

FACTORS AFFECTING JOB SATISFACTION AMONG PERSONNEL OF THE JIHAD-E- KESHAVARZI ORGANIZATION OF ILAM PROVINCE, IRAN

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Abstract

The main purpose of this study was to investigate factors affecting job satisfaction among personnel of Jihad-e-Keshavarzi Organization of Ilam Province. The nature of this research was applied that done by causal-correlation method. The population for this study comprised all personnel of Jihad-e-Keshavarzi organization in Ilam Province (N=123). Data for this study were collected through structured and pre-tested questionnaire. The questionnaires of the research were sent to the all statistical population of the study, which finally 111 questionnaires were completed and returned. The validity of the questionnaire was determined by the opinions of expert group and its reliability was calculated by using Cronbach's alpha coefficient ($\alpha=0.89$). The data were analyzed using statistical methods such as frequencies, percentage and mean comparison, correlation and regression analysis. The results of the study showed that the majority of the personnel (87.4 percent) belonged to medium level of job satisfaction. Findings of the mean comparison showed that there was significant difference between job satisfaction of personnel of Jihad-e-Keshavarzi Organization based on variables like gender, marital and employment status. Results of correlation analysis showed that the number of children had significant and negative correlation with job satisfaction, and variables of age, work experience, salary and education level correlated significant and positive with job satisfaction of respondents. Also, based on the results of multiple stepwise regression analysis 61.5 percent of the variance of the job satisfaction is explained by three variables of "salary", "education level" and "work experience".

Keywords: Job Satisfaction, Career Success, Ilam Province, Iran.

1. INTRODUCTION

Human resources should be considered as the most important asset of an organization that has a key role in achieving organizational goals. In each organization, human resources are the main pillar of promotion and excellence of organization for reaching the expected goals. If the organizations have had the best technology and use the best facilities, but have hadn't the skilled human resources, they can't influence on their environment and act successful in the competition arena. Thus, understanding the

characteristics of human resources and the factors affecting the efficiency of them is the one of the concerns of organizations managers (Khosravi, 2009). In this regard, one of the important factors that increase the efficiency of employees and create personal satisfaction and job success in organization is job satisfaction. Job satisfaction, according to studies is the one of the most challenging concepts and is the base of organizational policies and management guidelines for increasing productivity and efficiency (Hooman, 2002). Spector (1997) refers to job satisfaction in terms of how people feel about their jobs and different aspects of their jobs. Ellickson and Logsdon (2002) support this view by defining job satisfaction as the extent to which employees like their work. Samuel and Alexander (2003) refer to job satisfaction in individual's overall desires or positive feelings towards their jobs. Also, job satisfaction is defined, the perceptions of individuals of their work and positive feelings and attitudes about their jobs (Rose et al., 2006). Job satisfaction in the simplest expression is a positive feeling that people obtain after doing a work. Shafiabadi (2005) is assigned factors affecting job satisfaction in two main categories include occupational and environmental factors (pay, promotions, styles of supervision, working conditions, etc.) and personal factors (personality, age, experience, marital etc.). Spector (1985), stated inadequate salaries and benefits tend to be most effective factor in the turnover, and attributed the lowest correlation with job satisfaction to age and salary. Medgyesi (1997) believes that the perception of importance of job, high salary and having the opportunity to job promotion effect on job satisfaction and salary have strong correlation with job satisfaction. Watson and White (2003) study showed the positive and significant correlation between financial status of employees and their job satisfaction. Susan and John (2004) study in Scotland showed working hours, high amount of work, communication with supervisors and colleagues, job security and income have impact on job satisfaction of faculty members. Ashkar et al. (2005) study on factors affecting job satisfaction in fisheries extension workers, showed employment status impact on job satisfaction but other individual's characteristics had not impact on job satisfaction. Rezvanfar and Veisi (2006) study on job satisfaction of agricultural experts indicate job satisfaction has positive and significant relationship with education and salary. Demirel and Erdamar (2009) study showed there is correlation between individual and family characteristics with job satisfaction of teachers; they estimate job satisfaction of teacher in moderate level in their study; also they found the number of children has significant and negative impact on job satisfaction. Grosi and Ghorbanzadeh (2007) study showed that factors such as family size, marital status, wages and salary, and family economic status impact on job satisfaction. Nasrabadi et al. (2008) argue that one of the factors affecting job satisfaction of employees is their job content; Employees are mainly looking for a job that doing that is a challenge also they had responsibility of own job, and they have sufficient authority to do it.

Obviously the absence of any of the above specifications may be one cause of dissatisfaction and reduce a person's loyalty to the organization. Lack of job satisfaction have decrees staff morale. This will have adverse effects on the organization and its work. Jahani et al. (2009) stated that people do comparisons between their jobs with employment opportunities and quality of work and salary have impact on job satisfaction also their study showed that job satisfaction is significantly associated with organizational management. Accordingly, it is clear that job satisfaction, like many other variables, is a phenomenon that affects from various factors and impact on various factors. Job satisfaction as an independent variable effects on dependent variables such as productivity, absenteeism, displacement, desertion, social behavior, behavior in the family and partly on a person's attitude towards the social, cultural, political environmental and other variables. On the other hand, job satisfaction is a dependent variable that affected by independent variables such as personal and professional characteristics, salary, relation with colleagues and supervisors, job security and type of work. So, job satisfaction plays an important role in achieving organizational goals, personal and social health Also job satisfaction is an important issue that should be considered and investigated in organizational studies. According to the research literature, the purpose of this study was to investigate the factors affecting job satisfaction among employees of the Jihad-e-Keshavarzi organization of Ilam province (Iran) and its specific objectives are:

1. To examine personal and professional characteristics of study subjects;
2. To prioritize components of job satisfaction among the subjects;
3. To classify subjects based on their job satisfaction;
4. To compare job satisfaction of respondents in selected personal and professional characteristics;
5. Determine Relationship between selected personal and professional characteristics of subjects with job satisfaction;
6. To determine personal and professional factors influencing job satisfaction of subjects.

2. MATERIALS AND METHODS

The design of this research was quantitative; according to aim was applied research. The study population consisted of all employees of Jihad-e- Keshavarzi organization in Ilam Province (N=123). Data for this study were collected through structured and pre tested questionnaires. The questionnaires

of the research were sent to the all study population, which finally 111 questionnaires were completed and returned. The questionnaire consisted of two parts: part one, personal and professional characteristics of respondents, and part two, Spector (1985) scale to measure job satisfaction of employees. The validity of questionnaires were determined by the opinions of expert group and its reliability was calculated by using Cronbach's alpha coefficient ($\alpha = 0.89$). Data were analyzed using statistical methods such as frequencies, percentage, and mean comparison, correlation and regression analysis. The Questionnaire composed of 36 questions in Likert scale (from 1- strongly disagree to 5- Strongly agree). The Questionnaire was measure nine components of job satisfaction mainly; satisfaction of pay, supervisor, benefits, rewards, executive status, colleagues, work nature, communication. The scale translated to Persian language by a team of experts to determine its validity. Cronbach's alpha coefficient was calculated to estimate reliability ($\alpha = 0.89$). In descriptive section was used frequency, percentage, mean and standard deviation and in inferential statistics section the test compare means, correlation analysis and stepwise multiple regression analysis method was used.

3. RESULTS AND DISCUSSION

Based on the results, the average age of employees was 42.95 years with standard deviation (SD) of 5.21. Subjects had the average of 1.81 children with SD of 0.83 and their families lived on average of 5.65 populations. Average work experience of respondents was 17.51 years with a SD of 4.82. Among respondents, 71.2% (79) were males and 28.8% (32) were female.

In this study was used coefficient of variation (C.V.) in order to prioritize the components of job satisfaction, mainly; satisfaction of salary, supervisors, benefits, rewards, job promotion Executive status, colleagues, nature of job, and communication of employees in Jihad-e-Keshavarzi Organization of Ilam Province. The results are showed in Table 1.

TABLE 1 - PRIORITIZE THE COMPONENTS OF JOB SATISFACTION

Components	mean	Standard deviation	Coefficient of variation	rank
-Satisfaction of colleagues	11.78	.885	7.44	1
-Satisfaction of communication	12.26	1.149	9.37	2
- Satisfaction of supervisors	13.06	1.323	10.12	3
- Satisfaction of the Executive status	10.94	1.150	10.51	4
- Satisfaction of benefits	11.61	1.428	12.29	5
- Satisfaction of job promotion	11.70	1.650	14.13	6
- Satisfaction of rewards	11.09	1.572	14.16	7
- Satisfaction of salary	12.78	1.865	14.59	8
- The nature of job satisfaction	11.31	1.892	16.72	9

* Scale: 1- strongly disagree, 2 - disagree, 3 - no opinion, 4 - agree, 5 - strongly agree

According table 1, the first priority of respondents about job satisfaction is satisfaction of colleagues. However, the nature of job and salary has the lowest satisfaction. In order to classify the level of job satisfaction of respondents, with sum scores of nine components of job satisfaction total score was obtained. Given that scores could earn between 36 and 180; therefore, they were divided into three categories: scores less than 84, scores 84-132, and scores more than 132, such as low levels, intermediate level and high level of job satisfaction were considered.

TABLE 2 - FREQUENCY DISTRIBUTION OF ABOUT LEVEL OF JOB SATISFACTION

Levels of job satisfaction	frequency	frequency	Cumulative percent
- Low level (less than 84)	11	9.9	9.9
- Intermediate level (84-132)	97	87.4	97.3
- High level (over 132)	3	2.7	100

Average: 89.90, SD: 20.09, minimum: 56, maximum: 144

According to table 2, majority 97 (87.4%) of respondents have been in intermediate level of job satisfaction; this is while 11 (9.9 %) of them have been in the group with low job satisfaction, and only 3 (2.7 %) were in high level of job satisfaction. Man Whitney ordinal mean compare test was used in order to compare the job satisfaction of respondents based on classified variables include gender, marital status and employment status. The results are given in Table 3.

TABLE 3 - COMPARISON OF RESPONDENTS' JOB SATISFACTION BASED ON CATEGORICAL VARIABLES

Independent variable	Items	frequency	ordinal mean	U	Z	Sig
- gender	Male	79	65.15	541.500	-4.707**	0.000
	Female	32	33.42			
- Marital Status	Married	107	57.64	38.000	-2.786**	0.005
	Single	4	12.00			
- Employment Status	Official	84	62.64	576.500	-3.834**	0.000
	Informal	27	35.35			

** Significant at 1%

The results presented in table 3 indicate that the job satisfaction of employees classified according to the studied variables, i.e. gender, marital status and employment status are significant at 1% level. According to this table ordinal mean of job satisfaction for men is higher than women; married have job satisfaction higher than unmarried people official employees have job satisfaction higher than non-official employees in organization. Therefore, it can be stated that men, married people and those are in formal employment have been of job satisfaction higher than women, single people and those are in informal employment conditions. In this research study was used the Pearson correlation coefficient to investigate the relationship between the independent variables, age, number of children, family size, work experience and salary with job satisfaction; and the Spearman correlation coefficient was used in

order to examine the relationship between education level and job satisfaction. The results are showed in table 4.

TABLE 4 –CORRELATION OF JOB SATISFACTION WITH VARIABLES OF RESEARCH

Variables	The correlation coefficient (r)	Significance level (Sig)
- Age	0.376**	0.000
- Number of children	-0.437**	0.000
- Number of family members	-0.167	0.080
- Work Experience	0.609**	0.000
- Salary	0.756**	0.000
- Education level	0.728**	0.000

** Significant at 1%

The results presented in table 4 indicate that the independent variable of number of children has a negative and significant correlation with employees' job satisfaction in 1% level. Its mean that the increasing number of children decreased job satisfaction and job satisfaction increases with decreasing number of children. Furthermore, the results this table indicate that there are positive and significant correlation at 1% level between independent variables of age, work experience, salary, education level of respondents, and job satisfaction. Therefore, it can be stated that with increasing age, work experience salary, and education level increase job satisfaction.

Finally, in order to determine the factors affecting job satisfaction of employees stepwise multiple regression method was used. Stepwise method is a method in which the most powerful variables entered into the regression equation, this work will continue until the error reaches to 5% of significance test. After entering the variables in this study that had a significant correlation with the dependent variable (job satisfaction), the equation promote until step 3. The result in table 5 shows that in first step, the independent variable of salary was entered into the equation. The multiple correlation coefficient (R) is 0.756 and the coefficient of determination (R²) equal to 0.572. In other words, 57.2% of variability in job satisfaction can be explained by this variable. In the second step, the variable of educational level was entered into the equation. This variable increase multiple correlation coefficient (R) to 0.773 and increase the coefficient of determination (R²) to 0.598 In other words , 2.6% of the variability in job satisfaction can be explained by this variable .In the third step , the variable of work experience was entered into the equation. This variable increased multiple correlation coefficients (R) to 0.784 and the coefficient of determination (R²) to 0.615. Thus, 1.7% of the variability in job satisfaction can be explained by this variable. Based on the Results these three variable can explain 61.5% (R²=0.615) variability of dependent variable (job satisfaction) and 38.5% of the remainder is related to other factors that have not been identified by the researcher.

TABLE 5 - MULTIPLE REGRESSIONS TO DETERMINE FACTORS AFFECTING JOB SATISFACTION OF RESPONDENTS

step	Variables	R	R ²	Adjusted coefficient (AdR ²)
1	Salary	0.756	0.572	0.568
2	Education level	0.773	0.598	0.590
3	Work Experience	0.784	0.615	0.604

TABLE 6 - EFFECT OF VARIABLES INFLUENCING JOB SATISFACTION OF RESPONDENTS

Variables	B	Standard error	Beta	t	sig
Constant coefficient	-47.515	23.639	-	-2.01	0.047
Salary (X1)	0.234	0.063	0.428	3.73	0.000
education Level (X2)	5.693	2.349	0.259	2.42	0.017
Work experience (X3)	0.730	0.334	0.175	2.18	0.031

Given the above description and the results of table 6, the linear regression equation is as follows:

$$Y = -47.515 + 0.234X_1 + 5.693X_2 + 0.730X_3$$

Significant of F and T tests indicate that regression equation is significant, but the regression equation does not show anything about the relative importance of independent variables.

To determine the relative importance of independent variables the Beta amount should be considered. This statistics shows effect of each independent variable separately from the effects of other variables on the dependent variable. Accordingly, the most influential independent variable on the dependent variable of job satisfaction is variable of salary that the beta of salary is 0.428.

It means that one unit change in standard deviation of variable of salary will create 0.428 unit change in standard deviation of dependent variable (job satisfaction).

Other important variables influencing the dependent variable of job satisfaction included: education level with a beta value of 0.259 and work experience with a beta value of 0.175.

4. CONCLUSIONS AND RECOMMENDATIONS

Human capital is long-term, sustainable and competitive advantage that considered as one of the vital sources of any organization. Hence, review of indicators associated with employees' job success has extraordinary significance. Job satisfaction is one of these indicators, which can increase the success and performance of the organization and thus facilitate the achievement of organizational goals. Increasing job satisfaction in service organizations in compare with manufacturing organizations has more important, because employees in service organizations are closely linked with the client. In this regard, this study done with the purpose of investigating factors affecting job satisfaction amongst employees of Jihad-e- Keshavarzi Organization of Ilam province that their mission is providing services, advice and guidance to farmers; and had the following results:

Results showed that from the nine components of job satisfaction two components "satisfaction of colleagues" and "satisfaction of communication" were respectively first and second priorities and components of "satisfaction from nature of job" and "satisfaction of salary" were respectively the ninth and eighth priorities among employees. Therefore, it can be stated that employees do not know their duties well and haven't a good sense toward the nature of their job and also they are unhappy from their received salary in organization. In addition, results showed that the majority of employees do not have good job satisfaction, So that 9.9% of them have low job satisfaction, 87.4% have moderate job satisfaction, and only 2.7% of them have high job satisfaction. Study results of Demirel & Erdamar (2009) and Salehi & Mokhtarnia (2010) that roughly estimated job satisfaction of study subjects in moderate level are consistent with findings of this research. Results showed that job satisfaction effect on the independent variables of gender , marital status and employment status is different So that men, married people and those who are working in the organization formally have more job satisfaction than women, single people and those who are employed informally in the organization. Study results of Ashkar et al. (2005); Salehi & Mokhtarnia (2010); Demirel & Erdamar (2009) confirmed these results and consistent with finding of this research. Based on the results of correlation analysis, independent variable of number of children has a significant and negative correlation with employee's job satisfaction, and independent variables of age, work experience, salary, and education level have positive and significant with job satisfaction.

In addition, results of stepwise multiple regression method showed that from aforementioned factors, Three variables of salary, education level and work experience had the most significant & positive impact on job satisfaction of respondents. So that 61.5% of the changing in variance of job satisfaction can be explained by these three variables. Salehi and Mokhtarnia study (2010), showed education level and age are two variables that have significant and positive correlation with the variable of job satisfaction. In study of Demirel & Erdamar (2009) variables of salary and economic situation and in the study of Veisi and Rezvanfar (2006) level of education and salary had significant and positive impact on job satisfaction that are consistent with the results of this study.

According to the results obtained in this study and in order to promote job satisfaction employees and ultimately increase their success and job performance, the following proposals are presented:

- 1- According to in prioritizing components of job satisfaction among employees two components of the job satisfaction meanly nature of job and salary have the lowest priority, therefore, it's recommended to managers of organization explain duties of employees to their personnel and

authorized work to staff by their expertise. Also revised how to salary and benefits to their employees;

- 2- Given that the majority of job satisfaction of employees was in moderate level, therefore recommended that the managers of organization consider the constituent components of job satisfaction in other to have actions for achieving staff needs and staff shortages;
- 3- 3-Considering the differences between men and women in job satisfaction and high level of job satisfaction in men recommended to managers in organization that have more attention to women and achieve their needs;
- 4- With considering the high role of salary and education level in job satisfaction of employees recommended that managers in organization take action to increase salaries and benefits and provide opportunities for education and upgrading education for the employees.

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