

**ÇANKAYA UNIVERSITY**  
**GRADUATE SCHOOL OF SOCIAL SCIENCES**  
**DEPARTMENT OF MANAGEMENT**

**MASTER THESIS**

**THE EFFECT SIZES OF DIFFERENT VARIABLES ON JOB  
SATISFACTION: THE CASE OF IRAN CAR INDUSTRY**

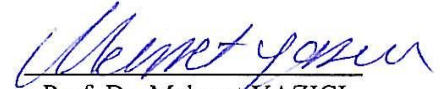
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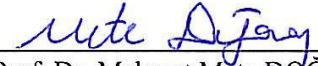
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I hereby declare that all information in this document has obtained and presented in accordance with academic rules and ethical conductions. I also declare that, as required by these rules and conductions, I have fully cited and referenced all material and results that are not original to this work.

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## **ABSTRACT**

### **THE EFFECT SIZES OF DIFFERENT VARIABLES ON JOB SATISFACTION: THE CASE OF IRAN CAR INDUSTRY**

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The main purpose of the study was to investigate the effect sizes of various variables on job satisfaction that have been rare or non-studied in the scope of study (Promotions, Rewards, Occupational prestige, Commitment, Organization policy, Performance evaluation, Nature of work itself, Income, Organization environment, Recreational facilities, Working hours, Task variety, Working condition, Person-organization fit, Progress opportunity, Leadership style, Team work, Job safety, Job security, Coworkers relations, Coworkers support, Intimacy, Supervisors relations, Attitude, Feeling of success, Psychological well-being, Age and Biorhythm). In this Study a model which consist of six factors has been suggested (Organizational factor, Incentive factor, Nature of work factor, Personal factor, Coworkers and Supervisors factor and Lifetime factor). Data gathered from both employees and their supervisors working in Saipa Manufacturing Company in Karaj, Iran. This study has conducted with one measure scale in order to conform employee's responses to the suggested model. For the analyses, exploratory factor analysis method has been used in order to test a model based on theoretical backgrounds. Results show significant common final structure with the suggested model in general in which from 29 items, 23 of them have met expectations in the suggested model.

**Keywords:** Job satisfaction, exploratory factor analysis, need theories

## ÖZET

### İŞ MEMNUNİYETİ ÜZERİNE ETKİ BÜYÜKLÜKLERİ ÇALIŞMASI: İRAN ARAÇ SANAYİ ÖRNEĞİ

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Bu çalışmanın amacı, daha önce az çalışılmış ya da hiç çalışılmamış bir kapsamda çeşitli değişkenlerin iş memnuniyeti üzerindeki etki büyüklüklerini araştırmaktır (Promosyonlar, Ödüller, Mesleki prestij kazanma, Bağlılık, Organizasyon politikaları, Performans değerlendirmeleri, İşin doğasının kendisi, Gelir, Organizasyon ortamı, Dinlenme tesisleri, Çalışma saatleri, Görev çeşidi, Çalışma şartları, Kişi-örgüt uygunluğu, İlerleme fırsatları, Liderlik yapısı, Takım çalışmaları, İş güvenliği, İş arkadaşları ile ilişkiler, İş arkadaşlarının destekleri, Samimiyet, Yönetici desteği, Tutum, Başarabilme duygusu, Psikolojik refah, Yaş ve İç huzur) faktörlerinin konu ile ilgili etkilerinin ölçümü hedeflenmektedir. Bu çalışmada 6 faktörden oluşan bir model önerilmektedir (Örgütsel faktör, Teşvik faktörü, İş faktörü, Kişisel faktör, Çalışan ve Yönetici faktörü ve Ömür faktörü). İran – Karaj’daki Saipa Manufacturing adlı firmanın çalışanları ve işverenlerinden bu çalışmaya ışık tutacak veriler toplanmıştır. Bu çalışma tamamen çalışanların vermiş olduğu cevaplar üzerine kurulmuş bir yapısal model üzerine kurulmuştur. Model çalışması açınsayıcı faktör çözümleme yöntemi ile yapılmıştır. Sonuçlara göre 29 değişkenin 23’ü önerilen modelle anlamlı bir yapı oluşturmuştur.

**Anahtar Kelimeler:** İş Memnuniyeti, Açınsayıcı Faktör Analizi, İhtiyaç Teorisi

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## **LIST OF ABBREVIATIONS**

<b>JS</b>	<b>Job Satisfaction</b>
<b>EFA</b>	<b>Exploratory Factor Analysis</b>
<b>ERG</b>	<b>Existence, Relatedness and Growth</b>
<b>H</b>	<b>Hypothesis</b>

# **CHAPTER 1**

## **INTRODUCTION**

### **1.1 Overview**

The main purpose of this study is to investigate the size effect of various variables on job satisfaction in Saipa Automotive Company based on several influential studies in the literature. Like every modern company, Saipa Automotive Manufacturing Company needs employees with high level of job satisfaction to fulfill their goals, increase organization efficiency and prevent the employees from quitting their job. Following this chapter, contribution of the study will be provide. In second chapter, we investigate critical theories and studies related to job satisfaction. After the literature review, in this study, we summarized and extracted 29 variables from the literature and develop a study hypothesis and suggested a model. In order to apply these variables for Saipa Automotive company's employees, we use simple structured questionnaire with one scale and 29 items. These questionnaires have been formed based on similar practical studies in Iran and other countries. Results of the questionnaire were investigated using a statistical software package. In the fourth chapter and for the application part, exploratory factor analysis has been used to reduce the data to six latent factors. The results has been discussed in the final chapter. Finally, we conclude obtained results and provide suggestion for the targeted company and future studies.

### **1.2 Contribution of the Study**

Complex organizations of the present time considers their employee's job satisfaction. Keeping their employees satisfied with their job is of their prime importance. Accordingly, managers can use the best strategies to minimize dissatisfaction of employees by determining the effective factors that increase the job satisfaction. In this way, they can reach their goals and effectiveness of the organization. Job satisfaction has

been one of the most important aspects in researches of organizational behavior and many studies have done in this field. Approximately from the years of 1920-1940 the subject of job satisfaction was brought up into literature and many experts discussed it in a broad aspects and until the year of 1992 only in the U.S more than 5000 studies were conducted about job it (Davood Hashemzadeh, 2010).

Job satisfaction is an interdisciplinary concept that was subjected to research in fields of social psychology, sociology, economy, politics and pedagogy each one discussed it for their perspectives. Psychology and sociology scientists have always paid attention to the job satisfaction and effects of it on individual's morale and performance (Buzanjani, Mahdavi and Abbasi, 2010). It is clear that in every organization, that more satisfied employees guide them to have more satisfactory output. Besides, satisfaction will creates feeling of responsibility toward their organizations. (Noghani, Imanian and Hoseiny, 2008). Studies have shown that employees with a high level of job satisfaction are in a better condition physically and mentally (Mousavi Tabar, Rahmani, Sirati and Abbas Zadeh, 2013).

Since study of job satisfaction has become popular between researchers, many studies have been done in this field. Some of these studies have contribution with assessing effective factors on job satisfaction. Automotive industries are sharing a few amount of information in this field of study.

According to Wikipedia, Iran's automotive industry is the second most active industry of the country. It can be conclude that this industry plays a vital role for the economy of country. SAIPA is the second largest Iranian auto manufacturer with more than 48,000 employees. This company has been established in 1966 with approximately 75% Iranian ownership. At the beginning company aim was to assemble Citroens car under license for the Iranian market. Afterwards, it builds mainly Korean cars, but has also developed its own engine and range of cars. As it was pointed out, in today's market profitability and development of organizations are directly and closely related with a degree of employee's job satisfaction (Yee, Yeung and Cheng, 2008).

Very rare or no research has been carried out about job satisfaction at Saipa Automotive Company. Most of existed studies are customer oriented such as Rahim Zare and Hashempour (2014) and Akbari, Rostami and Veismoradi (2012). This study tries to contribute and find out effective factors on job satisfaction in a manner of employees oriented. Most of variables that we investigate in this study have not been done in a scientific and practical way in Saipa Company. These factors and their effect on job satisfaction were ambiguous for the literature and Saipa top managers.

On the other hand, American and European countries sanctions on “Iran's auto industry had a negative impact on this industry .In the first ten months of 2012, the Iranian currency (Rial) has lost more than 80% of its exchange value. In a single day, on October 1, 2012, it dropped by 15%, and, after a brief reprieve, resumed its trend downwards in early 2013. Under this condition inflation rate influencing the country and employees purchasing power has been decreased in a whole country. Saipa Company was not an exception. This company has a large amount of employees. In order to keep their rate of production, sustain employee’s motivation and avoid increasing dissatisfaction between employees, Saipa Company top managers ought to emphasize about their employees job satisfaction not only financially but also mentally. This study was conducted to investigate and relieve effective variables on job satisfaction of employees in this company in order to give require suggestions and recommendations about these variables and by the aim of contributing at solution making. We also contribute to the growing job satisfaction literature on car industries, but also examine and identify effective factors and variables on job satisfaction in Saipa Automotive Company to fill the gap and lack of information about job satisfaction of Saipa Automotive company’s employees.



## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 Job Satisfaction Concept**

Job satisfaction has been one of the substantial research fields among fields of organizational behavior, management and organizational and industrial psychologists. Job satisfaction has been highly studied of interdependent approaches. Job satisfaction is in a high priority in organizations because of its role in improving the organization and health and hygiene of workforce. On the other hand, despite the various and complicated definitions, it is a discussion point of many scientific fields such as psychology, management, sociology and even economy and politics. For this reason, different and sometimes contrary viewpoints and attitudes have been developed about it. Job satisfaction is one of the factors that must be considered in economic growth because it is a main component in career success and escalates efficiency and feelings of individual satisfaction (Shafii Abadi, 1997). From 1920s until the present time, job satisfaction has been widely investigated and various theories have been presented. The following three principal viewpoints in this field were formed in 1920s and 1930s and influenced this concept more than anything else.

**Human Relations Movement:** Theorists of human relations approach had an important role in raising up the concept of job satisfaction. This movement was formed in 1930s which goes back to a big event which is known as “Hawthorne studies”. This event was a collection of experiments that had been done in Hawthorne factory of Western Electronics Company in Chicago. The influence of these investigations has been too great that resulted in the turning point of human relations in management. The theorists of this movement through their researches showed that a happy worker is a beneficial worker and job satisfaction is affected by the social relationships of employees with other coworkers and supervisors.

**Labor Unions:** The widespread oppositions and contradictions between managers of factories, manufacturing and industrial centers with workers which also includes the growth of unionism have been very influential in investigating the subject of job satisfaction. In 1932, the first research regarding job satisfaction was published. Besides, managers started to employ psychologists as a part of their long term schedule to increase job satisfaction and prevent formation of unions.

**The Approach of Growth or Business Nature:** Many experts in the fields of management and psychology through various studies understood that comprehension of behavior in working environment needs something more than studying individuals' characters and then fitting it with an organization. Therefore, organizations must change and take a new trends regarding to working status, job satisfaction and so on. The necessity of such a change was being felt in both individual and organizational fields and it finally caused the dominance of intellectual views of management, social psychology and sociology over traditional concepts. Therefore, the significance of management systems and influence of organizations' behavior and viewpoint and its development with social and mental processes became more evident than ever before. In addition, this reality was accepted that the health and success of those dependent on these organizations, depends on their health and success. Moreover, the work success and satisfaction is often necessary for self-esteem and mental health of individuals. Many movements in this field such as Women's Liberation Movement and demand of men emerged to reinvestigate careers in order to make them technical witnesses for the truth of this claim (Korman, 1999).

By considering three mentioned approaches, it becomes clear that there is no consensus about the concept of job satisfaction and its causes, and there are different theories about it. Rollinson, Broadfield and Edwards (1998) believe that the review of job satisfaction literature shows that many experts and theorists have generally discussed this concept from the two attitudinal and motivational approaches. For instance, Herrigel, Slocum and Woodman (1995) define job satisfaction as general feedback of an individual toward his/her job or skill. However, others like Locke defines job satisfaction as a

positive and delightful excitement, which is due to the individual's work assessment or experiences (Sepehri, 2004).

Job satisfaction of employees of an organization is like a reserved potential energy which is freed when needed. Therefore, investigating the level of employees' satisfaction is vital for recognizing the extent of diplomacy of managers and their behavior with subordinates (Noghani, Imanian and Hoseini, 2008). Study has shown that annually many companies and organizations make various surveys about employees' attitude toward their job. Job satisfaction is one of the most significant research variables in organizational behavior and also a pivotal variable in researches of organization theories (Darvish, 2007).

## **2.2 Job Satisfaction Definitions**

Working environment and individual's activities create various feelings in employees, and feelings of satisfaction or dissatisfaction are among the most important feelings (Lawler, 1997).

Job satisfaction is a set of compatible and incompatible sensations through employee's point of view from their job. The employees have a collection of demands, needs, ambitions and experiences, which arises from their general career expectations. (Davis and Newstorm, 1991). In other words, job satisfaction depends on individual's view that how much activities and conditions of work answer his/her needs. An individual must assess the good and bad aspects of his/her job and when good points of job overcome bad points, that employee may become satisfied with his/her job. Job satisfaction is a complicated and multi-aspect concept which is connected with mental, social and physical factors. A combination of various factors make the employees feel satisfied and enjoy their job in a specific time.

According to Nancy C. Morse (1997), Satisfaction denotes the level of fulfillment of needs, requirement and desire. Satisfaction differs principally upon what employees

want from their organizations, and what they get in the end. Employee satisfaction is a degree of how joyful workers are with their job and their surrounding working environment.

Vroom defines job satisfaction by emphasis on the role of an employee in the place of work. He defines job satisfaction as affective tendency on the part of employees regarding to work parts which they are presently inhabiting (Vroom, 1964).

According to Shafii Abadi (1997), job satisfaction is a kind of positive feeling toward work which is a result of many factors such as working environment conditions, organizational system of work, ruling relations in working environment and the effect of cultural factors. Accordingly, it is possible to say that job satisfaction is a sensational feeling which is influenced by social factors.

Feldman and Arnold (1995) define job satisfaction as following: job satisfaction is a collection of positive inclinations or positive feelings that people have toward their jobs. When we say that a person is highly satisfied with his/her job we mean he loves his/her job in a general sense and with the help of it, satisfies his needs. Therefore, he/she has positive feelings toward it.

Locke (1969) defines job satisfaction as a feeling which is the result of work assessment as a simplifying factor in achieving work values. He states that job satisfaction encompasses four factors as following:

- 1-Reward as salary and promotion conditions
- 2-Work background as work conditions and advantages
- 3-Factors and human relations with coworkers and supervisors
- 4-Features of work

Smith and Kendall (1969) state five basic aspects of job satisfaction which show the most important features of individuals' feelings toward their work as following:

- 1-The nature of work

- 2- Salary and benefits
- 3- Success and progress opportunities
- 4- Supervisors
- 5- Coworkers

## **2.3 Theoretical Points of View**

Studies have shown that annually many companies and organizations make various surveys about the employees' attitude toward their job satisfaction. Job satisfaction is one of the widespread research variables in organizational behavior and also a pivotal variable in researches and organization theories (Darvish, 2007). However, there are many hidden dimensions that has been remained to be revealed in the field of many studies. Because of its importance, many theories have been developed and they were used by many researchers in order to address job satisfaction dimensions through practical research. Some of the most important, inspiring and pervasive theories are as follows;

### **2.3.1 Macro and Micro Theories**

One of the recent classifications about job satisfaction theories is Lawson and Shen (1998) theory. They have divided motivation theories into two parts as micro and macro models.

#### **2.3.1.1 Macro Model Theories**

It was mentioned before that in job satisfaction macro model theories do not emphasize on the individual solely and they give importance to the context of organization as well. These theories are of prime importance for the managers because they include relatively simple processes for beginning, directing and continuation of job satisfaction (Lawson and Shen, 1998). However, the focus of macro models is on organizations and specifically organizational processes which are essential for producing

and presenting services (Hooman, 2002). One of the theories of this group is Herzberg's theory.

### **2.3.1.2 Micro Model Theories**

Micro model theories focus on internal factors and forces more than anything else. These are the factors that making individuals feel satisfied with their life and work. In fact, these theories discuss things that the individuals bring with them to the workplace. If more psychological and cognitive needs are met, result creates more satisfied and productive employees through their work.

One of the micro model theories is related to Maslow's theory of Hierarchy of Needs. Between years of 1940 and 1950, this theory has drawn attention in clinical psychology and Maslow had conducted many of his studies in that field. In the beginning of 1960s, this theory was proposed as an optimal model for human behavior in an organization.

### **2.3.2 Need Theories**

Need is a kind of imbalance feeling or internal deficiency and it either strengthens or presses a behavioral reaction. Deficiency may have many reasons. We can mention physiological needs such as hunger, clothing, housing, or psychological needs such as power and dominance, or sociological needs such as getting into social positions in the society. In any case, need stimulates an individual to get involved with an action, so a person can regain his/her balance and feel satisfied (Szilagvi and Wallace, 1990).

McClelland (1965) believes that many needs are acquired rather than being internal and instinctive. They become activated by signals coming from outside. For instance an employee who needs acceptance, can satisfy his/her needs only when conditions are suitable to cooperate with others.

Karen Horney (1942) in his book has presented human needs self-analysis in ten groups. He believes that needs are as follows: need for affection, love, acceptance and others approval, support, contentment, power, authority and utilizing others, prestige and post, praise and admiration of others, success and victory, self-confidence and independence, perfection and having no weaknesses.

Fromm (1976) states that human has two groups of needs: the first group consist of physical, biological and physiological needs which are the same in human being and animals. The second group has human needs which appear with a different range of intensity in different societies relating to various environmental conditions. As an example for the second group, we can mention the need of excellence, dependence and connection with others, integration and individuality, going back to essence and nature, justification of being and having mental background to encounter problems.

To know the human nature and effective factors and variables on job satisfaction, we have to study behavior and know how it originates. Behavior is a chain of activities which is done by human all the time. On the other hand, the thing that makes activity begin and continue and determines the general direction of an individual's behavior is motivation or manners of behavior. Behavior and reaction of every person in any specific time is stimulated under the influence of diverse needs (Koklan, 1979).

Koklan (1979) believes that every human behavior is purposeful and in definition of purpose, an expected result of each behavior is mentioned. Many psychologists believe purpose is an external stimulus and they consider two general aspects for that: it can be materialist and tangible stimulus, such as salary and benefits escalation or it can be intangible stimulus, such as appreciating employees' efforts which are as important as tangible stimuli in motivating and strengthening needs and activating human behaviors. Motivation or need is an internal state in a person, but goals are outside of environment which are sometimes called expected rewards that incline motivations toward themselves.

Motivation theories describe reasoning behind behavior. These theories are trying to describe intensity, direction and continuation of human behavior aspects. Cherrington (1991) has generally divided motivation theories into the following three classes:

1-Learning reinforcement theories

2-Need or content theories

3-Process theories or decision making models.

Learning reinforcement theories emphasize on behavior results specifically the role of positive reinforcement and other theories focus on the role of perceptions.

Cognitive theories are divided into two groups of content and process theories. Content theories describe the nature of motivated behavior and are often involved with feelings inside or at environment that surround a person that invoke his/her behavior and make it continue. In other words, these theories make managers aware of needs of their employees and help them know what is important for employees as reward or satisfier of needs. We will discuss some of influential content theories in the next section.

Process theories describe how and why individuals' motivation development. They state how and why the issue of security need is related to specific rewards or what special actions are expected from employees to deserve reward.

Abraham Maslow was a humanistic person, and paid attention to dignity and worth of people in a real sense. He considered human life as a continuum process and believed that human nature has an intrinsic desire for self-actualization. A human is basically reliable, rational and unique. These are intrinsically good natured. Therefore he/she must be aware of his/her real role and follow the best way possible to utilize life segments. Only at this point human will enjoy mental health and balance. It is obvious that Maslow didn't ignore environmental effects in these issues and he stated that manifestation of these characteristics, needs special conditions that the present time society is not able to provide it easily. Theory of hierarchy of needs will be discussed in detail at content theories section.



### **2.3.3 Content Theories**

Content theories are also called as need theories by some researchers. Because they include psychological needs that cause motivated behavior. These theories explain why human needs change with time.

Rezayian (2000) believes that content theories are involved with job satisfaction more than anything else, but process theories are related with working efforts and their implicit functional concepts. Being aware of content theories, motivation process, emphasizing on needs and personal choices makes it possible to create motivation among employees. These theories consider coworkers and supervisors but ignore work role as a potential motivator. Maybe one reason for ignoring work is that in their idea work design is basically a separate issue, but in a long period of time managers have to learn that every person's work effects his motivation directly. This type is called internal motivation. But motivation due to reasons other than work, the content and process theories of which are mentioned, are called external motivation. Among many content theories, five principal theories are presented in the following sections.

#### **2.3.3.1 Hierarchy of Needs Theory**

Abraham Maslow was a prominent American psychologist. He published a book in 1954 about human growth and self-actualization. He believed that human needs are follows a hierarchy. In the beginning of 1960s, this theory was proposed as an optimal model of human behavior in organizations. Physiological needs are the physical requirements for human survival. When these basic requirements are not met, other internal requirements will be less. Subsequently this hierarchy is proposed for other needs.

Abraham Maslow was a humanistic person, and paid attention to dignity and worth of people in a real sense. He considered human life as a continuum process and believed that human nature has an intrinsic desire for self-actualization. Only at this point,

human will enjoy mental health and balance. It is obvious that Maslow did not ignore environmental effects in these issues and he stated that manifestation of these characteristics needs special conditions that the present time society is not able to provide it easily. For instance, dissatisfaction of needs stays at the bottom of the hierarchy since political and social limitations are barrier in the way of self-actualization and growth manifestation.

In the beginning, Maslow's idea was providing a pattern that generally describes the relation between motivation and personality, but later he focused explicitly on motivation issues of employees in working organizations. By using the concept of hierarchy of needs, the managers will accept the responsibility of creating a suitable workplace in which employees are able to develop and manifest all for their talents. This suitable workplace may increase the opportunities of further independence, variety and diversity in job and being responsible. Scientifically, absence of such workplaces characteristics will be resulted in employee's disappointment and the outcomes are weak performance, dissatisfaction of work and more employee's turnover. Maslow believed that human needs are ordered in the form of a fivefold hierarchy from the bottom which is a basic need to the top which is self-actualization need. At first, an individual has a behavior to make him/her be able to satisfy a need or needs which are prominent and special in a time. Maslow believed that the hierarchy was an optimal model which was often correct.

### **Physiological Needs**

This collection of needs is at the start point of motivation theory. Physiological needs are the basic needs and their satisfaction is essential for survival. An individual, who has lack of food, house, water, sex and so on, would deny other cases. A dominance power of these needs is more. A person who has lack of food, safety, love and esteem surely would choose food. For a person who suffers from lack of food, the utopia will be a place ample in food. He/she likes to imagine that if only food supply is guaranteed for the rest of his/her life, he'll/she'll be fortunate and will never demand more. In the other

part, Maslow states that apparently a proper way to eliminate perfect motivations, comprehensive outlook, human talents and nature is to keep organism extremely hungry and thirsty.

### **Safety Needs**

When basic needs are met, other needs such as security, stability, dependence, support, concern, law and freedom are raising up which are called safety needs. These needs can dominate organism completely as exclusive organizers of behavior, therefore they encompass many humans' talents and they are only looking for safety. In other words, receivers, effective factors, rationale and other talents are the only tools for searching safety. Accordingly, a dominant goal, utopia and ruling values of individuals are affected by desire to safety. At this point, all other cases rather than safety and support become less important. This individual can be defined as a person who lives to achieve safety.

Maslow believes that more concrete drives of safety can be observed in childhood. When a child is suddenly separated from his/her mother's embrace, he becomes frightened as if everything is over and a child starts to look for the existence of world only in his/her mother. Maslow concluded that adults also like more safe, ordered and predictable world and they are dreadful of a world which is unpredictable. At this situation, they need strong supporters to protect them against dangers and harms. In the present social life, Maslow introduces the effects of safety need as follows: permanent desire to have a work, support, savings account and different types of insurance. Maslow states that inclination to religion and world philosophy which is able to organize people and world as a meaningful, comprehensive and satisfying whole, is related a great deal to the need of human being to safety. He sometimes believes the tendency of human to science and philosophy is somewhat rooted in the same safety need. He believes that when in a society a threat endangers law, order and governance, safety needs may be a matter of urgency.

## **Social Needs**

When physiological and safety needs are met, a need for love, security and belonging appear. At this point, the individual assumes the love of life partner, friends and children as his utopia. He is eager to have sensational relations with people, friends and family and most of his efforts is to achieve these goals. Maslow believes social changes because of industrial societies, feeling rootless or hatred of origin, sudden separation from family and friends are among the most important sources of this human need. Of course, love does not only refer to libido. Libido should be discussed only as a physiological need, but the need of love and belonging includes loving and being loved. Need for feel belonging in an organization is also critical. Without such feeling, employees feel separate from their work in the organization.

## **Need for Esteem**

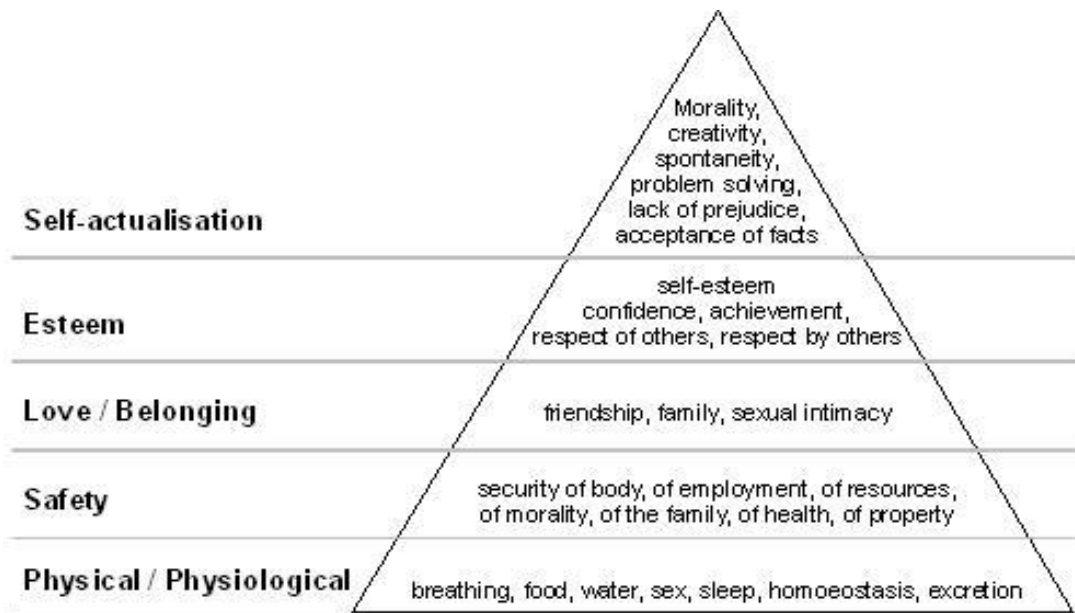
Need for esteem and confidence is considered after physiological, safety and social needs. All members of a society need stable and perfect self-evaluation, self-esteem, confidence and respect. These needs are divided into two parts: internal needs and external needs. When internal aspect is considered cases such as confidence, desire to have power, competence, independence and freedom are raised up. And when we talk about fame, status, prestige, pride, revere and praise, the external aspect is considered. Maslow believes that dissatisfaction of mentioned needs causes the appearance of feelings such as weakness, humiliation and wretchedness. These feelings cause disappointment and discouragement. The importance of this collection of needs becomes clear by studying psychotics who faced serious mental problems. In addition, through theologians' discussions about pride and outlook of people about self-awareness and dishonesty to their essence, it is possible to understand the danger of self-esteem dependence on others' views (rather than dependence on real confidence and adequacy). The best way to satisfy this need is when the individual deserves respect but does not expect observable praise. From this point of view, organizations need to create respect,

prestige, dignity and authority for their employees in order to make them to be actualized in their job and perform better in their duties.

### **Need for Self-Actualization**

One of the best discussions of Maslow in motivation theory is his definition of self-actualization. It refers to improvement of talents, skills and completion of personal bases. For instance, if a composer needs relaxation he should compose music, painter should paint and poet should write poetry. Self-actualization is an insatiable process. Those walking in this road are always improving and getting better. It seems this process varies from one person to another. In every person, self-actualization gets different specific form. Becoming idealistic, athletic, composer, artist or a successful manager are special kinds of self-actualization for people who have innate talent and with a unique planning actualize their unmatched aptitude. Self-actualized people are not known in the world as the famous ones, but are in the best condition that the individual is able to. Subsequently, organizations need to make their employees to be self-actualized in their work in order to gain more improvement and innovation in their processes.

Maslow separates self-actualized persons' motivation from other people. The motivation of common people is only exists to satisfy their basic needs (physiological, safety, belonging and esteem). There should be a difference between living and getting ready to live. For self-actualized individuals, he proposed the term of Meta motivation. These people have no deficiency to compensate. Their basic needs are met. However, they have other motivations for acting. They work hard, try a lot and they are ambitious. Their motivation is personality growth, reaching human perfection and in word reaching their full human potential (Rezvani, 1990).



**Figure 1-** Maslow's Hierarchy of Needs

Although there are many extensions for this approach For instance, Steers and Porter (1991) have divided human needs into the following groups:

- 1-Physiological needs
- 2-Belonging and Love
- 3-Esteem needs
- 4-Self-actualization needs
- 5-Aesthetic
- 6- Epistemology

There are specific traits that increase job satisfaction. Besides people who are in upper level of Maslow's hierarchy of needs will have more job satisfaction. If people choose a work or work in a place which is compatible with their mental and moral features, their job satisfaction will increase (Sepehri, 2004).

### **2.3.3.2 ERG Theory**

This theory was proposed by Alderfer (1972) by the aim of expanding and testing Maslow's hierarchy of needs. Alderfer presented a corrected model that includes three

classes of human needs. These needs are existence, relatedness and growth. He relates his theory to stages with desire to needs and satisfaction and the sense that how satisfaction is effected by basic needs and affects desire to other needs. Satisfaction refers to an internal mood which is actualized as a result of achieving the things that are exist in individual mind. Desire is also an internal mood. It is synonym with concepts such as wanting, intensity of need and motivation (Pinder, 1984). Based on ERG theory human need requirements are divided into three classes:

- 1-Existence needs which includes material prosperity of human
- 2-Relatedness needs which encompasses interpersonal relations
- 3-Growth needs which is about desires to grow and proceed continuously

Based on this theory and unlike Maslow's theory if a high level requirement is repressed in an individual, the same requirement will be activated in lower levels. This theory gives an important view to managers. This means if a manager becomes aware that there is a barrier for an employee's growth needs, he should try to lead an employee to the satisfaction of his physiological needs.

### **2.3.3.3 The Theory of Stages of Life**

Based on Erik Erikson (1950) theory, people are in different stages of life and a person living in one stage of life cannot perceive people who are living in upper stages. Going from one stage to another needs internal and external change. It might also influence people satisfaction.

### **2.3.3.4 Theory of Motivation Acquisition**

David Mc Celelland (1965) believes that motivating factors are rooted in culture. He states that all humans have three important requirements as following:

Need for Achievement: achievement, desire to do something better and efficient for solving problems and mastering complicated issues.

Need for Affiliation: desire to make intimate and friendly relations with others.

Need for Power: desire to influence others' behavior and controlling them.

He believes human is motivated through these requirements. This theory is useful when each requirement is being related to a set of individual preferences. When these needs are acquired, managers can familiarize people with these needs so they succeed in different works.

### **2.3.3.5 Herzberg's Two-Factor Theory**

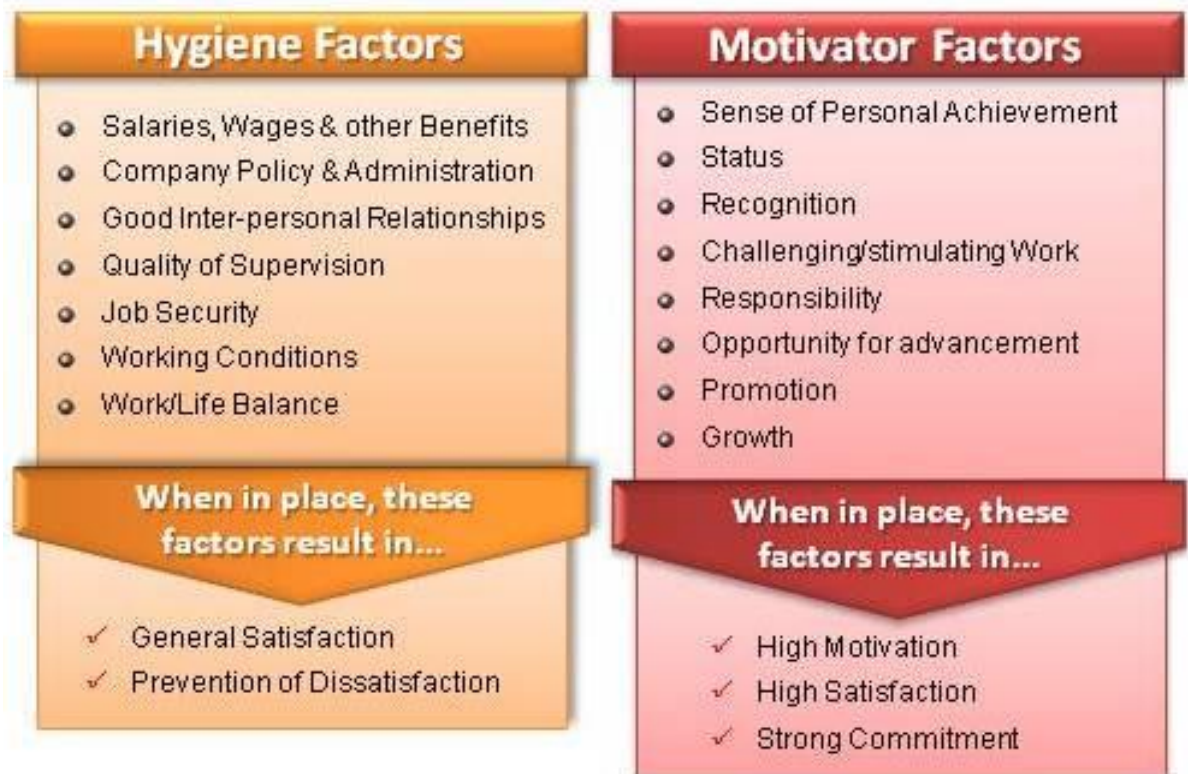
Herzberg's two-factor theory is also known as Motivator-Hygiene theory. Although Herzberg's theory to some extent is based on Hierarchy of Needs theory, but he has avoided the use of "need" word. Instead, he has divided the existing factors in workplace into two main groups of motivators and hygiene. This German researcher in 1968 found out that absence of a series of conditions in workplace make employees dissatisfied but the existence of them does not necessarily create strong motivation. He named these potential factors that cause dissatisfaction as hygiene and other factors which are effective on satisfaction and absence of them create dissatisfaction as they are motivators (Rollinson, Broadfield and Edwards, 1998).

Herzberg made a survey among approximately 4000 workers about what they feel concerning their work. He concluded that two completely different classes of factors caused the creation of two types of feelings. Therefore, first group of factors of the work lead to job satisfaction, while other factors may be a barrier to dissatisfaction and are not satisfaction source as well. Second job satisfaction and dissatisfaction do not exist on a unit continuum.

Herzberg believes that a group of other factors affects satisfaction and absence of them causes dissatisfaction. He calls these factors motivation factors which include achievement, recognition, the nature of work and advancement or growth. Herzberg believes that in contemporary society needs of people are met. Therefore, satisfaction of lower needs does not lead to gain more job satisfaction. The best feelings of this kind of



satisfaction creates feelings for being indifference to work and certainly failure to satisfy them, leads to dissatisfaction. Accordingly, job satisfaction depends on satisfaction of upper needs, because it is a little difficult to achieve and satisfy them (Korman, 1999).



**Figure 2-** Herzberg Two-Factor Theory

### 2.3.4 Other Theories

There are many conceptual theories in the literature in which they can link the study to basic human needs and job satisfaction. But in here, some of the most important and inspiring of them will be presented.

#### 2.3.4.1 Equity Theory

Equity theory was first proposed by Adams (1963). He believed that people have always requires a fair treatment with themselves. In other words, according to the equity theory it believed that in comparison with others, the employees are treated fairly, and

according to the inequity case it is believe that is comparison with others, the employees are treated unfairly.

Based on this theory, the process of equity comparison is based on the ratio of inputs and outputs. Inputs are the contributions of employees such as education, experience, effort and loyalty to organization and outcomes are things that employee receives from organization such as salary, social relations, recognition and employee's benefits. Employees at first evaluate the organization's treatment comparing them with others. With this evaluation, employee understand feeling of fair or unfair treatment (Luthans, 1995).

Adams (2000) believes that work dissatisfaction takes place when a person's ratio of output to input is compared with others' around him and if it is estimated less than the others. Therefore, it is possible to create equity only when 1) inputs and outputs change 2) it is distorted cognitively 3) others' inputs and outputs change. Hooman (2002) believes that one of the other theories in micro level group is equity and expectancy theory. It emphasizes cognitive processes and incentives making employees work and stay in their job (Hooman, 2002).

#### **2.3.4.2 Expectancy Theory**

This theory is based on Vroom's (1964) interpretations of organizational science. Expectancy theory is rooted in proposed issues in hedonism school of thought in 1930s and it was used as working motivation. The theory states that people look at various works that are available for them (like coming to work against not coming) and choose the part that is closer to their interested rewards. Vroom has suggested two patterns: one for prediction of determined choices like what words would an individual choose or how effortful he'll/she'll be in his/her job, and the other pattern is for prediction of individual's outlooks toward his work. A combination of expectancy and value determines what to be chosen by a person. Vroom believes that the outlook of people while working depends on the value (positive or negative) they give to the result of their effort and also to their trust

to know that to what extent their effort will lead them to their goals. In other words, motivation is an achievement of individual's predicted value of a goal and the probable scale he/she has considered to achieve his/her goal. One of the important attractions of him is that he tries to recognize the importance of various requirements and needs of individuals. This theory, by being more actual does not have some of the Maslow and Herzberg's methods naiveties. Moreover, it is completely in one direction with management method based on goal (Hersey, Kenneth, Blanchard and Hall, 1988).

There are significant factors in the analysis of expectancy theory. The first thing is that prediction (expectancy) of what is going to happen, is an effective factor in choosing and it is important in our estimation of future. The second point is that this theory encompasses two main factors as follow: expecting that output will be achieved, and how much will be the satisfying value of predicting that output.

In fact, this theory is based on this supposition that the choices of every person that makes among various selections is related to mental and psychological events which occur simultaneously with behavior. In other words, these choices are connected with understanding and formation of opinions and viewpoints (Steers and Porter, 1991). This model was practically used by him for the first time. At first he tried to identify source of attractions and expectations. At next step, he related effort with performance and job satisfaction. Three predictors based on this model are explained below.

**Effort Predictor:** Effort is a function of individuals understanding from reward value (attraction) and also their understanding of the probability of effort leading to reward (expectation). When employees become aware of that valuable rewards they might got in their work, they'll work better.

**Performance Predictor:** Every person's performance is not just the result of his effort, but abilities, characteristics and perception regulate effects on performance. This means that employees with more abilities and effort will have better performance compared to low-skilled employees.

Satisfaction Predictor: Employees receive both internal and external rewards for their performance. Internal rewards are gained by the individuals themselves these are a combination of invisible results such as feeling successful and being able to work. External rewards are tangible results such as salary and being known by public. Satisfaction itself is determined by employees' expectations of justice for received rewards. The outcomes of this theory for management measures can be explained at the following.

First, People make choices based on what they will acquire in their imagination and not what they acquired before.

Secondly, rewards must be connected with optimal organizational behavior is a clear and close way

And thirdly because different people value different kinds of rewards, there must be some efforts to match organizational outputs or rewards with specific wishes (Robbins, 1995).

Another theory that has been developed based on Vroom's studies is expectancy theory of Porter and Lawler in 1968. This pattern is one of the important corrections and extensions of Vroom's researches that has been done by these two organizational behavior researchers (Steers and Porter, 1991). They believe that Vroom's theory can be criticized because it ignores other influential factors in job satisfaction. They state that satisfaction is under the influence of internal and external rewards and to some extent depends on persons' equal perceptions of it. Undoubtedly, by giving various rewards, job satisfaction has not been guaranteed, because this issue depends whether if the reward is equal with the effort done for that or not. Therefore, there is an important feedback cycle between job satisfaction and reward value.

Another important point that inferred from this theory is that a stimuli and factors considered for encouraging doing good job can be practical only when they are perceptually valuable for a person. Therefore, instead of proposing collections of general rewards which are the same value for all of employees, it should be reflected on factors of them which have a separate value for every person.

Another component that they considers for job satisfaction is that employees require to see whether rewards are real and available. It means that a connection between performance and reward must be very clear and vivid, so there must be honesty for what is promised. In other words, when managers know that rewards are possibly not realistic, they should avoid giving unclear hints about their availability (Rollinson, Edwards and Broadfield, 1998).

#### **2.3.4.3 Process Theories**

As it mentioned before, these theories are presented about why and how human behavior level ups in relation with motivation. Two theories of Expectancy and Homology are among this group.

#### **2.3.4.4 Goal- Setting Theory**

This theory was proposed by Edwin Lock in 1968. Its main point is that goals of employees are the main factors that affect their actions. This emphasizes the point that goal setting can be used for motivating employees and improving their efficiency. This theory is based on the idea that employees set goals consciously for themselves which are the main determining factor of their actions. The mentioned two cases are the basic components of this theory.

This theory considers factors like a change in salary system or facilities as environmental factors. It believes that the first step in motivation process is to perceive a change by an individual. The second step is that individual's assessment is based on his/her imaginations about environmental conditions, and the final goal-setting step is to formulate goals. At this step, individuals decide consciously about what they do and how they get what they want.

Individual's behavior has been affected by personal and organizational goals. The findings of this theory that affect organizations are as follows:

- 1-Defined and clear goals cause better functioning rather than unclear and vague ones
- 2-When goals are more difficult and need much effort, there will be more possibility of not being followed by employees.
- 3-Cooperation based on goals makes goals more acceptable and as a result a better function is observed.
- 4-Culture of participation is very important in goal-setting.
- 5-When personal and organizational goals complete each other, personal activities are inclined to organizational goals.

If there is not closeness between these two, an individual would try to fulfill his/her personal goals unless external forces that make him/her to realize organizational goals (Locke, 1979).

Being aware of content theory and motivation process and emphasizing on needs and personal choices makes it possible to create motivation among employees. These theories consider coworkers and supervisors but ignore work role as a potential motivator. Maybe one reason for ignoring work is that in their idea, work design is basically a separate issue, but in a long period of time managers have learned that every person's work affects his motivation directly. This type of motivation is called internal motivation. But motivation due to reasons other than work, content and process theories which are mentioned, are called external motivation.

### **2.3.5 Edwin Lock Studies**

Lock believes that according to types of employees, their requirements and values differ, so their job satisfaction depends on these requirements and values. There aren't a clear number of requirement or value, but a big collection of values affect job satisfaction. He also mentioned that job satisfaction is an effective response which is achieved as a result of some experiences during working. Job satisfaction is not source of reason. In other words, it is a sensation-social phenomenon that employees can feel about their work (Baron, 1991).

### **2.3.6 Basic Motivation Model**

According to acquired results from various approaches of motivation, it is possible to propose a model which combines concepts of need, motivation, goal and reward. The first step to create such a model is to put the mentioned variables in a sequential or processed framework relative to each other. This basic model introduces motivation in a multi-stage process as following:

In the first stage, feeling of need is created.

In the second stage, an individual becomes tensioned due to his/her internal imbalance.

In the third stage, motivations start to grow inside him because of the mentioned tension.

In the fourth stage, an individual starts to search out, investigate and choose strategies to satisfy his/her needs.

In the fifth stage, an individual display purposeful behaviors in order to conduct a chosen strategy, and his/her important characters and his/her power affects a chosen behavior. In this way, a real behavior has shaped, because required backgrounds such as power, skill, experience or knowledge to achieve a desired goal are different in people.

In the sixth stage, performance assessment about employee's success to achieve a goal is done by a person himself/herself or by others. A performance which is to satisfy a need of respect is usually assessed by the individual himself. On the other hand, a purposeful behavior to satisfy financial need (e.g. competency right) is usually evaluated by others.

In seventh stage, based on quality and performance evaluation, reward is given or a penalty might be considered.

In eighth stage, according to behaviors and rewards which satisfied requirements, equilibrium or satisfaction has been gained. If needs are not satisfied yet, motivation cycle is repeated with the possibility of choosing another behavior, or a negative view is created towards work (Mullins, 1996).

### **2.3.7 Terez's Twenty-Two Key Factors on Job Satisfaction**

One of the latest theories about job satisfaction belongs to Terez (2000). In this part, we discuss his critical points of view in detail since it is a very influential tool for practical purposes. In his book named “22 Keys to Creating a Meaningful Workplace”, he tried to recognize psychological point of view of factors and variables that make working environments and organizations important. He also explains the practical ways of building them.

Is there really something at working environment that makes it significant? If so, how can it be recognized, felt or created? He believes that many concepts and explanations of job satisfaction are based on individual's primary views about working environment, and various management and psychology theories and techniques are based on psychological hypnoses. But none of them had explained complicated components of job satisfaction, yet there are many other cases that he calls them “meaning of work” project.

Terez determined many aspects that make working environment significant by diverse statistical and research methods. Besides interviewing, observation and scales of job satisfaction assessment, he asked general and various questions to participants which were all based on explorations of meaning at workplace. For instance, how do you define meaningful work? What are your most meaningful and less meaningful working experiences? And how is it possible to create a better meaning in working life?

Responses from mentioned questions and data collected from research that was the base of Terez's analysis, finally, led him to recognize some important factors at workplace which he called them keys of job satisfaction. He believes that each one of employees have a collection of factors in which satisfies their needs of giving sense to their working experiences.



These factors are much similar to the keys that they always carry with them. Main keys can be deep feeling of having a goal, creation and finding opportunities to make effective relations for one person, feeling of ownership, varied challenges and a good coordination with organization for other persons. Terez totally introduces 22 main keys (variables) of job satisfaction and explains the creation and absence of each in detail. They are presented at this part of the research by quotation from Hooman (2002).

**Appreciation:** Appreciating employees is one of the principal factors of job satisfaction. This sense not only improves positive self-concept, but also satisfies needs of self-confidence and self-actualization. Expressing appreciation is probably the most forceful, simplest and cheapest factor of encouragement and creating feelings of satisfaction in an individual (Lusseir, 1997). Terez believes this variable is shaped when:

- Employees are appreciated for what they do and this pleasant act is done not by external rewards but by true appreciation;
- An organization allocates time for celebrations and ceremonies because of efforts and big achievements;
- Big and fundamental projects are conducted so people can participate in them and feel qualified and enjoy their cooperation;

This variable becomes pale when in an organization the management system is based on non-identification and appreciation. Moreover, as Terez states, there must be a difference between appreciation and reward. Acknowledgments are not only external rewards but they can encourage healthy competition and create feelings of respect and gratitude in person.

**Balance:** Terez defines balance as a state of coordination and equivalence between work life and personal life. He states that balance between work and life is created when

- Employees at all levels of organization realize that their life is beyond their work and work and this reality should be supported by organization's actual activities. For example, manager can give a day leave to his employees after 10 hours of long work to let employees to be with their families;

- Employees are allowed to do some parts of their work at home if they are willing to;
- Employees are allowed to bring a part of their family problems to the workplace. For instance, expected duties of an employee who has new born child might be reduced in a rational way and rules can be flexible for him to some extent;
- Employees feel that their life is generally balanced;
- Work missions and trips get regulated for a proper time and when an employee is absent, required organizational supports are provided for his/her family;

According to Terez if organizations create conditions to let employees bring their children to their workplace to see their parents' working situation and arrange picnics and organizational parties, in this way, they can connect work and home, and it can create a needed balance.

**Challenge:** This is one of the complicated factors which allocated many studies of job satisfaction to itself. Challenge or getting involved with work might be the cause to make use of potential talents and skills of employees and create qualification feelings in them. According to Terez, getting involved in work disappears in employees when:

- They become deprived of using their potential talents and the reason of this deprivation is not lack of abilities and skill due to the lack of conditions in a workplace for realization of the abilities;
- Employees become distressed and depressed because of boring work conditions;
- They are able to do their job skillfully without much thoughts;

Therefore, workplace must provide conditions fulfilling the need for completely use of individual's abilities and talent. At the same time, they must be able to tackle with these challenges and become more desired to get involved in their job. In other words, new challenges are a way for producing energy and power in employees (Lowson and Shan, 1998).

**Discussion and debate:** Providing conditions in which employees have the chance to discuss about organization, management and similar topics, increases their job satisfaction. According to Terez this factor is a source of satisfaction when

-There is an existence of a healthy and growing process of effective debates at all levels of organization;

-Employees feel free in discussing about opportunities and issues related to their work;

The exchange of ideas must be truthful and employees without fear of defamation and accusation talk frankly about their problems. But if discussions are about superficial and unimportant issues and there exist a limitation for some subjects, some employees might avoid taking part in them. If there is such environment, people might feel they are wasting their time doing so. Consequently, feelings of frustration and dissatisfaction will dominate employees. As Terez states, the more freer and apparent are the effective discussions, the more the individuals will try to not only propose their own outlooks but increase their capacity of accepting others' ideas and inferences. This creates more intimate and respected environment among employees. On the other hand, managers must remember the main differences among employees about the type of discussions. Some employees desire to talk about common and trivial subjects not because they are interested in these subjects but because they are more tangible for them. Therefore, continuation of this situation makes the process of discussions and relations among employees limited and superficial. It also decreases an expectancy level, mental and social requirements of employees therefore, the base of dissatisfaction is created.

**Orientation:** One of the other elements that makes a workplace attractive and meaningful for employees is clear orientation about strategies, goals and activities of organization. According to Terez, existences of a clear outlook from future determines a common orientation of people in organization, goals and objectives. This sense completes this outlook in a tangible way which make employees to have more trust on future and make them to feel that there are wise and apparent strategies in the organization. Feeling satisfied with orientations of organization increases when managers periodically evaluate, revise and even prioritize them again and also employees have a permission to participate

in portraying outlooks and goals of an organization. On the other hand, if there is main difference between outlooks portrayed by organization and what managers look for, employees wouldn't know where and with what goals the organization really move, they would face disagreement and distress.

**Coordination:** People will be satisfied with their job when it is compatible with their traits (especially talents, skills and interests) (Rollonson and et al, 1998). Many employees are unhappy with their job and duties only because they don't have required skills or their job is in a lower level compared with their abilities. According to Terez, coordination is considered as a job satisfaction factor when

- Employees perceive clearly that there is a coordination between themselves and their job with organization's mission and ultimate goals;
- Employees are able to express their abilities;
- Spend their time with activities which are most compatible with their interests;
- There is a good proportion between their own missions and organization missions;
- There is a suitable road between what they want from their life and what they do in their job;

On the other hand, dissatisfaction is created when only a number of employees are permitted to perceive a general outlook of organization and the way of how to be coordinated with that, while other employees feel that what they do is not their right or it is not in a position of progress. Finally, they may feel that there is a clear contradiction between their own values and goals and organization goals. Terez suggests managers to encourage their employees to redesign their work based on their interests. Because if people feel lack of common orientation between their interests and type of work that they do, they'll be undoubtedly disordered and less efficient. But coordination between these two will lead employees to create feelings of ownership, creativity and other benefits beyond imagination.

**Personal Growth:** The most primary need people have after a fixed employment and having job security, is individual growth and development. This issue can be achieved

by true and continuous training and guidance. Managers usually consider training and employees' growth as a one sense, while training is a process of acquiring needed skills for a specific job and growth is a continuous education of employees to develop skills which are essential for present and future tasks of organization. Personal growth in organizations is less technical and its goal is mostly developing humanity, communications and decision making skills of managers and employees (Lussier, 1996). According to Terez, personal growth is considered as a source of job satisfaction when

- Organization permits the employees to actualize their potential abilities;
- Organization provides ample learning opportunities for their employees;
- Organizations use new equipment and make new relations to make their employees encouraged because these activities quicken and simplify learning and variation (such as growth)
- Changes occurring inside a workplace to be valued as a way that individuals can grow their own skills and experiences;

On the other hand, job satisfaction and productivity reduces impressively if training is considered as a cost, or when training is not compatible with a current work of employees, or when employees have to do the same job for long years without any variety or change in it.

**Flexibility:** One of the main sources of improving work life quality is the flexibility of working patterns. This kind of flexibility which lets employees to be free to some extent and effectively control various aspects of their jobs is psychologically beneficial in creating feeling of having control on time and place of working. Also, it can create job satisfaction and help the balance between work demands and family needs (Rollinson and et al, 1998).

According to Terez, flexibility is considered as a factor of job satisfaction when

- A situation demands modification of organization rules;
- Using rules are judged accurately and people accept accompanying them mentally;

Although organization policies and strategies are in a right place. But there should be a possibility of taking different approaches when it's necessary. In special situations, employees have an ability to do what they think is correct for clientele. When rules are kept inflexible without considering a situation, regulations and circulars are at the bottom line. Therefore, policies and strategies of organization are followed unquestionably and employees are to execute written rules and strategies without any deficiency, then an atmosphere is created which leads to mental distress, contradiction and dissatisfaction.

**Innovation:** Innovation means utilizing novel thoughts and it includes two main kind of output: innovation (or making new things) and process innovation (novel methods to do things). A success of innovation can be evaluated on one hand based on knowing clientele and customers and how to attract their satisfaction. In the other hand, it is based on increasing productivity, effective function, job satisfaction and employees' commitment. According to Terez, innovation is created in organizations in which

- All required opportunities for creation are provided for employees;
- Risking under the title of creation and innovation is encouraged;
- Mistakes are considered as a fair costs of learning and innovation;
- People are allowed to express novel ideas, approaches and strategies;

In fact, the execution of mentioned cases creates an atmosphere in organizations not only providing grounds of growth and self-actualization, but also leading to creation of qualification and self-confidence feelings. Therefore, organizations must train their employees for improvement of problem solving and decision making skills.

On the other hand, some organizational behaviors barricade innovation, creation and positive results of them. For instance, when a common method of doing work is defended strongly. When an organization acts very cautiously, employees can't innovate and in the case of any mistake (too much money is spent, fail for the first time, budgets of other projects are spent) they are reprimanded.

**Equity:** Having equal salary with other members of organization is one of the fundamental issues related to job satisfaction. Employees expect managers to have equal and fair behavior and policy with them. Giving identical opportunities for progress and evaluation are some of main equity components in a workplace (Thomas, 1990).

**Promotion:** According to Terez, job satisfaction increases impressively in an organization in which employees feel they are all in one level regardless of organizational hierarchy and they are equally important and in meetings position. Ranking of members is ignored and it is possible for everyone to discuss freely and without limitation. According to Terez, inequality evidences in an organization makes an individual feel he/she is a second-rate employee, also if organizational positions and ranks are very important and rules and norms of organization are different to distinctive people, the employees will have the same feelings. Furthermore, material inequalities such as private parking and better work conditions for some employees create dissatisfaction in organizations. Organizations require managers to act equally for all employees to consider desired workplaces. These measures and actions include setting fair salary and wage, providing reliable working system (in some cases), providing work to do, avoiding asking illegal work from employees and permitting rest and leave when it is needed (Rollinson and et al, 1998).

**Ownership:** According to Terez, feeling of ownership is one of the main sources of job satisfaction and it is effective most when

- Employees know themselves as owners of their work and act accordingly;
- Determine the formation, execution of tasks as they prefer and possibility of having authority on organizational processes in working scope;
- Changes in a workplace which is done by employees themselves;
- Ideas' expression, orientation, development and use of opportunities done by employees;

Each one of employees has to be able to stand in organization's information cycle. In other words, all information (except selection cases such as personal files) has to be available for employees. Therefore, if an organization wants to create feelings of

belonging and ownership for employees, it must encourage them to decide and judge themselves instead of telling them what they are supposed to do. According to Terez, if an atmosphere and a structure of an organization is in a way that makes employees to continuously go to manager for explaining aspects of work and way of promotion, information might be only in hands of those who need it, so employees have no role in organizational changes even if it is for their own benefits. When many decisions are made by a minority group, then employees feel disabled online advertising and strange with their job. At the end, it leads them to tension and work dissatisfaction.

**Support:** Support is an assistance that organizations provide to employees for efficient and better work outcomes. Some supportive components include appropriate budget, equipment, facilities, information and needed support of other units of organization. Also, it includes human resources which can be suitable for accomplishing responsibilities and duties.

When an organization is unable to support and assist, managers must clarify what problems will exist in detail. If it's not possible to provide the required resources for work, goals and tasks need to be reconsidered. Besides, giving responsibility to employees when they don't have control over must be avoided. On the other hand, Lawson and Shan (1998) believe that organizational supports which are in the same line with employees' development create a kind of sensational dependence in them. According to Terez, organizational supports lead employees to gain job satisfaction when

- Organizations provide effective resources (information, time, tool and research findings of experts and so on) in a way to satisfy the need of succeeding;
- Time recognition and allocation by manager in a manner of providing assistances in such a way that employees feel suggestion of help instead of imposition;

Employees' reliance on supervisors and their qualification in a way that make employees able to ask for assistance when it needed. In contrast, dissatisfaction is created when



-First, asking for help is answered in an indifferent or doubtful manner toward employees' abilities by managers and supervisors.

-Secondly, employees' last solution is going to supervisor and asking for help. As a result, an atmosphere is created in organizations that makes employees damage the system and consider it as a black market for acquiring needed sources of work.

**Organizational Prestige:** Many experts believe that organization prestige and personal image are the most critical needs of employees in a workplace. Organization image makes individuals feel important more than anything else. It is due to recognizing the importance and value extent of what they produce or perform. According to Terez theory, organization prestige is created for employees when

-They are able to see the result and conclusion of their work;

-Results of their performance are tangible and clear;

-Relations with clientele (outside and inside organization) is a part of their daily work;

-Sufficient opportunities and facilities are provided for them in order to observe how their productions and services are being used;

Even though, their outcomes are intangible, there is an existence of opportunity to feel what others benefits take place in their work. When a work does not possess prestige and positive image, individuals push themselves to hidden corners of organization so they can make themselves free of it. This kind of situation makes work extremely wearing and intolerable, because individuals are not able to see the outcome of their efforts visually. Therefore, relation with clientele and customer is very limited and accompanied with complaints and discomfort.

**Goal:** Feeling purposeful and social importance at work are other job satisfaction sources. A work which makes people have an active role in a society and life, is very satisfying and pleasant. According to Terez, feeling purposeful is created in employees when

- Organizations have bigger goals beyond manufacturing products or income increase, and being the best organization for their employees in a way that employees feel their work affects a lot other's life and society;
- Employees feel their job significantly and positively and believe that their organizational goals have deep influences on society;
- What they do is participating in a bigger and more purposeful work, although there is the possibility for participation to be trivial and minor, and this has a positive and pleasant effect;

Organization is based on mission and not role. On the other hand, if employees feel their organizational goal is solely by doing work and completing a task without a comprehensive outlook, they will feel uselessness and vanity and ultimately their efficiency will decrease.

**Individual Identity:** Individual independence and identity are important sources for job satisfaction. The organizations consider individual identity versus group identity. An organization which emphasize on employees' identity, gives value to personal success and creation (Rollinson and et al, 1998). Emphasizing employees' individuality as a member of organization can be realized by encouraging and assisting employees to develop their working abilities and capacities and also by reward systems which are designed to increase members' participation in organizations. On the other hand, Terez states that aspects such as existence of similar roles, extra emphasis on conformity with organization features and inattention to individual differences as constant capitals of organization, make individuals have weaker identity with feeling of anonymity. These feelings, minimizes individual evaluation and creates worries about social evaluation. Therefore, individuals achieve their identity when first their individuality is encouraged; secondly individuals have a pleasant feeling of being themselves; and finally, organizations respect the fact that people sometimes need to be in their personal atmosphere even in organization which is a symbol of group system.

**Respect:** Many experts believe that need for respect is one of the most important basic human needs which can create the greatest part of satisfaction in workplaces. Maslow divides need of respect into two complementary sets of self-esteem and being respected by others. Self-esteem includes factors such as desire to be qualified, assurance, power, personal efficiency, progress and independence. Every person needs to know he's/she's valuable and has a power to overcome duties and challenges of work and life. Being respected by others includes prestige, acknowledgement, acceptability, attention value and appreciation. In this regard, people need to be encouraged for what they can do. According to Terez need of respect is satisfied in organizations when

- Employees respect each other despite of their position and rank in organizations;
- Employees are treated as mature adults;
- While making decisions, evaluate the points in details that such that each one of decisions influences other individuals;
- Organization policies and roles should not be emphasized and encouraged excessively;
- Respect levels should not be different in the whole organization;
- Instead of saying employees what they are supposed to do, freedom has to be given in portraying and designing their work design;

**Making Relations:** Individuals and various relations among them is considered as a big source of job satisfaction. Many experts believe that relationship in workplace is the basic factor of individual and organization's health. Many psychological issues and work dissatisfactions are created when relations between coworkers or employees and superordinate is unhealthy. For instance, employees who have a conservative chief, feel more distress and dissatisfaction. According to Terez, organizations provide job satisfaction based on this issue when

- Working hours are ample in the form of suitable opportunities for making relations;
- Employees perceive a need of making strong relations with coworkers, clientele and supervisors;
- Employees have speaking and friendship opportunity with different people;
- Workplace is designed in a way that speaking is encouraged;
- During working, employees do not feel they have fallen away from surrounding world;

- Making relation with clientele and customers and being not considered only as a work necessity;
- Social amalgamation in work is assumed to be a reduction factor of efficiency and productivity;

Terez suggests managers to create community space, so employees can make relations with others in different working units and domains. This space should not be considered as a resting place, but where employees can use their collective ideas for solving organization's current problems.

This kind of space, let employees know each other and upgrade levels of cooperation, debate and unity. Informality and being free in organization's impeding shackles has a big role in creating job satisfaction.

**Informality:** Being formal is deeply rooted in organizational culture and creates dryness and inflexibility of relations. According to Terez, informality components which create job satisfaction ground are as follows:

- Open doors policies that each one of employees experience it in a proper way, not because it is encouraged by regulations of organization but because it seems the best way of doing duties in this way;
- Employees act based on their own judgment and what they realize is proper for them in a specific situation;
- Talking about important working projects in parties or recreational programs is not considered abnormal, while there is no barrier for work and continuation of it;
- Employees feeling free in decorating their workplace and room with pictures, plant and other things;
- Employees ought not to be forced to wear formal clothes or special clothing of organization;
- Combination of work and entertainment in a way that work causes happiness and pleasure;

**Integration:** Organizations which have viewpoint of oneness are dominant. An expanded collection of values and ideas are considered to make employees to have better life, suitable workplace and condition for doing tasks, reduction of pressure and higher job satisfaction. At these kinds of organizations employees feel they are in an integrated unit and responsibilities are divided among all members because of their relation and dependence to each other (Rollinson and et al, 1998). According to Terez, organization integration is considered a factor of job satisfaction when:

- Employees have trust on each other in doing tasks accurately;
- Each one of employees understand a fact that how coworkers are coordinated with organization;
- Employees bind to each other by mission, orientation and a set of common values;
- Work relations are based on trust and not competition;
- There being no internal competition between individuals and work units;
- Work units don't see themselves as a whole and unrelated with organization, and their mission is not based on personal and group benefits;
- There be a common and ruling feeling among individuals, in a way that they feel they're all related and work for realization of organization goals;

**Services:** Many enjoy working in a job that gives them an opportunity for giving services to others. If employees feel their efforts bring no service to coworkers and other members of society, they will feel uselessness and be frustrated (Lawson and Shen, 1998). According to Terez, service factor components may lead to create job satisfaction when

- Having opportunities to help each other has to be considered. Helps may be formal (like consultation programs and training) and informal (description of an organizational process, assistance in doing a task);
- Organization's persuasion to help others for achieving success which may include coworkers, clientele and people in society;
- Providing situations in work which make giving services to others possible in line with progress and development;
- Employees become aware that to which extent their work gives service to others;

- Employees ought to be able to bring various groups together in order to promote learning, making relations, systematic reflection and finally, success and satisfaction;
- Lead and give opportunity to those who have a desire to affect others positively;

On contrary, the work will lose its significance and lead employees to dissatisfaction and lack of interest. If individual's work make him/her disappointed, helping others and giving services becomes problematic then, employees get involved in consultative and leading activities at the best situations and other efforts which lead to avoiding the upgrading of individuals.

**Value:** It cannot be denied that employees need positive attention inescapably and they are excessively sensitive and affected by views and expectations of a people who are important in their life. Therefore, considering the values of people by giving them positive attention, regardless of importance that they give for specific aspects of behavior, earning that they ought to be respected and accepted for what they are (Hegel and Zigler , 2000, quoted from hooman 2002).

Workplace is one of the main resources of providing valuation need for employees. An individuals' tendency to achieve dignity in organizations and being recognized by this dignity from supervisors and managers is very normal (Waldron, 1998). According to Terez, components of value might directly affect job satisfaction when

- Organization respects and values its employees generously;
- Employees believe that their organization gives those matches with their value and dignity;
- People is assured that what they do is really valuable and is very effective in servicing and manufacturing processes in achieving goals;
- Employees don't feel anonymous but, organization recognize employees' abilities and norms so respect them;
- What employees bring to an organization or do, generally be accepted;

**Relevancy:** The last aspect that Terez called “the key of job satisfaction as relevancy”. This concept refers to existence of relevant and proper rules in organization more than anything else. According to Terez, this factor is shaped in organization when

- Organization permits employees to use their time in an efficient and productive way;
- Employees are able to spend their time with activities which are completely related to their tasks and work missions;

Few numbers of strict rules and red lines exist in every organization. On contrary, job satisfaction will be reduced excessively if the structure of organization make people to always involve in reviewing meetings and regulations. If an organization is encompassed with invaluable rules and policies, there would always be contention and quarrel among employees and office workers consequently, employees will feel they are in vicious circle of organization and they are doing irrelevant tasks.

## **2.4 Job Satisfaction and Research Hypothesis**

In job satisfaction literature has been extensively investigated the associations among many factors and job satisfaction. However, the influence of employee attributes on job satisfaction has rarely been examined in Iran industries. Car industry and Saipa Automotive Company has been targeted because of lack of information about these variables of job satisfaction in the whole country and specially this large manufacturing company.

### **2.4.1 Employees' Job Satisfaction and Promotions**

Malik, Danish and Munir (2012) showed that there is a significant or partial relationship between promotion factor and JS by using multiple regression analysis. Latif, Ahmad, Qasim, Momal Mushtaq, Ferdoos and Hummayoun Naeem (2013) discuss that financial benefits, reward and promotion plays a vital role to satisfy, keep and motivate employees . Kostea (2010) by using secondary database, between the years of 1996-2006, estimated the effect of promotions and promotion expectations on JS. The

results show that both receipt of a promotion in the previous two years and the expectation that a promotion is possible in the next two years result in higher JS.

Based on empirical studies and theoretical points of view, we posit that promotion has an effect on job satisfaction. Hence,

Hypothesis 1: Promotions has a positive effect on job satisfaction.

#### **2.4.2 Employee's Job Satisfaction and Organization Policy**

Organizational policies are bureaucratic structures. It is not appropriate for a person who has specific democratic leading style. Inflexible policies stimulate negative feelings and flexible policies create or escalate JS (Sepehri, 2004). Empirical findings showed that there is a significant relationship between organization policy about promotion and JS (Gull and Abbas Zaidi, 2012). This Research recommends policy makers in organizations ought to guide their employees towards ensuring them that politics in their organizations do not become destructive. Likewise, research in organizational behavior has confirmed relationship between organizational policy and JS (Nighat Naeem, 2013). Based on empirical studies and theoretical points of view, we posit that organization policy has an effect on JS of employees. Hence,

Hypothesis 2: Organization policy has an effect on JS.

#### **2.4.3 Employee's Job Satisfaction and Performance Evaluation**

Regarding the importance of fairness of performance evaluation and its important influence on employee's behavioral implications Lau, Wong and Eggleton (2008) have done an empirical study to investigate relation between fairness of procedure, trust in superior, organizational commitment, fairness of outcomes and JS. Their results indicate that the correlation between fairness of procedures and JS is highly significant. Other study (Tan and Lau, 2012) examined how employee's performance evaluation affects procedural fairness, JS and organizational commitment. A path analytical model was used to analyse the data. The results indicate that both direct affect and indirect affect exist



between JS and performance evaluation. Based on empirical studies and theoretical points of view, we posit that performance evaluation has an effect on JS of employees. Hence, Hypothesis 3: Performance evaluation has an effect on JS.

#### **2.4.4 Employee's Job Satisfaction and Income**

Studies of Lock shows that salary and wage are effective variables on JS, specifically when employee believes payment is fair. Perception of payment is one of the important subjects related to working condition that should be paid attention to, because it is thought to be among the most common amplifiers in organizations. It is useful to mention that the payment system and promotion policy are fair, clear and matched with the expectations of people. According to types of work and employee's level of skill, the amount of fair payment creates JS. In addition, some people do not want to gain money at any cost, because they consciously and desirably accept to be paid less but work in a position they like. Some others prefer to work fewer hours, but the key secret of relating salary amount to JS is not hidden in a total money that employee receives, but depends on understanding that an individual has fairness and justice in the organization (Highg and Feldman, 1998). Porter and Lawler (1968) have done a research on 2000 managers. They concluded that the amount of received salary has a positive relation with JS. The importance of salary in JS may be justified in this way that salaries are key factors in meeting basic needs of life and they are also a symbol of individual's perfection and recognition (Feldman, 1995). In an empirical study, the relationship between income level and JS has been investigated (Bakan and Buyukbese, 2013). Study was conducted in a British company. The result of this experiential study shows that there is a significant relationship between employees' income level and employees' JS. Using data from the German Socio-Economic Panel Study (GSOEP) shows existence of relationship between income inequality and JS (Wunder and Schwarze, 2006). Al-Zoubi (2012) believes that increase of the salaries will absolutely increase the JS. Based on empirical studies and theoretical points of view, we posit that income has an effect on JS of employees. Hence, Hypothesis 4: Income has a positive effect on JS.

#### **2.4.5 Employee's Job Satisfaction and Organization Environment**

According to Korman (1999), organizational environment is a collection of descriptive and non-value perceptions from organization features. In an empirical study (Qasim, Cheema and Syed, 2012) it has been found that between four factors of working environment, remuneration, job promotion and fairness, working environment has the highest magnitude that is contributing to the highest level of JS of employees. Recent paper shows that there is a direct impact of work environment on JS (Jain and Kaur, 2014). Based on empirical studies and theoretical points of view, we posit that organization environment has an effect on JS of employees. Hence,

Hypothesis 5: Organization environment has an effect on JS.

#### **2.4.6 Employee's Job Satisfaction and Recreational Facilities**

Study believes that it is advantageous for organizations to target and design recreational activities in such a way that foster the work environment and increase JS between employees (Shujat, Ameer and Cheema, 2011). Findings indicate that recreational facilities and programs, positively associated with JS (Akmal, Anwar Zaino, Mansor and Ghazali, 2012). Based on empirical studies and theoretical points of view, we posit that recreational facilities have an effect on JS of employees. Hence,

Hypothesis 6: Recreational facilities have a positive effect on JS.

#### **2.4.7 Employee's Job Satisfaction and Working Hours**

Flexible working hours, sharing work, and shortening working weeks are all responses for managers who consider satisfaction of these requirements (Feldman, 1995). Study in German public sector using data from the German Socio-Economic Panel for years between 1985 and 2009 indicates significant influence of working hours on life satisfaction (Collewet and Loog, 2014). Working more than preferred numbers of hours has been proved to have a negative impact to JS (Netemeyer, Brashear-Alejandro and Boles 2005). Jin and Lee (2012) showed that Independence on working hours ( $p < .01$ )

was found to be negatively associated with JS of employees. Based on empirical studies and theoretical points of view, we posit that working hours has an effect on JS of employees. Hence,

Hypothesis 7: Working hours has an effect on JS.

#### **2.4.8 Employee's Job Satisfaction and Task Variety**

According to study, work task variety has a direct relationship to JS as workers tend to possess the cognitive stimulation due to the alteration in tasks (Fried and Ferris 1987 quoted from Bradley R. Staats and Francesca Gino, 2011). Empirical study found out that greater job variety tends to enhance JS (Rachid Zeffane, 1994). On the other hand, Herzberg (1968) believes that task variety has an impact on JS of employees. Workers do not like jobs without a need of reflect upon repeated task every day. Generally, works with moderate variety bring the most JS. Works with fewer varieties make employees weary and depressed. More so, works with too many varieties make employees to feel mentally and physically distressed and exhausted. Also those jobs that give employees free access, bring more JS (Highg and Feldman, 1998). Based on empirical studies and theoretical points of view, we posit that task variety has an effect on JS of employees. Hence,

Hypothesis 8: Task variety has a positive effect on JS.

#### **2.4.9 Employee's Job Satisfaction and Working Condition**

Cases such as temperature, humidity, ventilation, sunshine and sound, cleanness of an environment and suitable working tools have a positive connection with JS. There is no doubt that employees prefer to have enjoyable working conditions. They also prefer good conditions and this improve their productivity and tendency to have appropriate tools and facilities along with physical relaxation in order to reach higher satisfaction (Feldman, 1995). Bakotić and Babić (2013) discuss that working conditions are important variables for employee's JS. Their result shows that employees who work under normal working conditions are more satisfied than employees who work under difficult working

conditions. On the other hand, Kinz, Knotzer, Traweger, Lederer, Heidegger and Benzer (2005) have studied the relationship between JS, health and working conditions. But the results indicate no significant association between JS and working conditions. Based on empirical studies and theoretical points of view, we posit that working condition has an effect on JS of employees. Hence,

Hypothesis 9: Working condition has a positive effect on JS.

#### **2.4.10 Employee's Job Satisfaction and Person-Organization Fit**

Previous research has investigated the effect of person-organization fit and JS (Jin and Lee, 2012). The result obtained from multiple regression analyses and indicates that person-organization fit of employees was positively related to JS in Ireland ( $p < .1$ ), Sweden ( $p < .05$ ), Denmark ( $p < .01$ ), and Mexico ( $p < .05$ ). Research in Pakistan has also shown that person job fit has a positive relation with JS (Ilyas, 2013). Study in Iran, also indicates significant effect of work compatibility and JS at Kermanshah Province Office (Saeidipour, mehrabi and naderi, 2013). Based on empirical studies and theoretical points of view, we posit that person-organization fit has an effect on JS of employees. Hence,

Hypothesis 10: Person-organization fit has a positive effect on JS.

#### **2.4.11 Employee's Job Satisfaction and Progress Opportunity**

Study was conducted to figure out the effect of promotion opportunity on JS in four Malaysian universities. According to the result, there is a significant correlation between progress opportunity and JS (Mustapha and Zakaria, 2013). Rice, Gentile, and McFarlin (1991) concluded that factors such as promotion opportunity and opportunity to learn new skills have an important moderated effect on JS. Based on empirical studies and theoretical points of view, we posit that progress opportunity has an effect on JS of employees. Hence,

Hypothesis 11: Progress opportunity has a positive effect on JS.

#### **2.4.12 Employee's Job Satisfaction and Coworkers Relations**

Research indicates that relationships in social life are one of the most important aspects of happiness (Argyle, 1987). In this sense, these relationships in a workplace and with workmates have an influence on employee's JS (Argyle, 1989). An empirical study in United States reveals that Employees' perception of strong friendship in the workplace is positively related to employees' JS (Lee and Chihyung Ok, 2011). On the other hand, Binti Mat Rani (2005) believes that communication between coworkers in organizations has a clear effect on their JS and performance. Another research was conducted to investigate numerous factors effecting JS (Parvin and Kabir, 2011). Among factors relation with coworkers had the highest level of influence on JS. Based on empirical studies and theoretical points of view, we posit that coworkers' relations have an effect on JS of employees. Hence,

Hypothesis 12: Coworkers relations have an effect on JS.

#### **2.4.13 Employee's Job Satisfaction and Coworkers Support**

Empirical research has shown a positive association between co-worker support and JS (Feldman, Brondolo, Ben-Dayana and Schwartz, 2002). Gemma Bateman (2009) proposed a thesis study in psychology field. The result suggested that there was a positive relationship between coworkers support and JS. Based on empirical studies, theoretical points of view, we posit that coworkers support has an effect on JS of employees. Hence, Hypothesis13: Coworkers support has a positive effect on JS.

#### **2.4.14 Employee's Job Satisfaction and Intimacy**

Knowledge obtained by working is more than other tangible achievements or money. Many employees believe that working environment must satisfy the social needs of workers, therefore it is not surprising that having intimate and sympathetic coworkers increase JS. Study shows that in the opinion of employees if a supervisor is intimate, understand employees, reward them for good deeds and respect their ideas, in return JS

of them will increase (Robbins, 1995). Study from Donohue (1986) examined the relationship between organizational climate and employee's JS. Among Organizational climate measures, intimacy as a positive emotion relations was considered (quoted from Gormley, 2003). From Denise K. Gormley's (2003) research study, it has been found that Intimacy had a moderate effect on JS. Another research showed relationship ( $r_p=0.002$ ) with the possibility of 95 percent significance, between intimacy and JS (Emdady and Bagheri, 2013). Based on empirical studies, theoretical points of view, we posit that intimacy in a workplace has an effect on JS of employees. Hence, Hypothesis14: Intimacy has a positive effect on JS.

#### **2.4.15 Employee's Job Satisfaction and Supervisor Relation**

Decker (1987) concluded that supervisor's manner and behavior mood have positive affects on personnel's JS. Babin and Boles (1996) examined perceived co-worker contribution and supervisor support in the food service industry. They have shown that employee's perception of coworker contribution reduces stress and increases JS. The relation between these two variables has confirmed in many studies and showed that the more thoughtful and employee-oriented supervisor leads to increase JS of employees. The supervisors who are recognized in both aspects of supervision (employee-oriented and work-oriented) are loved more (Weed, Mitchell, and Moffitt, 1976, quoted by Stewart, 1991). Parvin and Nurul Kabir (2011) guided a research to investigate numerous factors effecting JS. The result shows that relation with immediate supervisor has a significant influence on JS. Another study was proposed in an organization behavioral field in Nigeria. The hierarchical regression results imply that perceived supervisor fairness is related to employees' JS. Based on empirical studies, theoretical points of view, theory of motivation acquisition, Terez twenty two keys and Herzberg two-factor theory, we posit that supervisor relation has an effect on JS of employees. Hence, Hypothesis 15: Supervisor relation has an effect on JS.

#### **2.4.16 Employee's Job Satisfaction and Leadership Style**

In a previous study, it has been found out there is a significant association exists between leadership style and JS ( Hayyat Malik, 2013). Moreover, it discusses nature of work due to globalization supplemented by technological improvement which generates troubles in a manner of leadership behavior and style more than before. Study of sixteen branches of Islamic Azad University in Iran, implies all transformational leadership factors except two factors (contingent reward and management by exception) have a significant relationship with JS of employees. Several Similar studies also imply similar implications about existence of relationship between leadership style and JS. ( M.L.Voon, Lo, Ngui and Ayob, 2011; F. CH. Petersen,2014). Based on empirical studies and theoretical points of view, we posit that leadership style has an effect on JS of employees. Hence,

Hypothesis 16: Leadership style has an effect on JS.

#### **2.4.17 Employee's Job Satisfaction and Teamwork**

The size of group and interpersonal relations quality in a group has an important role in happiness of employees. Also working group as a kind of community is believed to be a sensational-supportive system for every employee. If people in a group have similar social features, working atmosphere is created that increases JS. Research examined relationship between teamwork, working environment and JS using expletory and confirmatory factor analysis (Musriha, 2013). Result shows significant relationship between teamwork and JS of employees. Another study shows the relationship between JS and working in a team based on Herzberg's motivation factors (Benrazavi and Daud Silong, 2013). As a discussion, study offered an approach concerning the association and contribution of JS towards employees' willingness to work in teams. Based on empirical studies, theoretical points of view, we posit that teamwork has an effect on JS of employees. Hence,

Hypothesis 17: Teamwork has a positive effect on JS.

#### **2.4.18 Employee's Job Satisfaction and Job Safety**

Gyekye (2005) studied workers' perceptions of workplace safety. It has been found out that employees with a high degree of JS will correspondingly have positive perceptions of their job safety and vice versa. Kim, McInerney and Alexander (2002) concluded that job safety influence on JS differs from a department to another within a company. Based on empirical studies and theoretical points of view, we posit that job safety has an effect on JS of employees. Hence,

Hypothesis 18: Job safety has a positive effect on JS.

#### **2.4.19 Employee's Job Satisfaction and Job Security**

Nikolaou, Theodossiou and Vasileiou (2002) focuses on the influence of job security on JS. The result indicates that the effect of job security on JS is significant for both males and females for all seven European Experience countries targeted in the study. On the other hand, Reisel, Probst, Chia, Maloles and König (2010) investigated the effects of job insecurity on JS and three other faces. They expected that job insecurity has a negative impact on JS. The result has confirmed their expectation. Based on empirical studies and theoretical points of view, we posit that job security has an effect on JS of employees. Hence,

Hypothesis 19: Job security has a positive effect on JS.

#### **2.4.20 Employee's Job Satisfaction and Attitude**

Saari and Judge (2004) believe that positive or negative employee's attitude have relationship to JS outcome. They also believe that country/culture is as an intense predictor of employee attitudes as the type of job an individual has. However, Rauf (2010) had conducted a research to find out the influence of positive attitude on JS. The result showed no significant relationship between positive attitude and JS. Although, according to Lise M. Saari and Timothy A. Judge (2004), it should be considered that this relationship can differ from one country/culture to another. Based on these empirical



studies and theoretical points of view, we posit that person attitude have an effect on JS of employees. Hence,

Hypothesis 20: Positive attitude has a positive effect on JS.

#### **2.4.21 Employee's Job Satisfaction and Autonomy**

Based on scientific management researches, performance of an individual depends more on permitting them to decide over their job and not planning for them. Therefore, JS is much related with job controlling methods of autonomy rather than presetting rules of tasks (Feldman, 1995). In a previous empirical study, the relation between autonomy in job and JS has been investigated (Nguyen, Taylor and Bradley, 2003). From the results, they conclude that clear evidence that the degree of job autonomy has an important and highly significant influence on JS. Jin and Lee (2012) showed that Autonomy in job were positively associated with JS. Another study was conducted to examine perceived level of editorial autonomy between Al-Arabiya news employees. The result shows greater employees perceived level of editorial autonomy, the higher their JS level. Based on these empirical studies and theoretical points of view we posit that Autonomy at work has an effect on JS of employees. Hence,

Hypothesis 21: Autonomy has a positive effect on JS.

#### **2.4.22 Employee's Job Satisfaction and Feeling of Success**

Research analysis shows high correlation value between job success and job satisfaction. It means when employees feel that they have opportunity to be successful in their job and successful to earn upward position in the hierarchy, an emotional sense has been created which directly effects their JS (Riaz and Haider, 2010). Feeling of success of individuals has dependence to many variables such as attitude, culture, education and etc. It is clear that those emotional feelings have significant effect on JS (Ealias and George, 2012). Based on these empirical studies and theoretical points of view, we posit that feeling of success has an effect on JS of employees. Hence,

Hypothesis 22: Feeling of success has a positive effect on JS.

#### **2.4.23 Employee's Job Satisfaction and Psychological Well-being**

From the British Psychological Society, Bowling, Eschleman and Wang (2010) used meta-analytic examination to investigate the relationship between psychological well-being and JS. The result indicates that they are significantly related to each other. Wright and Cropanzano (2000) have suggested that psychological well-being and JS can take place as a predictor for job performance. Their empirical results have shown a significant correlation between psychological well-being and JS. Based on these empirical studies and theoretical points of view, we posit that psychological well-being has an effect on JS of employees. Hence,

Hypothesis 23: Psychological well-being has a positive effect on JS.

#### **2.4.24 Employee's Job Satisfaction and Nature of Work**

There were many studies that had assessed effective factors on JS while they considered nature of work as an effective factor. For example, Saleem, Majeed, Aziz and Usman identified factors affecting JS of banking industry Bahawalpur. Their results indicate there is a significant relationship between nature of work and JS. Study conducted for effective factors on JS among 432 employees in public research and development center in Saudi Arabia. The result shows JS of employees is the product of linkages among organizational variables pay, promotion, supervision, coworkers, including the nature of the work. Based on these empirical studies and theoretical points of view, we posit that person attitude may have an effect on JS of employees. Hence,

Hypothesis 24: Nature of work has an effect on JS.

#### **2.4.25 Employee's Job Satisfaction and Job Commitment**

A correlation was conducted in Bahrain to find out correlation between job commitment and JS (Mohammed and Eleswed, 2013). Study found out that there is a positive relationship exists between job commitment and JS. Similar empirical study, investigated the impact of job commitment on JS using z-test and regression analysis for

two populations (Adekola, 2012). As a result, they found a relationship between two factors. Based on these empirical studies and theoretical points of view, we posit that responsibility has an effect on JS of employees. Hence,

Hypothesis 25: Job commitment has a positive effect on JS.

#### **2.4.26 Employee's Job Satisfaction and Occupational Prestige**

Lee, An and Noh (2012) have conducted a study to investigate effective dimensions that have an impact on JS in relation with positive affectivity. Research used occupational prestige as a sub factor of social dimensions which can influence JS outcome. Result of confirmatory factor analyses showed good fit for the model and influence of social dimension factors including occupational prestige has been confirmed. Based on this empirical study and theoretical points of view, we posit that prestige has an effect on JS of employees. Hence,

Hypothesis 26: Occupational prestige has a positive effect on JS.

#### **2.4.27 Employee's Job Satisfaction and Reward**

Different employees even if they have the same job, have different levels of JS or dissatisfaction, that is because employees experience varied behaviors from their coworkers and organization. A supervisor may prefer an employee to another so he'll/she'll treat him differently. Also rewarding employees are different because of difference in efficiency or superiority. Ruvimbo Terera and Ngirande (2014) conducted a research to explore the impact of reward on JS. The result indicated p-value above 0.05; therefore their claim was not supported. On the other hand, Chepkirui (2014) claims that reward systems has a great influence on JS .Also Rehman, Muhammad Riaz Khan, Ziauddin and Ali Lashari (2010) found out a significant relationship between intrinsic and extrinsic rewards and JS. Based on these empirical studies and theoretical points of view, we posit that reward may have an effect on JS of employees. Hence,

Hypothesis 27: Reward has a positive effect on JS.

#### **2.4.28 Employee's Job Satisfaction and Biorhythm**

There is a very little or no study about relationship between biorhythm and JS especially in Middle Eastern countries. However, empirical research from Rabiei and Khatamino (2011) indicated a significant association between biorhythm and JS. Based on this empirical study in Iran and theoretical points of view, we posit that person's biorhythm has an effect on JS of employees. Hence,  
Hypothesis 28: Biorhythm has an effect on JS.

#### **2.4.29 Employee's Job Satisfaction and Age**

Many studies have investigated the relationship between age and JS. However, types of relationship differ from one organization to another. Herzberg (1975) believed that JS changes as time passes and in a period of time it is in the shape of curve; this means JS is high in the beginning years and then reduces and then it increases again (Stewart, 1991). Bernal, Snyder and McDaniel (1998) have done a research to examine relationship between age and JS. Their results show all three age measures are related to overall JS. Jung, Jae Moon and Deuk Hahm (2007) have assessed JS by observing the effects of age, sector, and gender toward six elements of perceived JS: wages, job security, job content, work environment, personal development, communication and human relations in Korea. However, JS appears to be consistent among diverse age groups of employees. Based on empirical studies and Erikson stages of life theory, we posit that Age has an effect on JS of employees. Hence,

**Question of the study:** Does Age have an influence on JS of Saipa Company employees?

**Table 1 – Variables and Empirical Studies**

Variables	Empirical Studies
Promotions	(Malik, Danish & Munir, 2012) - (Latif, Ahmad, Qasim, Mushtaq, Ferdoos & Naeem, 2013) - (Kosteas, 2010)
Organization Policy	(Sepehri, 2004) - (Gull & Abbas Zaidi, 2012) - (Nighat Naeem, 2013)
Performance Evaluation	(Lau, Wong & Eggleton, 2008) - (Tan & Lau, 2012)
Income	(Highg & Feldman, 1998) - (Porter & Lawler, 1968) - (Feldman, 1995) - (Bakan & Buyukbese, 2013) - (Wunder & Schwarze, 2006) – (Al-Zoubi, 2012)
Organization Environment	(Korman, 1999) – (Qasim, Cheema & Syed, 2012) - (Jain & Kaur, 2014).
Recreational Facilities	(Shujat, Ameer & Cheema, 2011) - (Akmall, Anwar Zaino, Mansor & Ghazali, 2012)
Working Hours	(Feldman, 1995) - (Collewet & Loog, 2014) - (Netemeyer, Brashear-Alejandro & Boles 2005) – (Jin & Lee, 2012)
Working Condition	(Feldman, 1995) - (Bakotić & Babić , 2013) – (Kinz, Knotzer, Traweger, Lederer, Heidegger & Benzer, 2005)
Task Variety	(Fried & Ferris 1987) - (Rachid Zeffane, 1994) - (Highg & Feldman, 1998)
Person-Organization Fit	(Jin & Lee, 2012) - (Ilyas, 2013) - (Saeidipour, mehrabi & naderi, 2013)
Progress Opportunity	(Mustapha & Zakaria, 2013) – (Rice, Gentile, & McFarlin, 1991)
Coworkers Relations	(Argyle, 1987) - (Argyle, 1989) - (Lee & Ok, 2011) – (Binti Mat Rani, 2005) - (Parvin & Kabir, 2011)
Coworkers Support	(Feldman, Brondolo, Dayan & Schwartz, 2002)
Intimacy	(Robbins, 1995) - Donohue (1986) – (Gormley’s, 2003) - (Emdady & Bagheri, 2013)
Supervisor Relation	(Decker , 1987) – (Babin & Boles, 1996) – (Stwart, 1991) – (Parvin & Nurul Kabir, 2011)
Leadership Style	(Hayyat Malik, 2013) - (Voon, Lo, Ngui & Ayob, 2011) – (Petersen, 2014)

Continuation of Table 1

Teamwork	(Musriha, 2013) - (Benrazavi & Daud Silong, 2013)
Job Safety	(Gyekye, 2005) – (Kim, McInerney & Alexander, 2002)
Job Security	(Theodossiou & Vasileiou, 2002) – (Reisel, Probst, Chia, Maloles & König, 2010)
Attitude	(Saari & Judge, 2004) – (Rauf, 2010)
Autonomy	(Feldman, 1995) - (Nguyen, Taylor & Bradley, 2003) – (Jin and Lee, 2012)
Feeling of Success	(Riaz & Haider, 2010) - (Ealias & George, 2012)
Psychological Well-being	(Bowling, Eschleman and Wang, 2010) - (Wright and Cropanzano, 2000)
Nature of Work	(Saleem, Majeed, Aziz & Usman, 2013)
Job Commitment	(Mohammed & Eleswed, 2013) - (Adekola, 2012).
Occupational Prestige	(Lee, An & Noh, 2012)
Reward	(Ruvimbo Terera & Ngirande, 2014) - (Chepkirui, 2014) – (Rehman, Muhammad Riaz Khan, Ziauddin & Ali Lashari, 2010)
Biorhythm	(Rabiei & Khatamino, 2011)
Age	(Stewart, 1991) - (Bernal, Snyder & McDaniel, 1998) – (Jung, Jae Moon & Deuk Hahm, 2007)

## 2.5 Suggested Model Factors

The main reason behind selecting variables in the suggested model in this study was lack of adequate information and practical study about these variables both at scope of nation and industry. This study tries to fill this gap by investigating these variables and adding unique practical research to the field.

According to the mentioned theories, generally several aspects can be recognized about JS as follows:

- JS is a sensational response to the conditions of work
- JS is often specified according to the satisfaction extent of needs and expectations
- JS emanates from a number of interrelated approaches

Smith, Kendall and Hulin (1969) have suggested five work aspects as following: work nature, wage, promotion opportunity, manager and coworkers. These aspects are important features of work that employees respond positively to them. JS refers to the general and sensational orientation of individual toward his working role. This concept must be separate from the satisfaction that individual has from various aspects of his work. In fact, the general outlook of individuals to their JS is a general concept. Obviously, this concept is not contrary to the fact that this general outlook is also multi-aspect. It is assumed that people are able to adjust specific aspects of their JS against dissatisfaction and reach a combined look from work (Smith and et al, 1969).

In general, JS can be summarized in three forms:

First Form: organizational policies such as salary and benefit, promotion and job security

Second Form: people in workplace including supervisors and coworkers

Third Form: nature of work itself

According to Feldman (1995), the most important JS sources are as follows:

- Working condition and salary which are the result of engineering studies of scientific management industry
- Working group and supervision which is influenced by human relations philosophy.
- The work itself and working opportunities which can be considered as a work nature.

In another classification, which is done from another aspect, effective factors on JS are personal characteristics, internal-content factors and external background factors (Camp Stewart, 1991). Various studies about JS show that many variables are connected with JS. They can be divided into four groups:

1-Personal factors, 2-Organizational factors, 3- Environmental factors, 4- The nature of work (Sepehri, 2004).

Parvin and Kabir (2011) proposed that the following variables are effective factors on JS:

1-Salary, 2-Efficiency in work, 3-Fringe supervision and 4-Coworker relation. They also state that factors such as work experience, age and sex can also effect JS.

JS differs in various works. Some factors relating to personal features are: 1- Age, 2- Skill level, 3- Specialization, 4- Sex and 5- IQ and talent (Davis and Newstorm, 1989).

According to Rollinson and et al (1998) there are six important factors as in physical conditions of work that may affect JS and employees' functionality. They are as follows:

1-Workplace, 2-Amenities, 3-Shift, 4-Safety, 5-Technology, and 6-Crowdness.

Dubrin (1989) has classified the effective factors on JS as follows:

1-Success, 2- Recognition, 3- Promotion and Advancement

On the other hand, Dawal and Taha (2007)'s research findings about organizational factors show an important significant effect of these factors on JS in automotive industry at Malaysia.

One of the important discussions about personal factors of employees is related to their personality. The personality features can provide patterns for prediction of employees' behavior and mental moods (Rollinson and et al, 1998). One of these features is self-confidence. There is no doubt that individuals' feeling about themselves effect



their job a lot. Therefore those who have positive feeling of themselves, get better results in their work. From other features, we can mention control position and development motivation (Hersey, Blanchard and Hall 1991). Mirzakhani and Salimi (2012) State that job satisfaction factors can generally be mentioned as

1- Social factors, 2- Organizational Factors, 3- Environmental factors, 4- Work nature, and 5- Personal factors.

Study has already revealed both financial and non-financial incentive factors in relation with JS. Both aspect can be in a result of long-term and short-term job satisfaction (Ali Erbas1 and Tugay Arat, 2012).

By browsing these empirical studies and theories that has discussed previously, six factor considered to be targeted in this study. At this section, every one of effective factors on JS has explained in detail. Each variable and research hypothesis had been discussed in detail in section 2.4.

### **2.5.1 Organizational Factors**

**Promotions:** Promotions are provided by organizations, It can be considered as one of the important organizational factors which can lead employees to feel more relative to the system of their organizations.

**Organization Policy:** Organization policy is very substantial and essential for every organization members. It can also determine how the deep inside of organization goals and perspectives has been shaped by this consequential issue.

**Performance Evaluation:** Evaluation of performance differs from one organization to another. It is also related to organization policy makers goals, plans and long term strategies.

**Income:** Income is a very determinant matter for a job that arises from organizational perspectives.

**Organization Environment:** Organization environment should be categorized under organizational factors since it is provided by the organization.

**Recreational Facilities:** One of the important features provided by organizations is recreational facilities that emanates from organizational factors in order to keep them more satisfied.

### **2.5.2 Incentive Factors**

**Occupational prestige:** Occupational prestige suggested as an incentive variable since feeling of good prestige at work can lead employees to have more motivated condition.

**Reward:** Reward can be considered as an incentive factor. It causes employees to gain higher motivation than the time when there is no reward in the system.

### **2.5.3 Nature of Work Factors**

**Nature of work itself:** Nature of work itself has been suggested as a nature of work variable.

**Working hours:** Working hours has been suggested as a nature of work variable. Working hours arises from work designed system that is an aspect of nature of work.

**Task variety:** Task variety suggested as a nature of work variable since it arises from it.

**Job safety:** Being safe in a work place is originated from the formation of work and its operational systems. Some tasks may have less safety and some of them may have the opposite. For example, a person who works in an operation department may have less safety condition than an employee in a finance department.

**Job Security:** Usually this term arises from the work itself. Policy makers in organizations may design different types of job security for different job and position and in some organization such as Saipa Company, the position of employees or manager in an organizational hierarchy can affect their identification of job security.

**Progress opportunity:** Opportunity on a progress of job is originated from nature of work. The work might have lower or higher opportunity with respect to work flexibility and ability for creating it.

#### **2.5.4 Personal Factors**

**Attitude:** Attitude is one of the strongest personal feeling and also have many mutual points in a society.

**Autonomy:** A condition of being *autonomous* and self-administrated obviously forms a personal expression.

**Feeling of success:** Each person creates a personal *definition* of what *success* means to himself or herself and it comes along with personal characteristics.

**Psychological well-being:** Psychological well-being generates from life-span and develops mental perspective which is placed deep inside of an individual's mind.

**Person-organization fit:** Each employee finds himself or herself in a different form of fit with organization and identifying the goodness of this fit depends on the person's view.

**Commitment:** It is a feeling that creates the inside of an employee's mind toward his/her organization.

### 2.5.5 Supervisors and Coworkers Factors

**Coworker's relations:** In organizations such as Saipa manufacturing company, coworker relations play an important role for every employee.

**Coworker support:** Coworkers support creates friendly and comfort atmosphere for employees during their job and it is a subset of this factor.

**Intimacy:** Intimacy also arises from friendship and informal status between employees at workplace. It has also been considered as supervisors and coworkers factor since it is related to them.

**Supervisor relations:** Supervisor relations with employees could have an influence on employees in a way that it can effect employee's performance outcome.

**Teamwork:** Teamwork sense shapes when an employee is involved with mutual actions with his or her coworkers and supervisors in a form of group.

**Leadership style:** Leadership style directly emanates from supervisors or managers. It can also be considered under this category.

### 2.5.6 Life Time Factors

**Age:** Age is an obvious variable for lifetime factors. Increasing lifetime is a result of increasing age.

**Biorhythm:** Biorhythm like age has come along with lifetime and it changes from two different period of time. It should be considered as a part of lifetime factor.

**Table 2 – Suggested Model Components**

<b>FACTORS</b>	<b>SUB-FACTORS / VARIABLES</b>
Organizational Factor	Promotions
	Organization Policy
	Performance Evaluation
	Income
	Organization Environment
	Recreational Facilities
Incentive Factor	Occupational prestige
	Reward
Nature of Work Factor	Nature of work itself
	Working hours
	Task variety
	Job safety
	Job Security
	Progress opportunity
Personal Factor	Attitude
	Autonomy
	Feeling of success
	Psychological well-being
	Person-organization fit
	Commitment
Supervisors and Coworkers Factor	Coworkers' relations
	Coworkers' support
	Intimacy
	Supervisors' relations
	Team work
	Leadership style
Life Time Factor	Biorhythm
	Age

## **CHAPTER 3**

### **METHODOLOGY**

#### **3.1 Participants**

A questionnaire was distributed to subjects both directly and indirectly. First, two automotive manufacturing companies have been chosen for this study which are Saipa and Iran –khodro Companies. But, because of the lack of contribution from Iran-khodro company, only Saipa Automotive Manufacturing company was involved in the survey. 700 hundred survey questionnaires had been distributed between employees. 318 survey questionnaires collected and 23 of them have been eliminated because of incompleteness and confounding of data. Finally, 295 subjects were contributed to the analysis. Two hundred and seventy five male subjects between the ages of 18 and 50 years and twenty female subjects between the ages of 18 and 50 took part in the survey.

#### **3.2 Measures**

“The most widely used measure is a very simple one. JS can be assessed by simple questions” (Michael Argyle, 1989). Measures used in this study are 29 items and in one scale in a simple form. We developed self-administered questionnaires in a group setting that inspired, combined and contributed from surveys in the literature in order to obtain transparent responses. We combined previous measurements for our dependent variables that have been used in the literature. For example, a considered effective variable (working condition) for JS has been measured by the following question: “How do you satisfied with working conditions in your workplace?” The response scale ranged from 1 (completely dissatisfied) to 5 (completely satisfied).

### **3.3 Questionnaire**

The questionnaire were designed in a simple form and with a simple questions. In order to make a simple questionnaire, several studies have been considered as the inspiration tools (Buznjany, Mahdavi and Abbasi, 2010; Yvonne and Farr-Wharton, 2002; Gazioglu, Saziye and Aysit. 2006; Davood Hashem Zadeh Hosseini, 2010; Decker, 1987; Samuels and Alexander, 2003; Keledi and Samvatian, 2009; Hooman, 2002). It consisted of two parts. First section consist of participant demographic data including age, gender and work experience. Second section consisted 29 questions for each variable with a set of five-point Likert-type scales multiple-choice items in Persian language worded by native language expert.

### **3.4 Exploratory Factor Analysis**

In the social and management studies, usually, because of the work nature and evaluated variables' scale, we are face with a big size of variables (items). On the other hand, in order to analyze the data in a better, more accurate way and obtaining more scientific and practical results, the researcher looks for reducing the size of data. Therefore, the research has been conducted in order to form a new structure from collected data and to analyze the data based on a conceptual environment other than the ones that has considered in a theoretical framework, EFA is one of the best options that the research can obtain the results from it. Besides, factor analysis is a good way for transferring theoretical framework into a practical form (Habibpoor and Safavi, 2011).

Factor analysis is a statistical technique, which is use to either estimate factors or hidden variables or to reduce a large number of variables (questions) into a smaller amount of factors. By factor analysis, it is possible to recognize if the questionnaire questions and variables would gain desired indexes in a format of factors or not. There are two kind of factor analysis: 1) Exploratory factor analysis, 2) Confirmatory factor analysis

In the present research, exploratory factor analysis has been used. Therefore, it is explained as follows:

Exploratory factor analysis is the most common type of factor analysis, which was invent by Charles Spearman in 1904, and developed by him in 1927. In this type of factor analysis, we want to explore the fundamental structure of a relatively big collection. The primary presumption of researcher is that each one of variables may have relation with each factor. In other words, researcher has no primary theory in this type and tries to use factor loadings in order to explore the structure of the data. Therefore, it can comprehended that the two main goals of exploratory factor analysis are as follows:

- Determining the number of common factors, which can effect a collection of variables;
- Determining the intensity of relation between each factor and observed variables.

### **3.4.1 Extraction of Factors**

Generally, it is possible to extract factors in a number of variables that entering into the analysis therefore, based on suggested model factors, 6 factors has been extracted in analyzing variables. According to Costello and Osborne (2005), in analyzing variables, which their eigenvalues is more than 0.3 are considered significant variables; and those variables which their eigenvalues is less than 0.3, are put aside of analysis.

### **3.5 Suggested Structural Model**

Six variables, which are, consist of promotions, organization policy, performance evaluation, income, organization environment and recreational facilities were grouped into organizational factors.

Two variables consist of occupational prestige and reward in the suggested model were grouped into incentive factors.



Seven variables consist of nature of work, working hours, task variety, working condition, progress opportunity, job safety and job security were grouped into nature of work factors.

Six variables consist of positive attitude, autonomy, feeling of success, psychological well-being, commitment and person-organization fit were grouped into personal factors.

Six variables consist of co-workers relations, coworkers support, intimacy, supervisor relations, leadership style, and teamwork were grouped into coworker factors.

Finally, two variables consist of age and biorhythm, were grouped into lifetime factors. The suggested model has indicated in Table-2.

## **CHAPTER 4**

### **ANALYSIS AND RESULT**

#### **4.1 Analysis**

By using SPSS software version 21.0, EFA were perform to identify factors and variables' relations with the model structure. The research variables behaved similarly to the suggested model and the interpretation of the factors remains the same as it explained in Table-3.

For the analysis method, varimax analysis has been used in the study. This method was selected since varimax rotation is one of the most widespread rotations that was accessible in the study. It involves scaling for the loadings. The main aim of using this method was to find those rotations which maximized the quantity of each variable in a loading mood. Finally, by using this method, we have measured the loadings through dividing them to the corresponding communality. We extracted six factors and rotate the loading matrix with varimax .The rotated six-factor solution is indicated in Table-4. The simplicity of the factor solution seems to create the best result with our suggested model.

#### **4.2 Results**

The EFA results revealed six factors, which explained 64.83 % of the total variance. Factor loadings or percentage of variances obtained from software were 24.15% for factor 1 (organizational factors), 13.60% for factor 2 (personal factors), 10.16% for factor 3 (incentive factors), 6.52% for factor 4 (nature of work), 5.44% for factor 5 (coworkers and supervisors factors) and 4.95% for factor 6 (lifetime factors). Total variance explained in the matrix of item/variables given in detail below (Table-3).

**Table 3 - Total Variance Explained**

	Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative%	Total	% of Variance	Cumulative%
Factor 1	7.005	24.154	24.154	4.362	15.043	15.043
Factor 2	3.944	13.600	37.753	3.770	12.998	28.041
Factor 3	2.947	10.160	47.914	3.253	11.218	39.259
Factor 4	1.892	6.524	54.438	3.074	10.599	49.859
Factor 5	1.578	5.441	59.878	2.324	8.016	57.874
Factor 6	1.438	4.959	64.838	2.019	6.963	64.838

As the results of exploratory factor analysis for organizational factors (factor 1), six variables as promotions (.779), organization policy (.842), performance evaluation (.848), income (.866), organization environment (.801) and recreational facilities (.786) were extracted. For personal factors (factor 2), eight variables of positive attitude (.635), autonomy (.748), feeling of success (.594) and psychological well-being (.598), leadership style (.678), teamwork (.705), job safety (.546) and job security (.667) were extract. For incentive factors (Factor 3), four variables of nature of work (.827), commitment (.899), occupational prestige (.891) and reward (.853) were extract. For nature of work factors (factor 4), five variables of working hours (.715), task variety (.739), working condition (.753), person-organization fit (.762) and progress opportunity (.705) were extract. For coworkers and supervisors' factors (factor 5), four variables of co-workers relations (.696), coworkers support (.687), intimacy (.770) and supervisor relations (.685) were extracted. For lifetime factors, two variables of age (.817) and biorhythm (.803) were extracted (factor 6). The results of exploratory factor analysis has represented in Table-4 below and the results of the final model, which is similar to the suggested model, has presented in Table-5.

**Table 4 - Rotation Component Matrix**

Variables	Components					
	1	2	3	4	5	6
Nature of Work			.827			
Commitment			.899			
Occupational Prestige			.891			
Rewards			.853			
Promotions	.779					
Organization Policy	.842					
Performance Evaluation	.848					
Income	.866					
Organization Environment	.801					
Recreational facilities	.786					
Working Hours				.715		
Task variety				.739		
Working Condition				.753		
Person-Organization fit				.762		
Progress Opportunity				.705		
Leadership Style	.317	.678				
Teamwork		.705				
Job Safety		.546				
Job Security		.667				
Coworkers Relation					.696	
Coworkers Help					.687	
Intimacy					.770	
Supervisors Relations					.685	
Attitude		.635				
Autonomy		.748				.333
Feeling of Success		.594	.312			
Psychological well-being		.598		.313		.357
Age						.817
Biorhythm						.803

**Table 5 – Final Results for EFA**

FACTORS	SUB-FACTORS/VARIABLES	LOADINGS
Factor 1 (Organizational Factor)	Promotions	.779
	Organization Policy	.842
	Performance Evaluation	.848
	Income	.866
	Organization Environment	.801
	Recreational facilities	.786
Factor 2 (Personal Factor)	Leadership Style	.678
	Teamwork	.705
	Job Safety	.546
	Job Security	.667
	Attitude	.635
	Autonomy	.748
	Feeling of Success	.594
	Psychological well-being	.598
Factor 3 (Incentive Factors)	Nature of Work	.827
	Commitment	.899
	Occupational Prestige	.891
	Rewards	.853
Factor 4 (Nature of Work)	Task variety	.739
	Working Condition	.753
	Person-Organization fit	.762
	Progress Opportunity	.705
Factor 5 (Coworkers and Supervisors Factor)	Coworkers Relation	.696
	Coworkers Help	.687
	Intimacy	.770
	Supervisors Relations	.685
Factor 6 (Lifetime Factor)	Age	.817
	Biorhythm	.803

## **CHAPTER 5**

### **DISCUSSION AND CONCLUSION**

#### **5.1 Discussion**

The result from EFA indicates significant loading for all hypothesis (H1, H2, H3, H4, H5, H6, H8, H9, H10, H11, H12, H13, H14, H15, H16, H17, H18, H19, H29, H21, H22, H23, H24, H25 H26, H27 and H28) in rotated matrix. Result shows similarities in general with the suggested model. Among 29 variables, 23 of them are as the same as suggested and only six variables showed different results. Employee's responses indicate relations to incentive factor including occupational prestige, rewards, nature of work itself and commitment variables. Employee's responses indicate relations to organizational factor including promotion, organizational policy, performance evaluation, Income, organizational environment and recreational facilities show results as they were exactly expected. Employee's responses indicate relations to nature of work factor including variables of working hours, task variety, working condition, person-organization fit and progress opportunity. Employee's responses indicate relations to personal factor including attitude, autonomy, feeling success, psychological well-being, teamwork, leadership, job safety and job security variables. Employee's responses indicate relations to coworkers and supervisors factor including coworker's relation, coworkers help, intimacy and supervisor's relation. Employee's responses indicate relations to lifetime factor including age and biorhythm variables.

Variables of occupational prestige and reward were significantly loaded on incentive factor as expected whereas it has been loaded by two more variables as nature of work itself and commitment. The reason might arise from intense and strong employee's incentive perception of their work.

Variables of promotion, organizational policy, performance evaluation, income, organizational environment and recreational facilities were exactly loaded as they have been expected on organizational factor. It shows very good and strong part of a suggested model and it can be claim that employees concern these variables in a manner of organizational dimension of their JS.

Variables of working hours, task variety and working condition were significantly loaded on nature of work factor as it was expected whereas nature of work itself, progress opportunity, job safety and job security showed no significant loading on this factor, instead nature of work itself has loaded on incentive factor. Progress opportunity, job safety and job security have loaded on personal factor.

Variables of attitude, autonomy, feeling success, psychological well-being were significantly loaded on personal factor as it supposed to be in a suggested mode, whereas teamwork, leadership, job safety and job security have loaded on this factor. Teamwork and leadership might be influence by cultural dimension of satisfaction and it implicates that the company has a unique atmosphere in itself. On the other hand, job safety and job security supposed to load on nature of work factor rather than personal factor. We can inference that employees who work in this company, consider their job security and safety closer to their personality since their work is a technical work using huge mechanical machines and each of them facing with danger of job rapidly due to the condition of their work.

Variables of coworker's relation, coworkers help, intimacy and supervisor's relation were significantly loaded on coworkers and supervisors factor as it was expected. However, teamwork and leadership style have not shown significant relationship with this factor.

Finally, variables of age and biorhythm have shown significant loading on lifetime factor.

-The answer of Q1 has revealed in such way that age can effect JS of Saipa Company employees, subjected from lifetime factor.

## **5.2 Conclusion**

The result indicates a good model suggestion for EFA in general while twenty-three factors were appear as it was expected. However, six variables appeared to be in different with suggested model. This dissimilarity might be caused from a unique condition that exist in the company.

The result of rotated component matrix obtained by EFA reveals the size effect of each factor in a priority in which commitment, occupational prestige, income, rewards, performance evaluation, organizational policy, nature of work itself, age, biorhythm, organization environment, promotions, recreational facilities, intimacy, working conditions, person-organization fit, autonomy, task variety, working hours, progress opportunity, teamwork, coworkers relation, supervisors relation, coworkers help, leadership style, job security, attitude, psychological well-being, feeling of success and job safety indicates the highest and lowest loadings to the structure.

The result of total variance table revealed effect sizes from each factor on JS. It indicates that organizational factor have a biggest size effect on JS with the percentage variance of 24.15 %. Saipa Company is a very large manufacturer company, which is very organized and disciplined in order to obtain a good output from employees. The reason behind obtaining organizational factor as the most important factor might be latent in the fact that employees emphasized organizational factor since their organization is a very big and systematic organization, which has the ability to deliver better condition to them by investigating the required budget.

Second size effect is personal factor with the percentage variance of 13.60%. Many employees of Saipa Company are professional workers or industrial engineers. They are vital human resources for the organization; therefore, the organization is willing



to keep many of them in the long-term. In the future, the effect of personal factor might increase its effect on job satisfaction of employees might increase. The other reason that might be arises from this issue, is a cultural aspect of this factor. Because employees personal expressions are rooted in their cultural backgrounds as well.

Third factor is an incentive factor with the percentage variance of 10.16%. This factor shows moderated influence on job satisfaction of employees among six factors. It can be concluded that this factor is less important than two mentioned factors but more important than three other factors. If employees become motivated in their workplace by acquiring respect and dignity from their organization, they might become more satisfied with their job.

Fourth factor is nature of work factor with the percentage variance of 6.52%. This factor indicates lower percentage of variance in comparison with three other mentioned factors. Employees of Saipa Company has already informed about their work rules and regulations such as working hours and the intensity of their job when they were hired. Therefore, they might emphasize other three factors more than the nature of their work since they already accepted those conditions at the first point.

Fifth factor is coworkers and supervisors factor with the percentage variance of 5.44%. This factor indicates lower percentage of variance in comparison with the three other mentioned factors. In Saipa Manufacturing Company, tasks are arranged in a way that employees deal with machinery equipment and operation system rather than corroborating with other workers or employees. Moreover, if they do their duties in a regular manner, they would not face any conflict with their supervisors and managers. Therefore, it can be concluded that this factor has shown less amount of contribution in a logical way.

Finally, the lowest size effect belongs to lifetime factor with the percentage variance of 4.95%. This factor indicates the least effective amount of employees' perception about their job satisfaction. The reason might arise from the distribution

variety of participants in the measurement. Because participants of obtained questionnaires were between the ages of 18-50.

By this result, we can conclude that organizational factors have a remarkable amount of effects on employees of Saipa manufacturing company. In addition, personal factors are second important factors for employees and it shows the influence of their personality on the outcome of their JS. On the other hand, lifetime factors indicate lowest amount of emphasis for Saipa company employees toward their JS and, we can conclude that this factor is a least prior for employees among other factors.

Any type of satisfaction may not be relate to other types. For example, an employee may like his/her workmate but do not like the job or policies of maintaining human resources. When management is trying to influence employees' job satisfaction, He should evaluate each different types of them separately (Feldman, 1995). Many experts believe that organizational culture has a strong influence on employees' behavior and mental condition and the formation of job satisfaction inside them. In fact, culture is the key component of organizations' success and human resources development (Waterman, 1982, p.3, quoted by Hooman, 2002). If employees are satisfied with their job, their creativity and talent will be actualize so they would feel less depressed and tired upon their work. On the contrary, if an individual isn't satisfied with his/her job, he'll/she'll feel depressed and disappointed. Therefore, his/her work will become ineffective and accordingly, the organization will become damaged. Therefore, job satisfaction is one of the most important issues in a work success issue. Some of the research findings and conclusions are

- Determination of the effect sizes of different variables on JS of employees in Saipa automotive manufacturing company.
- Determination of the most and least important factors and variables for Saipa automotive company employees.
- The opinion of employees about their job satisfaction were determined.

-The research simplified human resources evaluation planning and resource allocation for increasing job satisfaction in Saipa manufacturing company.

-This research can directed financial, human and software resources of organization according to the most important sections of Saipa Manufacture Company.

### **5.3 Research suggestions**

- -Saipa Company can review its policy and programs about JS, and arrange its policy system by receiving aid from these research findings.
- -In a case that Saipa Company managers desire to allocate resources for increasing job satisfaction of their employees, this research can give some required hints to them

### **5.4 Research Limitations**

- -The number of papers and empirical studies in the scope of automotive industry were limited and rare.
- -The present research has done in Saipa Automotive Manufacturing Group. Therefore, its findings are specific to this company.
- -Difficulty in accessing some of the questionnaire respondents, which wasted energy and time of the researcher but it was done successfully in the end.
- -In the present research, some variables were considered while other variables could also be assessed.
- -Failure of accessing to some of respondents.

### **5.5 Future Researches**

The future researches can be conducted in order to recognize other variables in association with job satisfaction in the same scope of study.

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## CV: CURRICULUM VITAE

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### EDUCATION

Degree	Institution	Year of Graduation
MS	Çankaya Univ. <u>Business Administration</u>	2015
BS	Azad University of Zanzan	2011
High School	Danesh 2	2006

### WORK EXPERIENCE

Year	Place	Enrollment
2012- Present	Paya Yadak	Sales Manager
2010-2011	Municipality of Tehran	Entrepreneur Employee

### FOREIGN LANGUAGES

Advanced English, Elementary Spanish

### HOBBIES

Musical chorus, Reading articles, Swimming and Traveling.

**APPENDIX A**  
**SPSS DATA ANALYSIS RESULT**

```
GET
  FILE='C:\Users\KiaSystem\Desktop\The last chance\Final
step\Revisions\Analysis\data thesis.sav'.
DATASET NAME DataSet1 WINDOW=FRONT.
FACTOR/VARIABLES n.of.work Commitment org.prestige Rewards Promotion
Org.policy Income Org.environment Recreational.facilities Work.hours
Task.variety working.condition person.org.fit Prog.oppurtunity
Leadership.style Teamwork Job.safety Job.security Coworkers.relations
Coworkers.help Intimacy Supervisor.relations Attitude Autonomy
Feeling.success Psy.wellbeing Age Biorhythm p.evaluation
  /MISSING LISTWISE
  /ANALYSIS n.of.work Commitment org.prestige Rewards Promotion
Org.policy Income Org.environment Recreational.facilities Work.hours
Task.variety working.condition person.org.fit Prog.oppurtunity
Leadership.style Teamwork Job.safety Job.security Coworkers.relations
Coworkers.help Intimacy Supervisor.relations Attitude Autonomy
Feeling.success Psy.wellbeing Age Biorhythm p.evaluation
  /PRINT INITIAL EXTRACTION ROTATION
  /FORMAT BLANK(.3)
  /CRITERIA FACTORS(6) ITERATE(25)
  /EXTRACTION PC
  /CRITERIA ITERATE(25)
  /ROTATION VARIMAX
  /METHOD=CORRELATION.
```

## Factor Analysis

### Communalities

	Initial	Extraction
n.of.work	1.000	.707
Commitment	1.000	.813
org.prestige	1.000	.814
Rewards	1.000	.753
Promotion	1.000	.701
Org.policy	1.000	.767
Income	1.000	.838
Org.environment	1.000	.706
Recreational.facilities	1.000	.691
Work.hours	1.000	.648
Task.variety	1.000	.584
working.condition	1.000	.605
person.org.fit	1.000	.635
Prog.oppurtunity	1.000	.575
Leadership.style	1.000	.602
Teamwork	1.000	.622
Job.safety	1.000	.419
Job.security	1.000	.516
Coworkers.relations	1.000	.576
Coworkers.help	1.000	.484
Intimacy	1.000	.643
Supervisor.relations	1.000	.521
Attitude	1.000	.476
Autonomy	1.000	.722
Feeling.success	1.000	.513
Psy.wellbeing	1.000	.634
Age	1.000	.725
Biorhythm	1.000	.723
p.evaluation	1.000	.790

Extraction Method: Principal Component Analysis.

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.005	24.154	24.154	7.005	24.154	24.154	4.362	15.043	15.043
2	3.944	13.600	37.753	3.944	13.600	37.753	3.770	12.998	28.041
3	2.947	10.160	47.914	2.947	10.160	47.914	3.253	11.218	39.259
4	1.892	6.524	54.438	1.892	6.524	54.438	3.074	10.599	49.859
5	1.578	5.441	59.878	1.578	5.441	59.878	2.324	8.016	57.874
6	1.438	4.959	64.838	1.438	4.959	64.838	2.019	6.963	64.838
7	1.157	3.988	68.826						
8	.909	3.135	71.961						
9	.832	2.869	74.830						
10	.727	2.508	77.338						
11	.680	2.345	79.684						
12	.622	2.145	81.828						
13	.589	2.031	83.859						
14	.534	1.843	85.702						
15	.469	1.617	87.318						
16	.438	1.509	88.827						
17	.413	1.426	90.253						
18	.380	1.309	91.562						
19	.342	1.178	92.740						
20	.318	1.096	93.836						
21	.291	1.005	94.841						
22	.281	.968	95.809						
23	.236	.813	96.622						
24	.207	.713	97.335						
25	.201	.694	98.029						
26	.161	.554	98.583						
27	.151	.521	99.104						
28	.144	.498	99.602						
29	.115	.398	100.000						

**Component Matrix<sup>a</sup>**

	Component					
	1	2	3	4	5	6
n.of.work		-.483	.632			
Commitment		-.477	.712			
org.prestige		-.547	.658			
Rewards		-.590	.590			
Promotion	.669		-.330			
Org.policy	.637	-.332	-.458			
Income	.727		-.447			
Org.environment	.508	-.506	-.317			
Recreational.facilities	.521	-.477	-.316			
Work.hours	.424	.479		.415		
Task.variety	.451			.433		
working.condition	.389	.395		.461		
person.org.fit	.447	.384		.433		
Prog.oppurtunity	.494	.356		.303		
Leadership.style	.679					
Teamwork	.616					.364
Job.safety	.539					
Job.security	.556				-.316	
Coworkers.relations	.321	.516			.333	
Coworkers.help		.381			.308	.440
Intimacy	.319	.475			.404	.383
Supervisor.relations	.393	.489				
Attitude	.536			-.350		
Autonomy	.655			-.399		
Feeling.success	.531			-.351		
Psy.wellbeing	.671					
Age	.333	.348		-.345	.437	-.427
Biorhythm		.389		-.423	.432	-.345
p.evaluation	.679	-.324	-.418			

Extraction Method: Principal Component Analysis. 6 components extracted.

**Rotated Component Matrix<sup>a</sup>**

	Component					
	1	2	3	4	5	6
n.of.work			.827			
Commitment			.899			
org.prestige			.891			
Rewards			.853			
Promotion	.779					
Org.policy	.842					
Income	.866					
Org.environment	.801					
Recreational.facilities	.786					
Work.hours				.715	.340	
Task.variety				.739		
working.condition				.753		
person.org.fit				.762		
Prog.opportunity				.705		
Leadership.style	.317	.678				
Teamwork		.705				
Job.safety		.546				
Job.security		.667				
Coworkers.relations					.696	
Coworkers.help					.687	
Intimacy					.770	
Supervisor.relations					.585	
Attitude		.635				
Autonomy		.748				.333
Feeling.success		.594	.312			
Psy.wellbeing		.598		.313		.357
Age						.817
Biorhythm						.803
p.evaluation	.848					

Extraction Method: Principal Component Analysis.



Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

**Component Transformation Matrix**

Component	1	2	3	4	5	6
1	.583	.621	.161	.395	.227	.204
2	-.460	.029	-.545	.441	.461	.290
3	-.555	.118	.780	.234	.121	.025
4	.249	-.522	.069	.649	.049	-.487
5	.279	-.524	.252	-.249	.555	.464
6	-.031	.230	-.035	-.335	.641	-.649

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

**APPENDIX B**  
**QUESTIONNAIRE**  
**(English Translated Version)**

**Dear respondent:**

**This questionnaire was designed to evaluate the factors influencing job satisfaction of employees (Case Study: Saipa group) is. The questionnaire consisted of 33 questions. First of all please be honest in your answer. Make sure you have correct answer since your answers leads us to the more accurate and correct conclusion. Your answers are confidential and will remain with us we highly appreciate for you and your corporation with us. I also appreciate your organization and collaboration in advancing the goals of this research.**

**1. How satisfied are you with promotions in your job?**

**Very Low     Low     Average     High     Very High**

**2. How satisfied are you with receiving rewards?**

**Very Low     Low     Average     High     Very High**

**3. How satisfied are you with existing organizational policies in your job?**

**Very Low     Low     Average     High     Very High**

**4. How satisfied are you with performance evaluation by your supervisors or managers?**

**Very Low     Low     Average     High     Very High**

**5. How satisfied are you with the income that you receive?**

**Very Low     Low     Average     High     Very High**

**6. How satisfied are you with organization environment in your organization?**

**Very Low     Low     Average     High     Very High**

**7. How satisfied are you about Recreational Facilities at your work?**

**Very Low     Low     Average     High     Very High**

**8. How satisfied are you with the nature of your work?**

**Very Low     Low     Average     High     Very High**

**9. How satisfied are you with feeling of commitment in your job?**

**Very Low     Low     Average     High     Very High**

**10. How satisfied are you with prestige and value that you have in your workplace?**

**Very Low     Low     Average     High     Very High**

**11. How satisfied are you with feeling of success in your job?**

Very Low     Low     Average     High     Very High

**12. How satisfied are you with your working hours?**

Very Low     Low     Average     High     Very High

**13. How satisfied are you with task variety in your work?**

Very Low     Low     Average     High     Very High

**14. How satisfied are you with working Conditions in your workplace?**

Very Low     Low     Average     High     Very High

**15. How satisfied are you with fitness between you and your organizations?**

Very Low     Low     Average     High     Very High

**16. How satisfied are you with opportunities in your job process?**

Very Low     Low     Average     High     Very High

**17. How satisfied are you with autonomy in your job and workplace?**

Very Low     Low     Average     High     Very High

**18. How satisfied are you with your psychological well-being related to your job?**

Very Low     Low     Average     High     Very High

**19. How satisfied are you with relation between your age and your job?**

Very Low     Low     Average     High     Very High

**20. How satisfied are you with relation between your biorhythm and your job?**

Very Low     Low     Average     High     Very High

**21. How satisfied are you with relation between you and your workmates?**

Very Low     Low     Average     High     Very High

**22. How satisfied are you when you work as a member of a group in your organization?**

Very Low     Low     Average     High     Very High

**23. How satisfied are you with your job safety?**

Very Low     Low     Average     High     Very High

**24. How satisfied are you with your job security?**

Very Low     Low     Average     High     Very High

**25. How satisfied are you with relation between you and your supervisors or managers?**

**Very Low     Low     Average     High     Very High**

**26. How satisfied are you about receiving support from your workmates in case if you need any?**

**Very Low     Low     Average     High     Very High**

**27. How satisfied are you for existence of Intimacy in your workplace?**

**Very Low     Low     Average     High     Very High**

**28. How satisfied are you with leadership style in your organization?**

**Very Low     Low     Average     High     Very High**

**29. Overall, how satisfied are you with your organization and work?**

**Very Low     Low     Average     High     Very High**

**-Thank you for your time and participatio**

