



## The study of job satisfaction on employees of real states and properties office in Mazandaran

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### **Abstract**

*This study investigates the "job satisfaction and its related factors among employees of real states and properties office in Mazandaran "since according to this factor the importance of human resource management as well as social knowledge is attached as a valuable asset. According to the mentality and needs of employees as part of the organization's human capital is one of personnel and ultimately increase the efficiency. Therefore, it was felt further study in this field.*

*The population of this research is included employees of real states and properties office in Mazandaran ranand the 217 selected sample are obtained according to Morgan that were questioned by using random cluster sampling of youth.*

*This study is compared the relationship between job satisfaction and respondents' views on the one hand and the continued prioritization of the average of each of these components on the other hand was used Friedman nonparametric test. In terms of statistical hypothesis testing, with confidence of 99% and the error less than 0/01 shows that there is a significant differences between the components of job satisfaction from the view of respondents. Therefore, comparing the average ratings of various components of job satisfaction from the viewpoints of respondents indicated that it is satisfied with the salary component (3/9), security and job stability (3/7) and occupational status (3/5) have the most average and the lowest of the components of welfare services (2/05) and the physical conditions of the workplace (1/6), respectively.*

**Keywords:** *job satisfaction, employees, job security, job status, real states and properties office*

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## 1. Introduction

In today's society organizations play a major role to the extent that some experts consider the current pillars of the community. All the individual and social life of human is surrounded by organizations. In a way that seems almost impossible to live without organizations. It will be considered the issue and its importance, and the relationship between organizations and human resources working in them, behavioral and social scientists. For this reason, in modern societies, life is not possible without a job and anyone needs a job to be able to affiliate and have a place in society.

"Having job" is an important element in combination of people's mental and their daily activities. Job provides access to some areas that are different from home environments. In the workplace, even when doing relatively boring tasks, they may enjoy doing different work from what they do in house (Giddens 1, 1994: 542).

Job satisfaction is one of the most important issues related to the job organization and many studies and research has been done in this area. Almost from the years 1920-1940, which job satisfaction was widely mentioned. To Hapak (1935) Job satisfaction is a complex and multidimensional concept of psychological, physical and social connections. According to many scholars of social and behavioral sciences, "job satisfaction is one of the most challenging organizational concepts and the basis of many policies and management to increase productivity and efficiency of the organization." (H., 1138: C).

Job satisfaction is as an attitude and a positive overall assessment of the job that is influenced by several factors, and are concerned by some internal aspects of work (such as being meaningful, skill, difficulty, uniformity, creativity, etc.), some work to external conditions (such as pay, job security, role ambiguity, and organizational structure, the material conditions of work, environmental factors, etc.) and some of the relationships between individuals (such as personal relationship with co-workers or supervisors, etc.).

Therefore, there is not only a reason that causes job satisfaction. But a certain combination of various factors may be caused by a person who is satisfied with his job at a given moment. The emphasis on different factors such as income, social values, work environment and a product of employment, in different ways at different times can provide job satisfaction. Moreover, job satisfaction or dissatisfaction has several positive and negative consequences such as impact on performance, absenteeism, turnover, health or illness, the mental health and general satisfaction of life for employees and the organization. Therefore, managers of organizations that are able to explore, know and understand the factors influencing job satisfaction will be able to use scientific methods, business policies that raise the quantity and quality of work of their employees. Conversely, lack of attention to the most important element of the organization's manpower needs will lead to dissatisfaction, the dissatisfaction of human resources as a factor of organizational behavior can affect other parts of the organization and thus prevent the organization from achieving its goals, on the margins, which have led to the displacement of the organization's goals.

According to the discussions, the main issue of this study is the job satisfaction of employees of real states and properties office in Mazandaran and their expectations of management and factors affecting the satisfaction or dissatisfaction with them.



## 2. Review of Literature: theories of job satisfaction

### - Theory of hygiene - motivation (Herzberg's two-factor theory)

This theory is also known as "hygienic-motivated theory" and "two factor theory of Herzberg". Myers and Herzberg believe that high satisfaction brings high performance. Therefore, creating that needs some elements such as career development, job enrichment, and job rotation and like these.

Herzberg in his studies, found that job satisfaction and dissatisfaction factors can be considered separately. He named factors that leading to job satisfaction of employees to be "motivating factors" and the factors that caused the dissatisfaction of employees to be made "survival factors" or "health factors". According to Herzberg, industrial and service units can be succeed if they are able to attract good people and they can satisfy their needs. First, they offer them a job that draw their satisfaction. Secondly, consider with regard to how to satisfy the needs of the third level (needs to grow and thrive in one's faculties and potential forces); That is based on the realization of the spiritual and intellectual capacity and knowledge of workers will interest his talents to work - based on the nature of it - the feeling of responsibility that is required of the organization, and also the professional job and pay equal pay provides individual efforts.

Herzberg concluded that if these needs are satisfied can be told that people they have job satisfaction. And if not satisfied, they complain about the organization and their work. The organization can reduce and even eliminate their dissatisfaction by satisfying these needs. In fact, this theory say that the relationship of an individual with job is principles of relationship and attitude towards work can be determined based on his success or failure. Herzberg raised this question that: What people want from their jobs? From the perspective of Herzberg those factors that cause job satisfaction are separable of those factors that cause job dissatisfaction. Thus, the director that seeks to eliminate the factors that cause job dissatisfaction may provide relief, but they will not necessarily stimulate motivation. This director can relieve people but it cannot stimulate them. As a result, Herzberg called these properties (policy and corporate management, administration, relations between individuals, working conditions and rights) as hygiene factors. When these features are sufficient, people will not be dissatisfied. But this is not the concept of their satisfaction. If we want to stimulate people in the organizations we should focus on success, reputation, responsibility and emphasize growth. These are characteristics which are internal rewards of employees (Parhizgar, 1989).

### - Hierarchy of needs theory

In fact, Abraham Maslow's theory of needs is among the best known and most popular theory that attitude of human resources management. According to this theory, people are often motivated by their internal needs unless there are obstacles in the path. These obstacles can be include hunger, thirst, financial, security or anything else. The best way to describe it, is Abraham Maslow's pyramid of needs (1970), which is known to Maslow's hierarchy of needs. He believed that as long as the needs of lower-level not satisfy, the possibility of going to higher-level needs is much lower.

Maslow's hierarchy of needs shows that at lower levels should follow the basic issues such as food, rest, security without adequate food, how can we be without proper rest to the higher needs such as respect, education and human knowledge?

1. Physiological needs include food, water, clothing, marriage, entertainment and recreation
2. The security requirements include the need for safety and comfort and security



3. of belonging and love needs, including the need for love, acceptance and social belonging
- 4 .The need to respect the success, education, merit and respect
5. The need for self-discovery, including the need for and use of the maximum capacity of the ideal of human excellence

According to Maslow if human needs satisfy the new needs will be found that will ultimately translate into self-discovery or self-awareness. The man who knows himself and in this way may be a layer goes backward that can happen obstacles to reach the end. In fact, these needs are the top of emotion, mental and spiritual enlightenment and human beings. In studies in Rome (1964) has taken, the following relationships between job satisfaction and other factors are evident:

1. There is a negative relationship between job satisfaction and the possibility of the resignation.
2. There is a negative relationship between job satisfactions and absence of work, the one who is satisfied with his job were less likely to not attending on his shift.
3. There is a negative relationship between job satisfactions and work accidents. One who is satisfied with his job will have less accidents in the workplace.
4. There is a positive relationship between job satisfaction and efficiency. This means that job satisfaction leads to increased efficiency.

#### **- Human resources model**

Researchers such as Argyris and Likert have criticized model of human relations on the grounds that a fallacious attitude to drag work of employees. These theorists believe that employees not only with money or desire to achieve (success), but also by other factors such as need for achievement and are excited to work and therefore be granted employees more responsibility for decision making to fulfill their obligations.

Thus, from the point of view of human resources, managers should not grant employees with higher wages or behavior based on what human relations model should encourage to work. For achieving the organizational and individual goals should share the responsibility based on their interests and abilities (Irannejad Parizi, 1992, 380).

#### **-Equity Theory**

Based on the theory of "Adams" People who do what their job duties and gain (output) as well as what to do provide job tasks (data) have certain beliefs. Product or output of a position includes paid real salaries, and benefits, profit-sharing, gain social status, satisfaction of one's motivation to work and other factors that person values for them. The data are all factors that have an investment in the business knows or recognizes the value that brings in the workplace. Investment or individual data are general characteristics of him to play his role in the organization, skills, level of education, and factors such as the efforts of individual organizations. According to Adams, individuals compare the data informed with what others bring to the organization. There is equality when personal data are equal to other persons. There is the lack of equality when individual data are not equal with what others bring to the organization. It should be noted that this comparison is subjective and attitude active role in this field (Saatchi, 1991).

#### **- Theory of human relations**

Elton Mayo is known as the founder of the neoclassical theory of human relations and industrial sociology. Mayo was opposed, contrary to classical scholars who all believed that



by using time and motion studies and the implementation of the principles of division of labor can be dramatically increased production levels, and argued that the exploitation of methods in Industrial Organizations does not create the worker satisfaction and willingness to work. Classical scholars were contrary to expectations, continue to increase the production of its own evolution not bankrupt the ecliptic and industrial organizations to bring about change, the result of the evolution and irrational irrational in the conduct and behavior of workers. Mayo believed that if we want to create peaceful coexistence between individuals and organizations and members of senior management in the social service organization or industrial factories it is necessary to provide an atmosphere of friendship and intimacy, as far as is possible on the basis of both the working classes and the result of our client.

Elton Mayo and his colleagues discovered that certain facts were proved and confirmed that employees are not machine tools but also human personality, with the spirit that poses unknown psychological complexities. Elton Mayo believes this principle that cooperation and synergy is necessary with the principal and the staff, the cooperation is not obtained by accident. But also with presenting the friendship can motivate the organizational staff (Parhizgar, 1989).

### **- Job compromise**

Job compromise is an important factor to continue the successful employment. Everyone expects that employment provides the ultimate fulfillment and health and solve basic needs of individuals. There are different definitions of job compromise. It can be said: Job compromise is a consistent and favorable psychological state of the job after work. Job compromise is a composition and set of mental and non-mental factors. For example, factors such as interacting with others, positive attitude to the job, enough income to business valuation makes the person fit the job and continue it. Non-psychological factors involve all work tools and equipment that are used to do their job by people.

Despite the non-psychological factors that include the tools and instruments, outside of a person, psychological factors or internal feelings are attitudes toward the job and determined the relationship of the individual with the job. On the other hand, psychological factors are included personal characteristics of the individual lessons learned related to the job (Shfi Abadi, 1988).

As mentioned above, it was found that job satisfaction in general, is pleasant and positive feeling of his jobs. Generally most scientists believe that social factors, work environment and self-employment are significant in job satisfaction. Theories of job satisfaction care in a way to meet the needs of individuals, physical or psychological, and attention to the demands and expectations of your employees are important.

In order to increase productivity and creating motivation employees wanting to stay in their jobs should relish things like career, job satisfaction, and organizational commitment, on the other hand, various studies show that job satisfaction and organizational commitment and effective efficiency job should be involved in making decisions and they can continue to work in an organization such as material and spiritual rewards to encourage appropriate and considered discrimination. According to material needs, makes people with peace of mind and without intellectual concerns do their jobs. The need for job satisfaction in the management planning organization is obvious that plays a huge amount of work on planning, policy, management, budget and oversight on human resources. Therefore, if the job satisfaction is not considered among staff it will be difficult to reach the goals of the organization and consequently macro programs. According to the above study, based on Herzberg's two-factor



theory to investigate the factors influencing job satisfaction and documents and of real states and properties office in Mazandaran.

As mentioned in previous discussions, the basic element of the definition of the concept of job satisfaction "feeling about the job and its assessment" forms. Therefore, it seems appropriate motivational theories are theories that assume motivational factors that effect on job satisfaction. According to Maslow, human needs hierarchy that started with biological needs and cover with biological needs and the needs of belonging, dignity and, ultimately, self-discovery. Even more jobs and better able to satisfy these needs, job satisfaction increases. McClelland necessary in its opinion to the needs, desire to progress, linking energy and power that are among the most important needs and satisfaction in the workplace plays an important role in job satisfaction and discussed. In theory, equality is the fundamental principle that people want them to be treated fairly. Equality is based on the assumption that the ratio between the individuals within the organization with respect to its output to the output data are compared and if they feel that in the treatment has not been observed equity ratio, the decision to slow down inequality. As a result, according to this theory, people understand more inequality, are less satisfied with their jobs. In theory, it is assumed that people are expected to reach the target on automatically when they are willing and know success possible.

Waiting the result of individual effort and performance yield the desired result, which means that the person has accepted, to achieve the desired results of the performance possible. So, job satisfaction is the result of these three processes. The complete theory of Maslow's hierarchy, Herzberg believe to separate motivational factors and health factors and motivational factors that include business success, fame, breath work, responsibility, achievement and growth are the main factors of job satisfaction and health factors considered only as agents saw dissatisfaction. In theory of satisfaction, and productivity that actually is a model to achieve job satisfaction, mentioned many factors leading to job satisfaction and productivity outcomes and productivity is one of the factors that were considered in combination with other determinants of job satisfaction. From discussed theories can be deduced the hypothesis as follows:

General hypothesis: there is a significant difference between the different components of job satisfaction.

1. There is a direct relationship between the status of employees and job satisfaction.
2. There is a direct relationship between security and job stability and job satisfaction.
3. There is a direct relationship between the level of employee welfare services and job satisfaction.
4. There is a direct relationship between salaries and employee benefits and job satisfaction.
5. There is a direct relationship between the satisfaction of the physical conditions of the workplace and employee job satisfaction.

### 3. Methodology

This study is used non-empirical methods by the nature and it is an exploratory survey. In terms of time scale it was a cross-sectional survey and in terms of standard, it is extensive. The population of the research is included the employees of real states and properties office in Mazandaran that are over 1,000 people. Statistical sampling method was simple random sampling. So that the name of each employee was written in a notebook and the samples were extracted by using random numbers. In order to determine the sample volume Morgan's table was used and the number of sample rates was 217 people.



In the present study to calculate the reliability of the questionnaire, the Cronbach's alpha was used. At the outset, a questionnaire survey was conducted on a group of 25 people and then through the Cronbach's alpha coefficient of internal consistency of the questionnaire items of the scale were calculated.

Cronbach's alpha was calculated 96% that the number of questionnaires showed high accuracy in measuring the topic of the study.

#### 4. Findings

In the first step of descriptive statistics, statistical population characteristics are described and analyzing offered in the next phase of data (analysis) using non-parametric Friedman.

**Table 1.** The distribution of respondents by gender

Description	Frequency	Relative frequency	Cumulative frequency
Female	76	36/7	36/7
Male	131	63/3	100
Total	207	100	

Given the number of men and women in the population, the proportion of women than men in the sample is 36/7 and 63/3 percent. In other words, the statistical sample were 76 women and 131 men.

**Table 2.** Distribution of respondents according to level of education

Description	Frequency	Relative frequency	Cumulative frequency
Diploma	9	4/3	4/3
Associate Degree	13	6/3	10/6
BA	81	40/6	51/2
MA & higher	101	48/8	100
Total	207	100	

As is clear from the structure of the duties of real states and properties office, more than 80 percent of professionals and managers have a master degree or higher. Among the members of the sample, 84/4 percent have MA or higher, 40/6 have BA and the rest of them have associate degree and diploma. With regard to the duties of the office is planning and monitoring the implementation of various programs of development, the experts also should have a high degree of education.

**Table 3.** Distribution of respondents according to type of employment

Description	Frequency	Relative frequency	Cumulative frequency
Official	139	67/1	67/1
Treaty	51	24/6	91/8



contract	15	7/2	99
Other	2	1	100
Total	207	100	

Considering the extent of the duties of real states and properties office, the employment status are: official, treaty, contract and cases other than those mentioned above, respectively. As is clear from the above table 67/1 percent of member's status of the sample is official. In other words, we can say that generally if the employment status become official status from other states job satisfaction are added.

In this study, we compared the relationship between job satisfactions on the one hand and the continued prioritization of respondents view an average of each of these components on the other hand, Friedman nonparametric test was used. Then, test the hypotheses suggest that in terms of population, with a confidence level of less than 99% and 0/01, there is a significant difference between the components of job satisfaction from the perspective of the respondents. This conclusion is confirmed by the table below:

**Table 4.** The results of Friedman's test

Row	Indicators	Average Rating
1	Satisfaction with salary	3/9
2	Job Security and stability	3/7
3	Welfare Services	2/05
4	The dignity of work	3/5
5	The physical conditions of the workplace	1/6

$$X^2 = 522/48 \quad d.f = 4 \quad P < 0/01$$

So to compare the various components of job satisfaction mean scores from the standpoint of respondents indicated that it is satisfied with the salary component (3/9), job security and stability (3/7) and The dignity of work (3/5) have most the average and the components of welfare services (2/05) and the physical conditions of the workplace (1/6), have the lowest average, respectively.

## 5. Conclusion

Since the organization is a social system, so people need to work in a perfect platform to learn those work methods in the organization, as well as the way of their work. The Complexity and variety of this century because that scientists pay attention to the capability of human with different views, however, this subject has been happen gradually in human history but most of it goes back to the time of the Industrial Revolution and later includes hundreds of theory that all of them is considering to grow and flourish has the capability and human dignity. In this study, the stages of development, health and disease and the role of motivation and its relationship with job satisfaction is discussed according to Herzberg's two-factor theory.

As theoretical literature and empirical research and theories of thinkers and especially Herzberg's theory was mentioned, now is when other factors such as employment status and job security and stability, and even the physical conditions of the workplace are more important than other factors in today's organizations. On the other hand and according to the results and findings of this study expose that motivating factors in this study includes the



atmosphere and work environment that is completely effective increasing or decreasing in job satisfaction.

This issue have confirmed by internal and external studies and researches. A study with the subject of experts' job satisfaction Tehran city rehabilitation centers and its association with individual characteristics are done by Farshad Rezvani Khaled in 2002, which confirms there is a direct relationship between job satisfaction and physical conditions of work place.

So the results of this research are very consistent with theoretical models (Herzberg's theory). The study of Mohammad Seifi in 2001 with the subject of "The Role of motivational factors on job satisfaction broadcasting" also has proven that there is a significant correlation between job satisfaction and the nature of their work.

Therefore, any organization with human resources will create and without which no organization will not be able to survive. Therefore, understanding the needs, motivation, desire, satisfaction and dissatisfaction factors of employees not only is necessary, but also is essential to adopt correct policies, strategies and programs effectively. Therefore, as mentioned above, in order to increase the capabilities and skills of its people, it is so important make policies and strategies to attract and inject additional and doubled energy to its staff.

1. This study suggests that motivational factors (physical condition and the equipment work and welfare services) is of great importance in job satisfaction, so managers must effectively consider environmental changes as well changes within their organization. Because these factors have directly affect organization's staff in the increasing or decreasing motivation and satisfaction.

2. According to the results of research, contextual factors (security and job stability, salary and benefits satisfaction and job status) have high importance in terms of their impact on job satisfaction after motivational factors. Therefore, managers should also have the necessary and sufficient attention in this regard that as the motivational factors have great importance, contextual factors also have effect in reducing employees' job satisfaction and as a result cause job dissatisfaction.

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