to quality and after sale services, limited resources and etc. Therefore if an organization is going to be pioneer in its working and economical status and be able to compete should have expert, productive and motivated human resources. One of the indices to evaluate the excellence of organizations to each other are their managers whose commitments makes them function more qualitatively and enhance the performance, productivity and effectiveness (Razi, 2001). Focus on psychological health in all era of life including personal, social and occupation era is very important (Lee and Del, 2011). No attention to psychological health in organizational and management forum is one of the most important element in decreasing efficiency, losing human resources and causing physical and psychological complications especially in professional services (Doremami, 2013 and Arch, et.al.1989). According to the statistics provided by who, more than 500 million people around the world have psychological disorder and 50 million out of this 500 million suffer from severe disorder, 250 million a light disorder, 120million are mentally retarded, 50 million suffer from seizure and 30 million from demance (Mehrbani, 2001).

Organizations need efficient and effective managers to access the goals in accordance with their multilateral development and growth. The results indicated in some studies show that occupational satisfaction is related to general happiness, psychological health and longer life expectancy (meyer, et, al.2010). Villent found that a good occupational performance is related to safe performance in many of the era in life (Sapington, et.al.2001). Research and study about life quality and occupational satisfaction is of the great importance sine occupational life quality plan means a process by which all members in an organization are involved in decisions made about their jobs especially about their working environment.

Generally and consequently their participation and satisfaction increases, the psychological burden on their minds decreases. In fact occupational life quality shows a kind of organization culture or management technique on which the employee feel a kind of possession, autonomy, responsibility and self-esteem.

Also shortage in resource and performed studies makes it necessary to pay more attention and do more study. The results obtained are utilized by the staff, organizations and all working people and managers.

Also the results provided by the studies indicate the more managers are congruent to the working environment, the more positive occupational outcomes they face: Thus enhancing the managers occupational satisfaction guarantees their increased productivity (Gholipour and Rouhani nejad, 2010) and this factor has a great effect on the staff's psychological health and life quality in the working environment (Raisee,et.al.2013).

## **The research goals**

### **The main goal:**

Recognizing the relationship of occupational satisfaction with psychological health and life quality objectives:

- 1) Recognizing the relationship between manager's occupational satisfaction and psychological health
- 2) Recognizing the relationship between the manager's occupational satisfaction and occupational life quality.
- 3) recognizing the difference in the manager's occupational life quality based on sex
- 6) recognizing the difference in the manager's psychological health based on education level
- 7) recognizing the difference in the manager's occupational satisfaction based on sex
- 8) recognizing the difference in the manager's occupational satisfaction based on education level
- 9) recognizing the relationship between the manager's occupational satisfaction and occupational life quality features

10) recognizing the relationship between the manager's occupational satisfaction and psychological health features

The research variables

The predictive variable: occupational satisfaction, psychological health

The criterion variable: the manager's life quality

The moderator variable: sex

#### **The research questions**

- 1) Is there any relationship between the manager's occupational satisfaction and psychological health?
- 2) Is there any relationship between the manager's occupational health and occupational life quality?
- 3) Is there any difference in the manager's occupational life quality based on sex?
- 4) Is there any difference in the manager's occupational life quality based on education level?
- 5) Is there any difference in the manager's psychological health based on sex?
- 6) Is there any difference in the manager's psychological health based on education level?
- 7) Is there any difference in the manager's occupational satisfaction based on sex?
- 8) Is there any difference in the manager's occupational satisfaction based on education level?
- 9) Is there any relationship between the manager's occupational satisfaction and occupational life quality features?
- 10) Is there any relationship between the manager's occupational satisfaction and psychological health features?

#### **The research hypotheses:**

- 1) There is a relationship between the manager's occupational satisfaction and psychological health.
- 2) There is a relationship between the manager's occupational satisfaction and occupational life quality.
- 3) There is a difference between the male and female manager's occupational life quality.
- 4) There is a difference in the manager's occupational life quality based on education level.
- 5) There is a difference between the male and female manager's psychological health.
- 6) There is a difference in the manager's psychological health based on education level.
- 7) There is a difference between male and female manager's occupational satisfaction.
- 8) There is a difference in the manager's occupational satisfaction based on education level.
- 9) There is a relationship between the manager's occupational satisfaction and occupational life quality features.
- 10) There is a relationship between the manager's occupational satisfaction and psychological health features.

## **THE RESEARCH METHOD**

Research is a process in which the researcher tries to better understand the complexity in people's relationship. By organized methods about actions and reactions, the researcher collects data, thinks about the concepts and meanings of the data, evaluates then and finally presents the results and findings (Arabi, 2003).

The current research is correlative. A correlative research is one of descriptive research methods which examines the relationship among variables based on the research goals and objectives. A correlative research is used to examine and determine the type and level of relationship among the variables. Correlation coefficient is a mathematical index which describes "direction and amount" of the relationship between two variables.

#### **The statistical population**

Statistical population is formed by all people and things that have at least a common characteristic. If the number of the statistical population is limited, it is called "limited statistical population" (Sedghiani and Salehi, 2002).

In this research the statistical population includes All of the middle – level to higher managers in Kalleh Dairy company. The number of these manager is 48 statistical sample and sampling method.

The number of samples in this research has been estimated 40 based on Krejcie and Morgan Table (1970) and the sampling method is random sampling.

#### **Data collection methods or tools.**

In this research, three questionnaire were used to evaluate three features (Psychological health, occupational satisfaction and life quality):

- 1) General health questionnaire (GTTQ):

This questioner has 12 items which is one of valid instruments to measure psychological health. Measuring scale in each expression is in Leekert type (never, normal, higher than normal, much higher than normal)

Domain of scores is between zero and 36 and higher than 14 indicates an unfavorable general health. Chronbach alpha coefficient was reported %87 by Ebady, et.al.(2002) in final evaluation of this instrument. Life satisfaction scale was prepared from Diener, et.al. (1985) and has five expressions, which evaluates the mental welfare recognition feature by a Leekert 1-level scale, from 1 (Completely disagree) to 7 (completely agree).

In this scale, the score fluctuation domain is 5-35 and higher scores show higher life satisfaction. In 1985 Deiner, et.al. reported reexamination correlation coefficient of this scale among students as %82 and chronbach alpha coefficient as 81%. Schimmack, et. Al. (2002) reported chronbach alpha coefficient of life satisfaction in a intercultural study for German, Japanese, Mexican and Chinese nationalities respectively as 90, 82, 76, 79 and 61. Bayani, et.al. (2009) translated this scale to Persian and reported the reliability by reexamination as %69 (quoted by Hesam, et. Al. 2012).

- 2) Occupational satisfaction Questionnaire this test includes 10 questions. Occupation description index first was developed by Smith Candal and Hulin (1969) in the U.S. university afterward. Occupational satisfaction index is evaluated in 6 categories including.

Nature of the occupation, administration, colleagues, enhancements, wages and working conditions.

The questionnaire which was developed by Smith and Hulin (1969) is one of the most common and accurate instruments to evaluate occupational satisfaction. The expressions in the questionnaire are descriptive and evaluate 6 types of satisfaction including:

1) Nature of the occupation 2) administration 3) colleagues 4) enhancements 5) wages 6) working conditions.

In the main form of the questionnaire, there is one category of satisfaction and performance method and scoring are in other pages. Top of the page, the title and at the bottom different expressions about the category is written. In Iran, the questionnaire was translated to Persian by Dr. Shekar Shekan and a number of M.A. Candidates (Arshadi, Amiri) About the validity of occupation description index in a valid superficial method and 5 expert's and manager's idea in faculty of Economics and Educational sciences, university of Isfahan, the questionnaire was determined as valid. By the aforementioned manager's idea and also content validity method, the test can cover occupational satisfaction and different categories in a large extent. About calculating the correlation and inner consistency of occupational satisfaction index by Chronbach alpha, the following coefficients were obtained: nature of the occupation (0.80), administration (0.89), colleagues (0.81), enhancements (0.90), wages (0.90), and working environment (0.80).

The factor analysis implemented on the test by Marae indicates occupation description index has two major factors: 1) occupational efficiency which determines 34.16% of the test total variance and enhancement features, wages and working environment are the most factor loads in occupational efficiency.

2) The second is the inter personal factor which determines 21.94% of total test variance and features like working environment, satisfaction from the administrator and colleagues have the most factor loads.

The reliability of the questionnaire has been examined through Chronbach alpha coefficient which was meaningful in the level of 0.70 alpha (93%) indicating high reliability of the measurement instrument.

Studies conducted by Smith, Candal and Hulin (1969), Canfal and Hulin (1972) reported reliability coefficient as 0.62 to 0.89 and for minor tests in the first study as 0.59 to 0.92 and in the second study 0.62 to 0.93. In Iran for the first time Arshadi, et. Al. (1985) in their research on the south petroleum Industry staff reported the total reliability as 0.71 and for minor tests 0.73 to 0.85. Ghani (1995) in a study on secondary school teachers in the city of Ahwaz calculated the total reliability as 0.85 and in minor tests as 0.65 to 0.89. Attar (1994) in a study of an industrial complex staff reported the total reliability as 0.75 and in minor tests 0.62 to 0.81. About the validity, it can be said that Smith, Candal and Hulin (1969) compared the test results with other measurement instrument in occupational satisfaction and verified the test validity.

Arshadi (1985) determined the correlation coefficient for the total score of this questionnaire with the occupational satisfaction questionnaire of Queen-Siard as 0.66 and for minor tests as 0.33 to 0.11.

In Ghani's study (1993) the total validity coefficient is 0.46 and minor test validity fluctuates between 0.42 and 0.59. Also the total validity coefficient in Attar's study (1994) was reported 0.15 and minor test validity fluctuates between 0.59 to 0.87.

3) Life quality questionnaire

This questionnaire is used to evaluate individual life quality in the past two decades. The developer of the questionnaire is World Health Organization (WHO) with the cooperation of 15 international institutes in 1989. The number of questions is 24 in 4 domains. Two first questions don't belong to the domain and evaluate life quality and health generally. Thus totally the questionnaire has 26 questions in the following domains.

Life quality questionnaire has 4 sub-scales in the following domains:

- a) physical health domain
- b) psychological domain
- c) social relation domain
- d) life environment domain

scoring method: the score of each item is put in a domain from never, little, average, high, completely or unsatisfied, not satisfied, relatively satisfied, satisfied, completely satisfied and like this.

Physical health domain, the sum of the scores of the questions 3, 4, 10, 15, 16, 17, 18.

- life quality psychology domain, the sum of the scores of the questions 5-6-7-11-19-26

- social relation domain, the sum of the scores of the questions 20-21-22.

- living status and environment domain from the sum of the scores 8-9-12-13-14-23-24-25

- It is worth – mentioning that the questions 3, 4 and 25 are scored reversely.

Comment method: It should be noted, to correctly comment of the scale, the short transcription must be changed to the long transcription, besides the lowest score in each domain is 4 and based on this the sum of raw scores is multiplied in 4.

Chronbach alpha coefficient was reported between 0.73 and 0.89 for the quadruplet sub scales and the whole scale: And in Iran Nasiri (2006) used three reexamining methods and Chronbach alpha for reliability of the scale which were 0.61, 0.81 and 0.84 respectively. Also the scale reliability of life quality was evaluated by Rahimi (2008) and Chronbach alpha coefficient for the whole scale as 0.88, for physical health as 0.10, psychological health as 0.11, for social relations as 0.65 and for life environment quality as 0.11 Nasiri (2008). Has evaluated the relationship between the total test score and the subscales through the total score and also the subscales of general health questionnaire through correlation coefficient. In the current research to determine the validity, total score correlation of each domain with the individual questions of that domain were used. The obtained correlation coefficient domain were between 0.45 to 0.83 and all coefficients were meaningful in level of 0.01.

Each item had the most correlation to its domain. In a research done by yousefi and safari (2009).

85% were B.A . to M.S. (or M.A.) and 0.5% including two managers has a degree higher than M.S. (or M.A.). The most amplitude in the manager’s degrees belongs to B.A to M.S. 9or M.A.) degrees. Again descriptive findings indicate, 52.5% i.e. 21 managers were between 26 to 35 years old, 14%, i. e. 35 managers were between 36 to 45 and 12.5%, i.e. 25 managers were between 45 to 50 the most amplitude in age was between 36 to 45 years old.

2) Inferential method: In the next stage, the research findings are processed in SPSS through inferential statistics techniques and if normal distribution is proved, the data will be utilized for the research hypo theses test from the Pearson correlation coefficient and T-test.

Indice Variables	Number	Mean	Median	Mode	Standard Deviation	Variance	Maximum		minimum	
							real	observed	real	observed
Psychological health	40	33.41	33	21	3.91	15.11	60	45	12	21
Occupational life quality	40	85.14	81	95	10.11	102.31	130	110	26	11
Occupational satisfaction	40	246.2	241	208	32.15	1072.14	345	298	69	51

Table 1 Data indicate statistical index of scores of psychological health, occupational life quality and occupational satisfaction among the participating managers in the research. The mean of participating manager’s psychological health scores is 33.41 and the standard deviation is 3.91.

The mean of the participating manager’s occupational life quality scores is 85.14 and the standard deviation is 10.11 Also the mean of occupational satisfaction scores is 246.2 and the standard deviation is 32.75.

Histogram1: comparing the manager’s occupational life quality scores.

Histogram2: Comparing the manager’s psychological health scores.

Histograms3: comparing the manager’s occupational satisfaction scores.

To determine the validity, total score correlation of each domain with individual questions were used. The obtained correlation coefficient domain were from 0.45 to 0.83 and all coefficients were meaningful in the level of 0.0%. Each item had the most correlation with its domain.

**Statistical analysis method:**

The data collected through questionnaire will be analyzed through two statistical procedures:

1) Descriptive method: In descriptive method information and data obtained ore described in the form of numbers and digits and also by:

Two – dimensional tables, percentage of amplitudes, central mean index, variable dispersion indices, standard deviation and the related graphs.

Descriptive statistics:

Descriptive findings indicate 7.5% of the managers in the study, i.e.3 female managers and 90% were 36 male managers. Also the highest amplitude belongs to male managers.

Also the descriptive findings shows 30%, i.e.12 managers had associate degree to B.A. ,

**Data normality test**

Shapiro Wilks		Kolmogorov-smirnov			Variables	
Meaningful ness Level sig	Freedom Degree df	The statistics	Meaning Fullness level	Freedom degree		The statistics
0.223	39	0.895	0.202	39	0.241	Occupational satisfaction
0.163	39	0.882	0.214	39	0.193	Psychological health
0.079	39	0.848	0.216	39	0.213	Life quality

With regard to the results of Shapiro wilks and kolmogorov –smirnov tests, it is obrions in table 2 that the calculated meaningfulness level for the variables of the research which are shown by sig is higher than 0.05, therefore data are considered normal with a high confidence and it is necessary to evaluate hypothesis and to perform inferential statistics, parametric tests must be utilized.

**Inferential statistics:**

In most statistical activities, collecting, regulating and demonstrating findings or determining statistics are not sufficient, but it is necessary to analyze and infer for specification and decision making based on the collected and regulated data. This part of statistics is called “inferential statistics” which focuses on analyzing, interpreting and generalizing the results obtained from regulation and preliminary statistical calculations. It is possible to infer the characteristics of statistical population based on the samples by inferential statistical methods.

With regard to hypotheses of the current research which are of relational and differential types and the normality test results indication the normality of the data, to examine the hypotheses, regression coefficient, pearson correlation and t-test are utilized.

Hypothesis 1: there is a relationship between the managers, occupational satisfaction and their psychological health. To examine the hypothesis, pearson correlation coefficient is used. The results indicate:

Table 3. the results of pearson correlation coefficient in interpreting the first hypothesis.

Occupational Satisfaction	The manager's Psychological Health			
0.134	1.00	Correlation coefficient	The managers psychological health	Pearson
0.003	0	Meaning fullness level (sig)		
38	38	Number		
1.00	0.134	Correlation coefficient	Occupational satisfaction	
0	0.003	Meaning fullness level (sig)		
38	38	Number		

As in pearson table, sig (meaning – unless level) in the error lever of 0.05 is  $\text{sig}=0.003 < \alpha=0.05$ . thus with 95% certainty it can be said there is a relationship between two variable and in fact there is a meaningful relationship between the managers, psychological health and their occupational satisfaction. Therefore the research hypothesis is verified and the null hypothesis indicating no relationship between two variables is rejected.

In the other words it can be said any increase or decrease in the manager’s occupational satisfaction affects caused increase or decrease in their psychological health.

Hypothesis2:

There is a relationship between the manager’s occupational satisfaction and their occupational life quality.

To examine the hypothesis, pearson correlation coefficient has been utilized indicating.

Table 4. The results of pearson correlation coefficient in interpreting hypothesis 2.

The manager's Occupational life	The manager's Occupational Satisfaction			
0.636	1.00	Correlation coefficient	The manager's Occupational Satisfaction	pearson
0.00	0	Meaning fullness level (sig)		
34	34	Number		
1.00	0.636	Correlation coefficient	The manager's Occupational Life quality	
0	0.00	Meaning fullness level (sig)		
34	34	Number		

Because sig (meaning fullness level) is not meaningful in the error level of 0.05 ( $\text{sig} = 0.00 < \alpha=0.05$ ). therefore with 95% certainty it can said there is a relationship between the two variable and in fact there is a meaningful relationship between occupational satisfaction and occupational life quality. Thus the research hypothesis is verified and the null hypothesis indicating no relationship between the occupational satisfaction and occupational life quality among the managers is rejected. In the other words it can be said increasing or decreasing in the manager’s occupational satisfaction would lead increase or decrease in their occupational life quality.

Hypothesis 3: Occupational life quality is different between male and female managers.

To examine the hypothesis, independent t-test has been utilized resulting as follow:

Table5. The results of t-test in interpreting the third hypothesis.

Indice Groups	N Number	T	Df Degree of Freedom	Meaning fullness Level Sig
Male and female	40	2.38	39	0.005

Because of calculated t ( $t=2.38$ ) in the certainty level of 95% ( $\alpha=0.05$ ) with the freedom degree of 39 ( $df=39$ ) is bigger than the critical t ( $t=1.96$ ), the null hypothesis of the research is rejected but the research hypothesis is verified. Also the sig shows the meaning fullness level, indicating there is a meaningful relationship among the variables in the meaningfulness level of lower than 0.05.

Hypothesis4:

The occupational life quality among the managers is different based on educational statuses.

To examine the hypothesis, independent t-test has been used, the results as follow:

Table6. The results of t-test in interpreting hypothesis4.

Indice Groups	N Number	T	Df Degree of Freedom	Meaning fullness Level Sig
Educational status	40	3.27	39	0.002

Because of the calculated t ( $t=3.27$ ) in the certainty level of 95% ( $\alpha=0.05$ ) with the freedom degree of 39 ( $df=39$ ) is bigger than critical t ( $t=1.96$ ) the null hypothesis is rejected and the research hypothesis is verified. The hypothesis is meaningful and with the 95% certainty, it can be said occupational life quality is different among the managers. Based on educational status. Also the amount of sig indicating the meaning fullness level shows that there is a meaning full relationship in the meaning fullness level lower than 5% between variables.

Hypothesis5:

Psychological health is different between the male and female managers.

To examine the hypothesis, independent t-test has been used, the results as follow;

Table 7. t-test results in interpreting hypo thesis5.

Indice Groups	N Number	T	Df Degree of Freedom	Meaning fullness Level Sig
Male and female	40	4.42	39	0.00

Hypothesis 6:

Manager’s psychological health is different based on their educational status.

To examine the hypothesis, independent t-test has been used, the results as follow.

Table8. t-test results in the 6<sup>th</sup> hypothesis interpretation.

Indice Groups	N Number	T	Df Degree of Freedom	Meaning fullness Level Sig
Educational status	40	3.03	39	0.015

Because of the calculated t (t=3.03) in the certainty level of 95% (a=5%) with the freedom degree of 39 bigger that the critical t (t=9.96), the null hypothesis is rejected and the research hypothesis is verified. The hypothesis is meaningful and with 95% certainty, it can be said the manager’s psychological health is different based on the educational status. Also sig indicating the meaning fullness level, shows there is a meaningful relationship in the meaningfulness level of lower than 0.05 between the variables.

Hypothesis7: occupational satisfaction is different between the male and female managers.

To examine the hypothesis, independent t-test has been used, the results as follow.

Table9. The results of t-test in interpreting the 7<sup>th</sup> hypothesis.

Indice Groups	N Number	T	Df Degree of Freedom	Meaning Fullness Level Sig
Male and female	40	0.14	39	0.127

Because of the calculated t (t=0.14) in the certainty level of 95% (a=0.05) with the freedom degree of 39 (df=39) lower than critical t (t=1.96), the null hypothesis is verified and the research hypothesis is rejected. The hypothesis is not meaningful and by 95% certainty it can be said:

Occupational satisfaction is not different between male and female managers. Also sig in shows the meaningfulness level, indicating no meaningful relationship in the meaningfulness level lower than 0.05 between variables.

Hypothesis 8:

Occupational satisfaction is different among the managers based on their educational status.

To examine the hypothesis, independent t-test has been used, the results as follow.

Table10. The results of t-test in interpreting the 8<sup>th</sup> hypothesis.

Indice Groups	N Number	T	Df Degree of Freedom	Meaning fullness Level Sig
Educational status	40	0.56	39	0.629

Because of the calculated t (t=0.56) in the certainty level of 95% (a=0.05) with the freedom degree of 39 (df=39) lower than the critical t (t=1.96), the null hypothesis is verified and the research hypothesis is rejected.

The hypothesis is not meaningful and with 95% certainty, it can be said: occupational satisfaction is not different among the managers based on their education status. Also sig indicating the meaningfulness level shows there is no meaningful relationship in the certainty level of 0.05 among the variables.

Hypothesis 9:

There is a relationship between the manager’s occupational satisfaction and occupational life quality features. To examine the hypothesis a partial correlation test has been used, the results as follow.

Table 11. The results of partial correlation test in interpreting 9<sup>th</sup> hypothesis.

Managers occupational Satisfaction	Statistics	Life quality features
0.418	Correlation coefficient	Physical health domaik
0.002	Meaningfulness level	
39	Degree of freedom	
0.621	Correlation coefficient	Psychological domain
0.02	Meaningfulness level	
39	Degree of freedom	
0.425	Correlation coefficient	Social relation domain

0.005	Meaningfulness level	
39	Degree of freedom	
0.233	Correlation coefficient	Life environment domain
0.008	Meaningfulness level	
39	Degree of freedom	

With regard to table 11, it is obvious that meaningfulness level in variables like physical, Psychological, social relations and life environment domains, as life quality features, in the error level of 0.05 are meaningful among the manager's ( $\text{sig} < \alpha = 0.05$ ) so with 95% certainty the results indicate there is a meaningful relationship between the manager's psychological health and occupational satisfaction.

Hypothesis 10:

There is a relationship between the manager's occupational satisfaction and their psychological health features. To examine the hypothesis partial correlation test has been used, the results as follow.

Manager's occupational satisfaction	Statistics	Psychological health features
-0.449	Correlation coefficient	Physical signs
0.011	Meaningfulness level	
38	Degree of freedom	
-0.562	Correlation coefficient	Anxiety signs
0.025	Meaningfulness level	
38	Degree of freedom	
0.449	Correlation coefficient	Social performance malfunction
0.032	Meaningfulness level	
38	Degree of freedom	
-0.559	Correlation coefficient	depression
0.022	Meaningfulness level	
38	Degree of freedom	

With regard to the results of table 12, it is obvious meaningfulness level is meaningful in the error level of 0.05 in each of the manager's psychological health features, so with 95% certainty it can be said there is a relationship between the manager's psychological health. Features and their occupational satisfaction. As the correlation coefficient is negative in examining the relationship between each of the psychological health features with occupational satisfaction, it can be said there is a reverse correlation among the variables. In the other words. As the features and signs of psychological health among the managers decreases, their occupational satisfaction increases and vice versa.

Conclusions

#### Descriptive results:

- The most frequency in sex is for men.
- The most frequency in education among the managers is related to B.A to M.A. (M.S)
- The most frequency in the manager's age is 36 to 45 years.
- The most frequency in marriage level is for married managers.
- Descriptive tests for each of the research features indicates the obtained data follow normality, thus parametric tests can be used to analyze data.

#### Inferential results

- There is a relationship between the manager's occupational satisfaction and their psychological health.
- There is no relationship between the manager's occupational satisfaction and their occupational life quality.
- Occupational life quality is different between men and women.
- The manager's occupational life quality is different based on their educational status.
- Psychological health is different between male and female managers.
- Psychological health in managers is different based on their educational status.
- Occupational satisfaction is not different between male and female managers.
- The managers occupational satisfaction is not different based on their educational status.
- There is a relationship between the manager's occupational satisfaction and their occupational life quality features.
- There is no relationship between the manager's occupational satisfaction and their psychological health features.

## COMMENTS AND DISCUSSIONS

The results related to the first research question (Is there a relationship between the manager's Occupational satisfaction and their psychological health? indicated there is a relationship between the manager's occupational satisfaction and their psychological health. As their occupational satisfaction increases their psychological health also increases and vice versa. The researches Performed indicate that factors making positive attitudes are those factors which satisfy the individual's need for self – discovery in his/her occupation. The human being tends to reach a self-discovery in his life. The conditions surrounding doing a job cannot satisfy the individual. On the contrary there are some motivative factors which cause occupational satisfaction and Performa improvement and are obvious in enhancing occupational life quality (Salmani, 2005). The results presented by the current research verifies and is congruent with studies done by Aliverdi and Khorsidi (2014), Kohe and Hiodi (2012), Habib and shirazi (2003) and Hezarjerivi and Ebrahimi (2010).



Their studies were based on the existence of a positive and meaningful relationship between two variables, i.e. psychological health and occupational satisfaction.

The results related to examining the second research question (Is there any relationship between the manager's occupational satisfaction and their occupational life quality?)

Indicated that there is a relationship between the manager's occupational satisfaction and their occupational life quality. The results verified the studies done by Jersy, et. Al. (2013), Esmkhani and Akbari nejad (2013), Hosseinzade and Akbari (2012), Miner (1989) and Hawlwick (1999). Their studies indicated that there is a direct relationship between occupational satisfaction and occupational life quality and the former is a strong predictor for the latter.

The results related to the third research question (Is occupational life quality different between men and is different between male and female managers. Rahimi (2013) found that there is no meaningful relationship between the average of occupational life quality based on sex.

Thus the results of the current research are not congruent with Rahimi's results and do not verify the results obtained by the studies. The results related to examining the fourth hypothesis (Is the manager's occupational life quality different based on educational status?) indicated that occupational life quality is different among the managers based on their educational status. These results are not congruent with Rahimi's results and don't verify his findings; Rahimi found that there is no meaningful difference in the manager's occupational life quality averages based on the educational status.

The results related to examining the fifth research question (Is psychological health is different between men and women?) indicated psychological health is different between men and women. The current results is congruent with the studies done by Hezarjeribi and Ebrahimi (2010) and verifies the results (There is a meaningful difference between men and women in psychological health) but is not congruent with Rahimi's (Rahimi found that there is no meaningful difference in occupational life quality based on sex).

The results related to the sixth research question (Is the manager's psychological health different research question based on their educational status?) indicated psychological health is different among the managers based on their educational status. The results are congruent with Hezarjeribi and Ebrahimi's study (2010) and not congruent with Rahimi's (2013) (Rahimi found that there is no meaningful difference in occupational life quality based on educational degree).

The results related to the 7<sup>th</sup> research question (Is occupational satisfaction different between male and female managers?) indicated that occupational satisfaction is not different between male and female managers. The results are congruent with Hezarjeribi and Aliverdi's (2013). Ebrahimi's (2010) and Rahimi's (2013) and verify what they have found (They found that there is no difference in occupational satisfaction between male and female managers). The results related to examining 8<sup>th</sup> research questions (Is occupational satisfaction different based on educational status?) indicated that the manager's occupational satisfaction is not different based on their educational status. The results obtained from this study is congruent with the study done by Hezarjeribi and Ebrahimi (2010) and Rahimi (2013) and verify their study, but is not congruent with Alipour's (2013). Ebrahimi (2010) and Rahimi (2013) found that there is no meaningful difference of the manager's occupational satisfaction based on their educational status. The results related to the 9<sup>th</sup> research question (Is there any relationship between the manager's occupational satisfaction and occupational life quality features?) indicated that occupational satisfaction has relationship with occupational life quality features. Since variables in domains like physical, psychological, social relation and life environment as life quality features in managers have a direct and positive relationship with their occupational satisfaction. The results are congruent with and verify the results obtained from a number of studies done by Esmkhani and Akbarnejad (2012), Montakhabnejad, et.al. (2012), et.al. (2012), Hoseinzade and Akbari (2012), Roche (2013), Miner (1989), Hawlwick (1999) and Schifan and Robins (2011).

The results related to examining the 10<sup>th</sup> research question (Is there any relationship between the manager's occupational satisfaction and their psychological health features?)

Indicated there is a relationship between the manager's occupational satisfaction and their psychological health features. Since variables like anxiety, depression, physical symptoms and malfunction in social functions as psychological health features have a positive and meaningful relationship with the manager's occupational satisfaction. The results are congruent with the studies done by Kohe and Hiodi (2013), Hezarjeribi and Ebrahimi (2009), John sword (2002) and Maltby, et. Al. (2004). They found that psychological health has a meaningful relationship with general occupational satisfaction features, cultural environment satisfaction and cultural behavior satisfaction. They have also found that the more people are satisfied the better psychological health they would have.

### **Research Limitations**

In the researcher's control

- 1) selecting the topic and the research variables
- 2) selecting subjects
- 3) Time limitations of the research time

Out of the researcher's control

- 1) unavailability of a greater statistical population in order to obtain higher generalization
- 2) Explaining accurately and explicitly to those people having problems in understanding questions and questionnaires
- 3) Resource shortage relating to examining the three variables so that the majority of the earlier studies just examined two variables.
- 4) Heterogeneity of samples in the statistical population
- 5) the manager's unwillingness to answer and participate in the study.

### The research suggestions

Suggestions based on the findings

1) The findings of the current research indicates that the manager's occupational satisfaction is related to their Psychological health. Thus it seems holding counseling and psychology courses would be effective.

These instructions are important in order to enhance the manager's familiarity and attention to psychological health signs and symptoms and also to make them attempt to enhance them.

3) Another finding of the research indicates there is a meaningful relationship between the manager's occupational satisfaction and their occupational life quality. It is suggested that by holding instructional courses for the manager's to pay attention to psychological factors and variables, their occupational satisfaction would increase.

Suggestions for the future researches.

1) Because of the small number of the samples in comparison with the large number of the managers, it is preferable to execute broader and better researches.

2) Broader researches are executed in terms of topics and broader chronological conditions. The relationship between occupational depression and occupational life quality would be a suggested topic for further research.

3) To obtain more accurate findings about the topic, the effective factors of the variables can be studied in more details.

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