

Factors Effecting Job Satisfaction of the Security Personnel in the Iranian Ministry of Science

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ABSTRACT

This study considers the effective factors, Effecting job motivation of the Security personnel in the Iranian Ministry of science, Research and technology. For selecting sample group of introducer and also increasing the care of measuring, the study used stage random sampling method based on sample mentioning formula, number of 260 peoples consist the sample volume of this study and from this numbers 67 managers (27 women and 230 men), 7 director (5 women and 2 men), 3 center experts of education (0 women and 3 men). Measurement tool of study is 79 questions questionnaire made by researcher. This questionnaire is gathered by help of satisfaction theory and considering satisfaction texts and the findings of previous researches and then based on Delphi technique in three stages for experts of education, was sent. In the end by help of respectful adviser and consuler masters was edited. In this study the reliability of measurement tool was calculated by Cronbach's Alpha coefficient method. And the reliability of whole test was equal to 0.98. The validity of measurement tool was done by agent analyzing method and had proximately high agent factor and the whole questions of study were confirmed. The results of agent analyzing showed that the effective factors on strengthening the job satisfaction of managers are as follow: first agent: culture many of organization (48%) by 30 indexes Second agent manual of job (7.3%) by 17 indexes. Third agent: developmental of job (3.3%) by 16 indexes. Fourth agent: coordination of job (2.21%) by 3 indexes. Fifth agent: flexibility of job (1.9%) by 3 indexes. Sixth agent delegation (1.90) by 3 indexes. Seventh agent earnings (%1.86) by indexes

Keywords: Motivation, Organizational culture, manual of job, developmental of job, coordination of job

1. INTRODUCTION

So many believes that amongst all concepts that organizational behavior experts, organizational managers and psychologists, have analyzed in different organizational situation, job satisfaction was one of the most important cases of the studies. Hence lots of points of view and conceptualizations which are sometimes paradoxical have been shaped and developed. Edwards [1] have analyzed the job satisfaction from attitudinal and motivational perspectives. Cook and Hepworth [2], consider satisfaction, progress and the stability of the job based on the conformance of character and its workplace. Descriptions about job satisfaction can be explained on three main categories:

1) One of the first descriptions about the job satisfaction is belonged to Herzberg et al. [3] which is presented in 1959. Herzberg et al. [3] believes that job satisfaction has two different dimensions. One of these dimensions which is known as health agent include workplace characteristic and extrinsic dimensions like supervision, salary, personal relations and situation and job opportunities. Second one is known as provocative dimension which includes agents which in fact are duties, content of the job and its intrinsic dimensions which included aspects like importance of progress, responsibility and development. The second popular concepts about job satisfaction are only one dimensional but it includes answers to the following two questions:

A) How much is your satisfaction with your current job?

B) How much satisfaction do you expect from your job? Lots of experts believe that the difference between the thing that the people have right now and thing that they are looking for is the indicator of the job satisfaction.

Korman and Cerny [4] also name three approaches of job satisfaction as hidden or visible sources of lots of the studies which are conducted in this case: 1-success required approach: in this approach it is assumed that the job satisfaction is a direct function of the degree of consistent of the structure of the needs of the person or environment. According to this approach, if the person get to the thing that he/she wants he/she will be satisfied, the more he wants something (the more it is becoming important for him) he will be more satisfied when he gets to it. Korman and Cerny [4] believe that there are two theoretical patterns in this framework.

A) Subcontracted pattern which is accordingly, job satisfaction is a direct function and subtraction of personal needs and the degree of their satisfaction by the environment. Hence the more the difference with the

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consideration of differences is, the lower the satisfaction will be, and the less the differences are, the more the satisfaction will be.

B) second pattern is an additive pattern which in this pattern personal needs are multiplied in the degree that the job can satisfy it and the sum of this multiplies are calculated for all needs. The result is the indicator of the job satisfaction of the person.

1.1. The approach of the reference group

This approach is a little bit look like the theory of success with a different, this theory does not consider the person's demands, needs and interests as its turning point. It considers the beliefs of the groups which the person paying attention to for guidance and direction. According to this approach it can be predicted that if a job could meet the interest, needs and condition of the reference group of the person, the person will be satisfied with and if not he won't be. Lots of studies have been conducted on job satisfaction and we are mentioning some of them: Weirisma [5] believes that what is more important about the job satisfaction, is the person's understanding toward inequality, not about what is really happening in his workplace. Robbins believes that job satisfaction is the difference between the numbers of rewards that the person gets with the number of the rewards that he thinks he has to get. A person with a high level of job satisfaction has a positive feedback about his job, but a person without job satisfaction has the negative feedback. The results of Lodenet al. [6] studies which has been based upon expectations, show that dissatisfaction occurs when person move from the individual job toward working in a group. Generally dissatisfaction is caused by three main reasons:

- 1) Socialstroll (when a person working in group, he expects the others to try more so he puts less effort).
- 2) Free circulation (members of the group think that their duty is dispensable, so they decrease their association and expect the benefits of group work without working in it.
- 3) suctioned effect (members of the group believed that the other members are qualified and working hard, so their association is decrease and expecting the other members of the group to show their association in higher grades).

Macclelland[7] believes that the need for Palmer is the most important components for the managers for their job satisfaction and success. He believes that the power had to side: individual needs for power (trying to dominate for domination) and social needs for power (more interested in organizational problems and the strategies and which lead to achieving organizational goals). Job satisfaction is achieved when the ratio of individual performance (goal) to input compared to the ratio of the performances to the individual inputs of the others and this value is lower than theirs. Hence equality achieved when

- 1) Inputs and outputs change
- 2) Its cognitive aspect been distorted.
- 3) Position or organization is left
- 4) Inputs and outputs of the others change. Although the empirical evidence about the equality theory is blended together but it is obvious that the members of the organization observed its actions and the consequences and comparing it with their reactions and results [8, 9]. The results of the study of Vernimont[10] showed that both of health and motivation factors are effective in job satisfaction [11] furthermore this theory has assumed the resources of the satisfaction or dissatisfaction very simple. Considering what was said, the main purpose of this study is providing proper answer to this question: what are the effective factors on increasing the motivation of the employees of science, research and technology ministry. On this basis, the following two specific questions were formulated:

- 1-What indexes are these factors composed of?
- 2-What are the priorities of each of these factors and indicators?

2. MATERIAL AND METHODS

This study is a surveying type study. The statistical Society of the current study is consisting of all the employees of science, research and technology ministry with higher M.A education (800 people). Sampling method is a simple random and 260 person will form the sample size of the study. The presented study is made of questionnaire with 79 questions which is designed by the researcher. This questionnaire is collected with the help of the motivation theories and analyzing the texts of motivation and the findings of previous researches. The continuum of this questionnaire is between 1 to 7, which 1 represent the lowest and 7 represent highest accessibility of each branch for each subject. The validity of the questionnaire is calculated by the Cronbach's alpha method which is equal to 98%. To determine the validity of the test tool, a statistical test called factor analysis of principal component analysis is used with SPSS software package.

2.1. Statistical analysis

Briefly, for analyzing the information, the following methods are used: Common methods in descriptive statistics are used to determine the statistical characteristics of the groups. The classic model is used for analyzing the questions. To estimate the validity of the questionnaire of the research, the general formula for Cronbach's alpha coefficient is used. To check the validity of the questionnaire and determining its educational contents, the method

of factor analysis of the principal factor analysis is used. For surveying the simple structure of the questionnaire, a factor which is derived from the Varimax rotation method was used.

3. RESULTS

A comparison between seven factors generally showed that the first factors respectively are organizational culture, occupational development, rule, occupational appropriateness, occupational flexibility, authority and received salary and benefits.

A comparison of standard deviation of the factors showed that the organizational culture has the highest and the salary has the lowest importance. Lowest score was related to occupational flexibility and highest score was related to organizational culture. The positive skew represent that the skew is longer compared to the normal distribution to the right and positive elongation of distribution.

Table 1. The statistical characteristic of seven derived factors of job satisfaction of example factors (N: 260)

Factors	Average	Median	Visage	Standard deviation	Skew	Elongation	Minimum	Maximum
Organizational culture	140.0654	142.0000	144.00	36.5126	-0.519	-0.209	49.00	191.00
Occupational rules	100.7038	96.0000	95.00	18.55627	-0.234	-0.289	34.00	115.00
Occupational development	119.7338	122.0000	122.00	22.33260	-0.707	-0.238	61.00	150.00
Occupational appropriateness	54.3500	57.5000	56.00	15.0526	-0.721	-0.052	23.00	73.00
Occupational flexibility	17.7232	21.0000	24.00	6.3246	-0.126	-0.452	5.00	24.00
Authority	15.5808	19.0000	19.00	5.33626	-0.805	-0.987	7.00	24.00
ReceivedSalaryand benefits	16.5809	19.0000	19.00	3.36633	-0.805	-0.987	6.00	24.00

The calculated Cronbach's alpha coefficients for the collection of 79 questions were equal to 0.98. For performing the factor analysis with the principal component analysis method, and to ensure the sufficiency of the sampling and to avoid the zero value of the data correlation matrix of society, the results of KMO and Bartlett test is calculated and by observing the listed figures, it can be concluded that performing the factor analysis is justifiable. To determine the assessment, devices were saturated with significant factors. Three following indices are considered:

- 1) The special value
- 2) Determined Variance ratio by each factor
- 3) The rotated curve of the special values

These characteristics are presented in table number 2 for 79 questions collection. For determining that how many factors are saturated, the materials of the questionnaire and according to Scree charts which its skew is started from the seventh factor, seven factors are selected. According to acquired results of performing factor analysis and indices which are mentioned before, seven factors are extracted which these factors represent 66.885% of total variance. The first factor with the special value of 38.032, represent 48.142% of total variance and finally the seventh factor with the special value of 1.470 equal represent 1.861% of total variance. The special value of these seven factors, the percentage of the variance and the density percentage of each of them are shown in Table 2. To determining how many factors are saturated the materials of the questionnaire and according to Scree charts which it's skew is started from the seventh factor, seven factors are selected.

Table 2. Special value, percentage of variance explanation, density Percentage of scale factor

Factor	Special value	Percentage of variance explanation	Density percentage
1	38.032	48.142	48.142
2	5.808	7.352	55.494
3	2.612	3.306	58.800
4	1.750	2.215	61.015
5	1.662	2.103	63.118
6	1.505	1.906	65.024
7	1.470	1.861	66.885

3.1. The final solution (after rotation)

Because the factor matrix is not rotated and no significant structure can be acquired with its load factor, as mentioned before, it has been decided that the extracted factors be transferred to the new axes based on common methods by using the Varimax rotation for both discovering the materials of the questionnaire and recognizing more simple structure which represent fairly visible mainframes for acquiring the variable solution. The factor matrix which is created by Varimax is shown in Table 3.

According to the analysis, seven factors of extraction, which are the criterion of the description and naming the factors of the extraction, are as followed:

- A) Nature and the sizes which extracted factor have their largest share.
 B) Analyzing the dictionaries to check the name, nature, view and connotations of variables.
 C) Current theories and the results of previous studies.

According to the mentioned criterion, seven factors named as follows:

First factor: 11, 15, 10, 17, 9, 12, 26, 4, 14, 19, 13, 8, 7, 23, 16, 22, 20, 5, 6, 25, 18, 24, 34, 27, 45, 21, and 70 (organizational culture).

Second factor: 65, 66, 67, 63, 68, 1, 77, 64, 28, 30, 69, 76, 35, 33, 32, 79, 47 (occupational rules).

Third factor: 50 to 59 and the categories of 46, 71, 73, 60, 43, and 49 has the highest factor load in this factor which these questions are exactly the questions related to the variable (occupational development).

Fourth factor: 44, 29, 39, 37, 78, 42, 38, 36, 40 and 62 are for measuring the variable of occupational appropriateness.

Fifth factor: 74, 72 and 75 are for measuring the variable of occupational flexibility.

Sixth factor: questions number 31, 41 and 48 are designed to measure the variable of authority.

Seventh factor: categories 1 to 3 contain factor load, this factor can be known as and received salary and benefits

Table 3.Factor matrix, rotated factors of the 79 questions collection with Varimax method

Question	1 st factor	Q	2 st factor	Q	3 st factor	Q	4 st factor	Q	5 st factor	Q	6 st factor	Q	7 st factor
s11	0.821	s65	0.763	s56	0.716	s44	0.633	s74	0.566	s41	0.692	s3	0.636
s15	0.805	s66	0.718	s54	0.697	s29	0.613	s72	0.546	s48	0.593	s2	0.629
s10	0.794	s67	0.715	s57	0.693	s39	0.564	s75	0.480	s31	0.456	s1	0.627
s17	0.763	s63	0.705	s58	0.689	s37	0.515						
s9	0.760	s68	0.664	s55	0.669	s78	0.507						
s12	0.727	s61	0.625	s52	0.653	s36	0.482						
s26	0.695	s77	0.621	s51	0.619	s38	0.481						
s4	0.694	s64	0.603	s59	0.583	s42	0.424						
s7	0.693	s28	0.559	s53	0.565	s40	0.412						
s8	0.687	s30	0.558	s46	0.561	s62	0.407						
s13	0.686	s69	0.551	s71	0.510								
s19	0.656	s76	0.527	s73	0.506								
s14	0.655	s35	0.518	s60	0.491								
s23	0.651	s33	0.479	s43	0.481								
s16	0.638	s32	0.466	s49	0.478								
s22	0.636	s79	0.462	s50	0.444								
s5	0.617	s47	0.449										
s20	0.600												
s6	0.593												
s25	0.581												
s18	0.560												
s24	0.558												
s34	0.528												
s27	0.518												
s45	0.504												
s21	0.496												
s70	0.448												

Q= Question

4. DISCUSSION

Findings of the current research represent the following. The first finding of this study represent that there are totally 79 indices effective in measuring the occupational motivation of the employees of the security which all of them are in correspondence with cultural, political, social, economic and religious values. This finding is in correspondence with the findings of Brayfiel *et al.* [12], Nop [13], Kornhauser and Sharp [14], Landy [15], Locke and Latham [16], Locke [17], Smite *et al.* [18], Pinter [19], Porter [20] and Roeberts [21].

The second finding of current study represent that the total number of seven factors are extracted for increasing the occupational motivation of employees. First factor: organizational culture (48.124), Second factor: occupational rules (7.352), Third factor: occupational development (3.306%), Fourth factor: occupational appropriateness and (2.215%), Fifth factor: occupational flexibility (2.103%), Sixth factor: authority (1.906%), Seventh factor: received salary and benefits (1.861%) and totally these seven factors represent 68% of total variance of motivation of security employees of science ministry. The third finding of current study represent that each of these seven factors include the following indices:

First Factor: Organizational Culture obtained in the order of priority from the factor analysis includes the following indices:

- 1- Evaluation system of consistent and fair performance (0.821)
- 2- Having justice in decision and distribution of organizational facility (0.805)
- 3- Having security in different dimensions of occupational, political, social, economic and etc. (0.794)
- 4- Having the support of the officials against legal authorities in professional problems (0.763)
- 5- Laws and regulations and reasonable policies in the organization (0.760)
- 6- Having a positive organizational atmosphere (0.727)
- 7- Honoring the efforts of the elites, colleagues and Subaltern (0.695)
- 8- Receiving rewards for out-of-duty activities (0.694)
- 9- Having the proper welfare services in the organization (0.693)
- 10- Adequate benefits and programs such as health insurance, pensions and compensation (0.678)
- 11- Mental health in the workplace (0.656)
- 12- Having certified consultants for planning and consulting (0.656)
- 13- Change in job responsibilities (job displacement, vertical, horizontal, diagonal)(0.655)
- 14- Valuing the comments and suggestions of individuals in organization (0.651)
- 15- Effective Communication with Directors (0.638)
- 16- Having the proper ground for flourishing the talents and the opportunity of rapid growth based on individual effort (0.636)
- 17- Having the group norm in the organization (group shared values) (0.617)
- 18- Appropriate physical environment in terms of lighting, equipment, ventilation, and etc. (0.600)
- 19- Easy access to technological and scientific resources related to the work (0.593)
- 20- The priority of group interests over individual interests in the organization (0.581)
- 21- Information exchange, sincere collaboration and effective communication with colleagues (subordinates, superiors, etc.) (0.560)
- 22- The governance of human relations in organizations (0.558)
- 23- Freedom of action and the possibility of progress in the career (0.528)
- 24- Having the trust of Supervisor and colleagues (0.518)
- 25- Having dynamic structure in the organization (flexible and reasonable rules and regulations)(0.504)
- 26- High dignity and social respect of jobs (0.496)
- 27- Distribution of powers and responsibilities in the administrative hierarchy (0.448)

Second factor: Occupational rules and regulations obtained in the order of priority from the factor analysis include the following indices:

- 1- Discipline & order at the Job (0.625)
- 2- Decent and clean appearance of the person and his/her Collogues (0.705)
- 1- Having the ideal goals in the job (0.603)
- 2- Having the clear objectives and fine behavior in the organization (0.763)
- 3- Tracking occupational responsibility until getting the desired result (0.718)
- 4- Scientific and ethical competence, skill and etc. (0.664)
- 5- Having specific occupational duties and its requirements for qualification (0.551)
- 6- The appropriate leadership style of superiors (0.715)
- 7- Strengthening Conscious and responsibility of the job (0.621)
- 8- Strengthening self-respect and self-esteem of the occupation (0.559)
- 9- Behavioral compliance of the employees with the orders of their superiors (0.558)
- 10- Sense of participation and belonging to the organization (0.446)
- 11- Significance of the occupation (0.479)
- 12- Power and having adequate dominance on the job (0.518)
- 13- Strengthening ethical palm in occupation (0.527)
- 14- Strengthening organizational faith (believing in the existence philosophy of the organization)(0.462)
- 15- Increasing the experience and proportion of job with previous experience (0.449)

Third Factor: Occupational developments in the organization obtained in the order of priority from the factor analysis include the following indices:

- 1- Existence of the feeling of "I will become what I can become" (0.444)
- 2- Having the opportunity to develop the knowledge and skills of the occupation by the education (In-service training, short, long, formal and informal)
- 3- Coordination of education with the occupation (0.453)
- 4- Coordination of occupation with the education (0.565)
- 5- Being research-based in the occupation and having the appropriate research facilities in the organization (0.697).

- 6- Development of intrinsic thoughts and fostering the potential talents in the occupation (0.669)
- 7- Having innovation and creation (0.716)
- 8- Facilitating job related creation (0.693)
- 9- Fostering the occupational related problem-solving abilities (0.669)
- 10-Strengthening the cultural aspects of the individuals in the job (0.583)
- 11-Rapid stimulation and increasing the philosophical mind in the job (0.506)
- 12-Development (richness) of the job (0.510)
- 13-Strengthening perfection Seeking demands in the job (0.491)
- 14-Having the possibility of participating in the seminars, conferences and job opportunities and etc (0.506)
- 15-Being dynamic in the job (0.481)
- 16-Creating the opportunities in the job (0.478)

Fourth Factor: occupational appropriateness in the organization obtained in the order of priority from the factor analysis includes the following indices:

- 1- Occupational appropriateness with the person's characteristic (0.633)
- 2- Consistency of the occupation with personal taste and desires (0.6138)
- 3- Having good feelings toward the job (0.564)
- 4- Having the psychological ownership toward the job (0.515)
- 5- Acquiring the physical health through the job (0.507)
- 6- Acquiring the emotional balance in the job (0.482)
- 7- Appearance of positive consequences and expectation in the job (0.481)
- 8- Increasing the organizational responsibility in the job (0.424)
- 9- Having the states of facilitating in the job (0.412).
- 10-Attractiveness of working environment (0.407)

Fifth Factor: occupational flexibility in the organization obtained in the order of priority from the factor analysis, include the following indices:

- 1- Flexibility and humanistic nature of the organization (0.566)
- 2- Correspondence of the results of duties (0.546)
- 3- Existence of spiritual sovereignty in the organization (divine spirit) (0.480)

Sixth Factor: authority in the organization obtained in the order of priority from the factor analysis, include the following indices:

- 1- Conferment of responsibilities to subordinates (0.692)
- 1- Challenging state of the job (0.593)
- 2- Existence of spiritual sovereignty in the organization (divine spirit) (0.456)

Seventh Factor: received salary and benefits obtained in the order of priority from the factor analysis, include the following indices:

- 2- Correspondence of received salary and benefits with the occupation (0.636)
- 3- Correspondence of the received salary with the conditions of living (0.629)
- 4- Correspondence of received salary and benefits with the amount of activity or type of work in comparison with the other organization (0.627)

5. CONCLUSION

At the end, it can be concluded that the extracted components and indices from the current study are very useful and valid in measuring the effective factors of occupational development of the employees. It is hoped that by using this factors and indices in the offices, job satisfaction could be measured and one day as the leader of change his moving direction from daily programming to scheduling and clarify its moving direction to create satisfaction in its staff. It is suggested that this study can be implemented in bigger scale, with different contents and longer length.

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