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**Original article**

## **Role of job satisfaction components in organizational efficiency (case study: Fars Pegah company)**

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### ABSTRACT

This study aims to evaluate the role of job satisfaction components in organizational efficiency, the statistical population of this study consisted of staff working in human resource management and finance and accounting units of Fars Pegah Milk Company including 40 people, among them 15% was selected as a sample. To collect information both job satisfaction and organizational efficiency questionnaires were used and their reliability were determined 84% and 88%, respectively. In this study, Pearson correlation coefficients test was used to identify the relationship between independent variables and dependent variables, and Friedman ANOVA test was used to rank each of the independent variables included in the study based on the importance and impact that they have on the dependent variable. The research results show that in 95% validity, Sig =0.004, so we reject the null hypothesis and accept the other hypothesis. According to the respondents, there is a significant relationship between job satisfaction and organizational efficiency, and since Pearson correlation coefficient is 0.472 for the test, therefore, so it is a direct relationship.

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## 1. Introduction

Considering motivational factors for employees is one of the most important factors in labor efficiency that can be achieved. There are several factors in low motivations in various organizations because of this management should seek ways and techniques that can increase the motivation of the employees. It can be done by encouraging payments, writing appreciation and job rotation.

After job security, job and organization satisfaction directly relate to fulfilling their spiritual needs. When managers can know the needs of people better they will be more successful in choosing an appropriate way of dealing with them and individuals will belong more to the organization and the more they sense belong to the organization, the efficiency will be higher and this has a direct effect on increasing the efficiency of the organization (Lavasani, 1994).

## 2. Satisfaction and efficiency

Staffs are valuable assets of any organization and they are important factor for efficiency of organization. If staffs work with peace of mind and are not afraid of the future for different reasons, they would have higher efficiency. Some dominant values and factors on the organization are effective on staff efficiency, among them the most important factor is motivation of the staff. Staff motivation is affected by two factors: the material and non-material factors. The material factors depend on the amount of payroll compared with the level of prices in the society and fulfilling initial needs and non-material factors mainly depend on the administrative system and organization atmosphere for employees. Considering the factors influencing the creating motivation in material aspects such as salaries and wages, reward, amenities, physical environment, safety and non-material dimensions (Unity of job and job keeper, job security, justice, etc.) affect promoting labor efficiency (Salarianzade & Sadr, 2001).

Job satisfaction is one of the most important fields of people attitude that is so important due to the large impact on organizational behavior. Job satisfaction is a major issue in the organizations and management of any organization is looking to increase their employees' job satisfaction. Today, managers must act in such a way that people in organizations are satisfied with their jobs so they can do things willingly (Zare, 2009).

((Job satisfaction)) depends on a number of factors that together lead to the desired result and lack of even a factor may lead to a person who is dissatisfied with his/her job offers. Factors such as income level, nature of work and its social status, organizational prestige, job promotion, job security, lack of role ambiguity, work physical conditions, organizational structure and culture and communication with colleagues, considering the characteristics of individual, assessing performance, fitness, flexibility, innovation and approaches and ... . A person's workplace is just like his second home and there are many people who spend many hours a day in their workplace. Workplace should meet the minimal emotional and spiritual needs just like a home so people engage in effective and honest service while generating income and improve their professional knowledge and skills to and they can also increase organizational efficiency.

## 3. The main hypothesis

There is a significant relationship between job satisfaction and organizational efficiency.

### 3.1. Sub-hypotheses

There is a significant relationship between the nature of work and organizational efficiency.

There is a significant relationship between supervision and organizational efficiency.

There is a significant relationship between colleagues and organizational efficiency.

There is a significant relationship between promotion and organizational efficiency.

There is a significant relationship between payments (salaries and wages) and organizational efficiency.

### 3.2. Statistical Population

The study population consisted of working staff in human resource management and finance and accounting units in Fars Pegah Milk Company that their number is 40.

### 3.3. Sampling process

In this study, simple random sampling is used for sampling that is all individuals have an equal chance of being selected as a sample.

What is the sample size is an important question, because selecting the larger or smaller sample causing a waste of resources or leads the researcher to draw conclusions without practical use. Usually adequate sample size is between 5 to 10 percent (Azar, 1997). Following the same rule, about 15% of the research statistical community was selected as sample and sampling was done.

## 4. Tools for data collection

### 4.1. Library Studies

In the present study, library information including the studying of books, journals and periodicals, foreign and domestic journals, searching the database information (the Internet) and using the students' thesis and research experiences of other researchers was used to collect information about the research literature and theoretical discussion related to the topic.

### 4.2. Questionnaire

In this study, the questionnaire is used as the primary means of data collection. Two main questionnaires used in the present study are:

### 4.3. Job Satisfaction Questionnaire

This questionnaire has been designed by Smith, Kendall and Hallin. This instrument consisted of 72 questions, which was not efficient due to the large number of questions. In 1987, researchers tried to reduce the number of questions in a research and number of questions in the questionnaire was reduced to 30 items. The current job satisfaction questionnaire examines five key questions and they have been classified based on Likert category (Moghimi, 2006)

**Table 1**  
Number of questions for every item.

row	Question number	Components
1	1-6	Nature of work
2	7-12	Supervisor
3	13-18	Colleagues
4	19-24	Promotion
5	25-30	Payments (salaries and wages)

### 4.5. Efficiency questionnaire

The second instrument used in this study was Achio questionnaire of efficiency. This questionnaire was designed by Hersey and Blanchard and Gold Smith comprised of 32 questions (Moghimi, 2006).

**Table 2**  
Number of questions for every item.

row	Questions number	components
1	1-3	Job ability and readiness
2	6-8	Role clarity and perception and understanding of others
3	9-10-11-12-13-20-23-24	Organizational support
4	14-15-16-17-18-19	Desire or motivation
5	4-5-21-22-25	feedback
6	26-27-28-29-30	reliability
7	31-32	Environmental adaption

**5. Methods of data analysis**

Data analysis is a multistep process, in which the obtained data are summarized, coded and categorized through the collection tools in statistical (community) sample, and finally they are processed to provide the establishing field of different types of analysis and the relationship between these data to test hypotheses. In this process that various statistical techniques are so important in inferences and generalizations, data are both conceptually and empirically refined and analysis processes are different according to the kind of research, the research question, the nature of the hypotheses and tools used to collect information. (Khaki, 1999)

In this study, Pearson correlation coefficients test was used to identify the relationship between independent variables and dependent variables and Friedman Friedman ANOVA test was used to rank each of the independent variables included in the study based on the importance and impact that they have on the dependent variable.

**6. The Inferential analysis of research hypotheses and conclusions**

Testing the first sub-hypothesis of the research

There is a significant relationship between the nature of work and organizational efficiency.

By doing the test with a confidence level of 95%, Sig = 0.008 was obtained. Since Sig < 0.05, therefore, we rejected the null hypothesis and accepted the hypothesis against it. According to the respondents, there is a significant relationship between the nature of work and organizational efficiency, and since the Pearson correlation coefficient is 0.438 so it is a direct relationship. Thus, the first research sub-hypothesis is confirmed in 95% reliability.

**Table 3**  
Pearson correlation test results for the first sub-hypothesis.

	<b>Organizational efficiency</b>	<b>Nature of work</b>	<b>Pearson test</b>
Nature of work	0.438	1.000	Correlation coefficient
	0.008	0	Sig
	35	35	n
	1.000	0.438	Correlation coefficient
Organizational efficiency	0	0.008	Sig
	35	35	n

Testing the second sub-hypothesis of the research

There is a significant relationship between the supervisor and organizational efficiency.

By doing the test with a confidence level of 95%, Sig = 0.084 was obtained. Since Sig > 0.05, therefore, we accepted the null hypothesis and rejected the hypothesis against it. According to the respondents, there is no significant relationship between supervisor and organizational efficiency, and since the Pearson correlation coefficient is 0.084 so it is a direct relationship. Thus, the first research sub-hypothesis is not confirmed in 95% reliability.

**Table 4**  
Pearson correlation test results for the second sub-hypothesis.

	<b>Organizational efficiency</b>	<b>supervisor</b>	<b>Pearson test</b>
supervisor	0.297	1.000	Correlation coefficient
	0.084	0	Sig
	35	35	n
	1.000	0.297	Correlation coefficient
Organizational efficiency	0	0.084	Sig
	35	35	n

Testing the third sub-hypothesis of the research

There is a significant relationship between colleagues and organizational efficiency.

By doing the test with a confidence level of 95%, Sig = 0.282 was obtained. Since Sig > 0.05, therefore, we accepted the null hypothesis and rejected the hypothesis against it. According to the respondents, there is no significant relationship between supervisor and organizational efficiency, and since the Pearson correlation coefficient is 0.187, so it is a direct relationship. Thus, the first research sub-hypothesis is not confirmed in 95% reliability.

**Table 5**  
Pearson correlation test results for the third sub-hypothesis.

	Organizational efficiency	Colleagues	Pearson test
Colleagues	0.187	1.000	Correlation coefficient
	0.282	0	Sig
	35	35	n
Organizational efficiency	1.000	0.187	Correlation coefficient
	0	0.282	Sig
	35	35	n

Testing the fourth sub-hypothesis of the research

There is a significant relationship between promotion and organizational efficiency.

By doing the test with a confidence level of 95%, Sig = 0.000 was obtained. Since Sig < 0.05, therefore, we rejected the null hypothesis and accepted the hypothesis against it. According to the respondents, there is a significant relationship between supervisor and organizational efficiency, and since the Pearson correlation coefficient is 0.641, so it is a direct relationship. Thus, the first research sub-hypothesis is confirmed in 95% reliability.

**Table 6**  
Pearson correlation test results for the third sub-hypothesis.

	Organizational efficiency	Promotion system	Pearson test
Promotion system	0.641	1.000	Correlation Coefficient
	0.000	0	Sig
	35	35	n
Organizational efficiency	1.000	0.641	Correlation Coefficient
	0	0.000	Sig
	35	35	n

Testing the fifth sub-hypothesis of the research

There is a significant relationship between payments (salaries and wages) and organizational efficiency.

By doing the test with a confidence level of 95%, Sig = 0.110 was obtained. Since Sig > 0.05, therefore, we accepted the null hypothesis and rejected the hypothesis against it. According to the respondents, there is a significant relationship between salaries and organizational efficiency, and since the Pearson correlation coefficient is 0.275, so it is a direct relationship. Thus, the first research sub-hypothesis is not confirmed in 95% reliability.

**Table 7**  
Pearson correlation test results for the fifth sub-hypothesis.

	Organizational efficiency	Salaries and wages	Pearson test
Salaries and wages	0.275	1.000	Correlation coefficient
	0.110	0	Sig

	35	35	n
Organizational efficiency	1.000	0.275	Correlation coefficient
	0	0.110	Sig
	35	35	n

Testing the main hypothesis of the research

There is a significant relationship job satisfaction and organizational efficiency.

By doing the test with a confidence level of 95%, Sig = 0.004 was obtained. Since Sig < 0.05, therefore, we rejected the null hypothesis and accepted the hypothesis against it. According to the respondents, there is a significant relationship between job satisfaction and organizational efficiency, and since the Pearson correlation coefficient is 0.472, so it is a direct relationship. Thus, the first research hypothesis is confirmed in 95% reliability.

**Table 8**

Pearson correlation test results for the main research hypothesis.

	Organizational efficiency	Job satisfaction	Pearson test
Job satisfaction	0.472	1.000	Correlation coefficient
	0.004	0	Sig
	35	35	n
Organizational efficiency	1.000	0.472	Correlation coefficient
	0	0.004	Sig
	35	35	n

## 7. Conclusion

Staff can perform their tasks within their work scope freely and there shouldn't be necessity to take permission from their supervisor.

The company can use job rotation for employees to build a variety of work to increase productivity.

Whenever a supervisor understands his followers and makes a friendly relationship with them he can make them understand his point of view will encourage them to enforce his orders.

If supervisors can give a reward to staffs who tried to do their works in time or for reasons like this it can be attractive for staff.

A supervisor must be able to listen to their ideas value them.

A supervisor should use his followers' comments in his decisions.

Employee participation in programs sponsored by the Internet has a positive impact on productivity, efficiency, quality and improving the quality of working life and employees' performance.

Each employee has a responsibility towards each other and it could be important in their productivity and satisfaction.

Considering the fact that employees with Diploma have the lowest levels of education so they are calling for growth promotion. Working is enjoyable, exciting and interesting for them. They have high passion for growth so the company should provide conditions for them to continue their education.

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