# Job Satisfaction among Man Workers in Automobile Industry of Iran

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**Abstract:** The primary aim of the study was to assess the job satisfaction of the men workers working in automobile industry in Iran based on primary survey from 600 man workers. The job satisfaction score was calculated using Maslow's Theory. The result showed that male workers were generally satisfied with their job. A close view of specific job facets indicate that the highest level of satisfaction occurs in the areas of growth, policy and administration, salary and work conditions. However, relatively more number of men workers was dissatisfied with recognition and supervision.

**Key words:** Job satisfaction, man workers, salary, work condition, industry, Iran

## INTRODUCTION

Job satisfaction is a heavily researched area and the literature on this issue is quite large and it is ever growing. Due to the great effort by social scientists, there appears to be a high level of agreement between them, regarding the meaning of the construct of job satisfaction. Typically, job satisfaction is conceptualized as a general attitude towards an object, the job. For example, the definitions given by Lofquist and Dawis, Porter, Locke and Henne are similar to the one offered by Locke (1976) who defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job experience. There are of course a few but largely unimportant differences in the general construct. Hence, job satisfaction refers to an individual's positive emotional reactions to a particular job.

The topic of job satisfaction is an important one because of its relevance to the physical and mental well being of employees. Work is an important aspect of people's lives and most people spend large part of their lives at work. An understanding of the factors involved in job satisfaction is relevant to improve the well being of a significant number of people. Moreover, job satisfaction is also important because it has lot of implications on job related behaviors such as productivity, absenteeism and turnover. Therefore, apart from its humanitarian utility, it appears to make economic sense to consider how job satisfaction can be improved.

As men gear themselves to make more crucial decisions today in corporate and public affairs, the new millennium sees men to be the most significant indicator of social transformation and development in society with strong commitment to a family development.

Involvements of men in the workplace have led to a considerable amount of research interest and to the publication of number of books and journals which confront these issues directly. In fact, there are numerous studies on job satisfaction but relatively fewer studies have focused on job satisfaction of manufacturing sector in Iran. In general, most of these studies were focused on service occupations, especially nursing or teaching and concerns with professional men who are in the upper echelons of occupational hierarchies (Dole and Schroeder, 2001; Lawthom *et al.*, 1996). There has been little empirical work which examines how men (workers or at other levels) perceived their job content-related factors and job context-related factors specifically. Moreover, the experience of men workers working in manufacturing settings appears to have been completely neglected. This is an unfortunate omission since manufacturing is not only an area of enormous importance to national economies but also a sphere from which they have been traditionally excluded and had considerable difficulty in making progress.

**Job satisfaction theories:** Job satisfaction theories can be broadly classified in to three categories; namely content theory, process theory and situational models.

Content theory assumes that fulfillment of needs and attainment of values can lead to job satisfaction (Locke, 1976). Maslow's need hierarchy theory and Herzberg's motivation-hygiene theory are the two main theories used popularly as content theories. Regardless of criticisms,

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Maslow's theory has been widely read and its popularity is maintained over the past 30 years for measuring job satisfaction and helping workers in planning and controlling work (Maslow, 1954). There are some researches done which examines and investigates the job satisfaction based on Maslow's theory. This theory focuses attention on the work itself as a principal source of job satisfaction (Oshagbemi, 1997; Pors and Johannsen, 2002). According to Maslow, the concept of job satisfaction has two dimensions, namely intrinsic and extrinsic factors. The motivators are related to job content (work itself) and include achievement, recognition, work itself, responsibility and advancement and factors relate to job context (work environment) and involve company policy and administration, supervision, salary, interpersonal relations and working conditions.

Process theory assumes that job satisfaction can be explained by investigating the interaction of variables such as expectancies, values and needs (Gruneberg, 1997). Adams (1963)'s Equity Theory, Hackman and Oldham (1980)'s Job Characteristics Model and Vroom (1964)'s Expectation Theory are representatives of Process Theory. Situational theorists assume that the interaction of variables such as task, organizational and individual characteristics influences job satisfaction (Crossman and Abou-Zaki, 2003). Examples of this theory are the situational occurrences theory of job satisfaction (Quarstein *et al.*, 1992) and Glisson and Durick's (Gruneberg, 1997) predictors' theory of job satisfaction.

## MATERIALS AND METHODS

The present study was based on content theory especially on Maslow's Theory. To measure the overall job satisfaction, a questionnaire of the job descriptive index was used. The questionnaire attempts to measure the overall job satisfaction as well as satisfaction with different components of the workers' job from automobile industry.

The questionnaire used in this study had five-point response format. Comparison of the respondents job satisfaction levels by dimensions was facilitated by calculating the mean summated scores. This was achieved by dividing the total score for each dimension by the number of items in each. Based on the mean summated scores the minimum possible score is 1 and the maximum is 5 because a 5 ordinal scale response format (from 1 = very dissatisfied to 5 = very satisfied) was used. The mid-point value between the minimum (1) and maximum (5) value is 3. Overall job satisfaction was estimated by average score of all the variables identified.

The population of the study comprised of male workers working in domestic automobile manufacturing companies such as Irankhoro and Saipa as these were the only domestic car manufactures. The targeted population of this study was the man workers working in these companies units situated in the Tehran. The survey was conducted among 1st August, 2010 till end of August, 2010. A total of 600 questionnaires were randomly administered to the respondents. The respondents were asked to return the questionnaires to educational center of each company. The response rate was 90% (540) that were valid for this study because some of them had only partially answered the questionnaire and others did not fulfill the respondent's requirement for this research study. Hence, the samples for this study were collected from 540 respondents.

**Data analysis methods:** The data was analysed using the Statistical Package for Social Sciences (SPSS) Version 18. The research questions and hypotheses provided a basis to determine the most suitable methods to analyse the data compiled from the surveys. As stated before, the objective of the study is to descriptive of the intrinsic and extrinsic motivators influencing job satisfaction levels of the of production line staff in the companies surveys. Inferential statistics including Structural Equation Modelling (SEM).

## RESULTS AND DISCUSSION

A closer look at the analysis of demographic factors reveals that all the respondents in the production lines were men. So, this study describes the respondents profile in terms of age, years of service, educational and marital status.

**Level of education:** The respondents educational levels were varied. It ranges from those who had diplomas or less, bachelor degrees and beyond. Table 1 show that 8% of the respondents had a bachelors degree, 20% had an associate degree, 63% had high school diploma and only 9% had lower diploma. It was noted that most of respondents were high school diploma holders.

**Age:** All the respondents were found to be men, aged 20-29 to 50 years and above. As can be seen from Table 1, 16% of the respondents were in the 20-29 years age category, 51% were in the 30-39 years category, 29% in the 40-49 years category and only 4% were aged 50 and above. Mean and standard deviation were 36.32 and 7.06, respectively.

Table 1: Distribution of the demographic profile of the respondents (N = 540)

| Variables | Frequency | Percentage |
|---|---|---|
| **Level of education** | | |
| Under diploma | 49 | 9.1 |
| High school diploma | 340 | 63.0 |
| Associate degree | 108 | 20.0 |
| Bachelor | 43 | 8.0 |
| **Level of age** | | |
| (Mean = 36.32; SD = 7.06) | | |
| 20-29 | 86 | 15.9 |
| 30-39 | 276 | 51.1 |
| 40-49 | 157 | 29.1 |
| 50 and up | 21 | 3.9 |
| **Marital status** | | |
| Single | 162 | 30.0 |
| Married | 378 | 70.0 |
| **Level of work experience** | | |
| (Mean = 15.26; SD = 6.87) | | |
| 1-9 | 108 | 20.0 |
| 10-19 | 227 | 42.0 |
| 20-29 | 184 | 34.1 |
| 30 and up | 21 | 3.9 |

**Marital status:** In terms of their marital status, 70% were married and 30% single.

**Work experience:** The respondents had work experience ranging from 1-9 years to 30 years and above. As shown in Table1, 20% of the respondents had 1-9 years of working experience, 42% had 10-19 years of experience, 34% had 20-29 years experience and only 4% had working experience of 30 years and above. Mean and standard deviation were 15.26 and 6.87, respectively (Table 1).

**Description of job satisfaction scale:** Comparison of the respondents job satisfaction levels by dimensions was facilitated by calculating the mean summated scores. This was achieved by dividing the total score for each dimension by the number of items in each. Based on the mean summated scores the minimum possible score is 1 and the maximum is 5 because a 5 ordinal scale response format (from 1 = Very dissatisfied to 5 = Very satisfied) was used. The mid-point value between the minimum (1) and maximum (5) value is 3. The results as shown in Table 2 show that among the extrinsic job satisfaction dimensions, the policy and administration dimension had the highest mean summated score (mean = 4.0516). And among the intrinsic job satisfaction dimensions, the growth dimension had the highest mean summated score (4.1193).

The results also showed that with the exception of the recognition factor which had a mean summated score of 2.77, all other dimensions exceeded the mid-point value of 3. It can thus be concluded that the majority of the respondents experienced moderate to very high levels of job satisfaction (Table 2).

Table 2: Mean and Standard Deviations scores of job satisfaction (N = 540)

| Variables | Dimensions | No. of item per scale | Mean | SD |
|---|---|---|---|---|
| **Extrinsic motivators** | | | | |
| | Interpersonal Relations Policy | 8 | 3.78 | 0.412 |
| | Administration | 9 | 4.05 | 0.737 |
| | Supervision | 12 | 3.51 | 0.501 |
| | Salary | 5 | 3.89 | 0.618 |
| | Work conditions | 7 | 3.95 | 0.524 |
| **Intrinsic motivators** | | | | |
| | Achievement | 6 | 3.75 | 0.521 |
| | Growth | 6 | 4.12 | 0.608 |
| | Responsibility | 5 | 3.83 | 0.555 |
| | Recognition | 5 | 2.78 | 0.762 |
| | The work itself | 4 | 3.78 | 0.412 |

**Inferential statistics**

**Structural equation modeling analysis:** This study employed the multivariate technique of structural equation modeling analyses as main test to check the validity of the study measurement and examine the relationship between the independent variables and job satisfaction as outcome variable. SEM analyses comprising of two main steps, namely the measurement model or confirmatory factor analysis (Benco and McFarlan, 2003) and the structural equation model. The measurement models identify the relations between manifest or observed and latent or unobserved variables. In other word, the measurement model (CFA Model) defined how the latent or unobserved variables are measured in terms of the manifest variables (Ho, 2006). The structural equation model specifies the relationship between the variables.

In other word, the structural model shows how independent or exogenous variables and dependent or endogenous variables are related (Hair *et al.*, 2006; Ho, 2006).

According to the single CFA Models the level of model fit, normality and convergent validity of the measure scale was assessed. This study was including the job satisfaction which consists of two main dimensions of extrinsic motivators (including five sub dimensions interpersonal relations, policy and administration, salary, supervision and work conditions) and intrinsic motivators (including five sub dimensions achievement, growth, recognition, responsibility and the work itself).

In order to test the construct validity of each individual construct the first order CFA Model was performed. The result of assessed the individual CFA for job satisfaction.

**Job satisfaction CFA Model:** Job satisfaction construct made up of 67 items to measure two main dimensions of
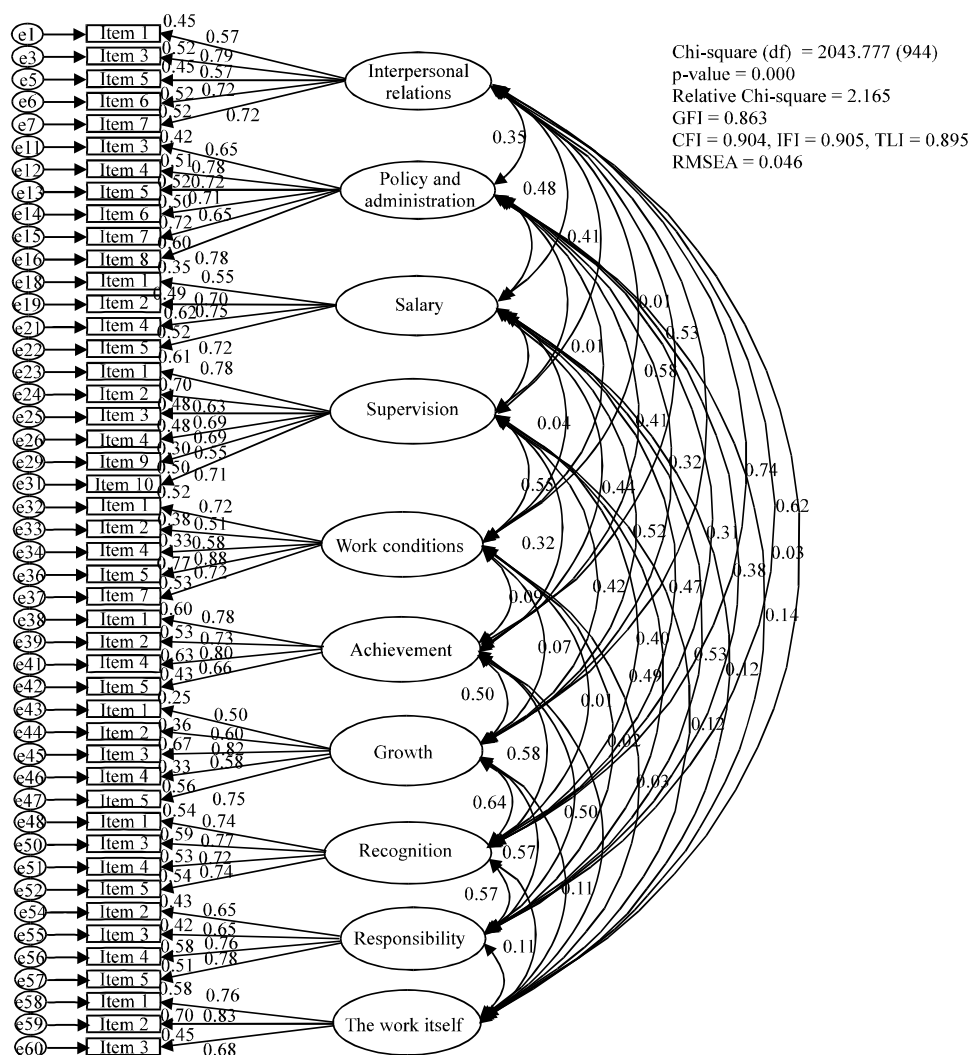
Fig. 1 : The modified CFA model for job satisfaction

extrinsic and intrinsic motivators that each of them comprising of five sub dimensions as shown in Fig. 1. The first CFA Model was not fit the data according to the goodness of fit indices. After modified the model by dropped 20 items with factor loading <0.50, the CA model consist of 47 remained items fit the data with ($\chi^2$ (944) = 2043.777, p = 0.000, Relative $\chi^2$ = 2.165; GFI = 0.863, CFI = 0.904, IFI = 0.905, TLI = 0.895, RMSEA = 0.046). While based on the $\chi^2$ the model is not fit the data but based on the CFI and IFI indices with values >0.9 indicated that the model good fit the data. Also the relative Chi-Square value (2.165) which is <5 showed a good fit the model. In addition, the RMSEA was 0.046 which showed that the proposed CFA model for job satisfaction perfect fit with the data. The result of CFA model for job satisfaction construct dimensions showed that the convergent

validity was satisfied as shown in Table 3 all remained items had the standardized factor loading >0.5 (ranged from 0.50-0.88). Also, based on the AVE all 10 dimensions exceeded the cut off point of 0.5 which showed that these items share a good proportion of variance of their underline dimensions excluded growt dimension with AVE 0.43. In addition, the result showed that the construct reliability among remained items in all dimensions were >0.70 that shows adequate internal consistency or convergence among the measured items.

The result showed that the data for the all items in CFA Model for job satisfaction was normally distributed based on skewness and kurtosis. The all items are normal distributed with having skew and kurtosis <±-2. The skewnesses were ranged between 0.1.268-0.793 and the kurtoses were ranged from 0.760-1.819.

Table 3: The results of CFA for job satisfaction

| SDFGFD | Variables | Standardized factor loading | Average Variance Extracted (AVE) | Construct reliability (CR) |
|---|---|---|---|---|
| Extrinsic motivators | **Interpersonal relations** | | 0.51 | 0.84 |
| | Item 1 | 0.67 | | |
| | Item 3 | 0.79 | | |
| | Item 5 | 0.67 | | |
| | Item 6 | 0.72 | | |
| | Item 7 | 0.72 | | |
| | **Policy and administration** | | 0.56 | 0.88 |
| | Item 3 | 0.65 | | |
| | Item 4 | 0.78 | | |
| | Item 5 | 0.72 | | |
| | Item 6 | 0.71 | | |
| | Item 7 | 0.85 | | |
| | Item 8 | 0.78 | | |
| | **Salary** | | 0.50 | 0.80 |
| | Item 1 | 0.59 | | |
| | Item 2 | 0.70 | | |
| | Item 4 | 0.79 | | |
| | Item 5 | 0.72 | | |
| | **Supervision** | | 0.52 | 0.86 |
| | Item 1 | 0.78 | | |
| | Item 2 | 0.83 | | |
| | Item 3 | 0.69 | | |
| | Item 4 | 0.69 | | |
| | Item 9 | 0.55 | | |
| | Item 10 | 0.71 | | |
| | **Work conditions** | | 0.51 | 0.83 |
| | Item 1 | 0.72 | | |
| | Item 2 | 0.61 | | |
| | Item 4 | 0.58 | | |
| | Item 6 | 0.88 | | |
| | Item 7 | 0.72 | | |
| | **Achievement** | | 0.55 | 0.83 |
| | Item 1 | 0.78 | | |
| | Item 2 | 0.73 | | |
| | Item 4 | 0.80 | | |
| | Item 5 | 0.65 | | |
| | **Growth** | | 0.43 | 0.79 |
| | Item 1 | 0.50 | | |
| | Item 2 | 0.60 | | |
| | Item 3 | 0.82 | | |
| | Item 4 | 0.58 | | |
| | Item 5 | 0.75 | | |
| Intrinsic motivators | **Recognition** | | 0.55 | 0.83 |
| | Item 1 | 0.74 | | |
| | Item 3 | 0.77 | | |
| | Item 4 | 0.72 | | |
| | Item 5 | 0.74 | | |
| | **Responsibility** | | 0.51 | 0.80 |
| | Item 2 | 0.65 | | |
| | Item 3 | 0.65 | | |
| | Item 4 | 0.76 | | |
| | Item 5 | 0.78 | | |
| | **The work itself** | | 0.58 | 0.80 |
| | Item 1 | 0.76 | | |
| | Item 2 | 0.83 | | |
| | Item 3 | 0.67 | | |

## CONCLUSION

This study explored the level of job satisfaction of the men workers in the automobile manufacturing sector in Iran. The results show that among the extrinsic job satisfaction dimensions, the policy and administration dimension had the highest mean summated score (mean = 4.0516). And among the intrinsic job satisfaction dimensions, the growth dimension had the highest mean summated score (4.1193). The results also showed that with the exception of the recognition factor which had a mean summated score of 2.77, all other dimensions exceeded the mid-point value of 3. It can thus be concluded that the majority of the respondents experienced moderate to very high levels of job satisfaction.

One of the important efforts in this area is improve of job satisfaction level among employees. Managers should planning and doing any affairs to provide job satisfaction to solve any operational problems and increase productivity and improve quality because now-a-days, the competitive advantage of organizations depends on their human capitals (Noelker *et al.*, 2009).

It can thus be concluded that to improve subordinate job satisfaction in the automobile industry the leaders need to further emphasize on aspects which can be motivators such as employee recognition, good working conditions, communication and promotion.

The infrastructure of promoting employees job satisfaction is the development of their various capabilities. There are many things to do for the extension of capabilities and potentials in human resources.

A reliable and efficient reward system which recognises important and significant employee performance should thus be implemented by the auto industry leaders. They also need to understand the employee desires in relation to work place rewards and recognition which is not always monetary in nature. This is in line with the conclusions of other studies which are in agreement about the importance of reward and encouragement as important motivators (Erkutlu, 2008; Snape, 1996) and further attest to the importance of delivering on the promise of a contingent reward in order to positively affect employee job satisfaction.

In light of the results managers is advised to act and install job satisfaction program through decision and policy maker if filed of salary, fringe benefit and compensation system, creation safety and security work place, suitable work condition with possibility and any facility in work environment together and guarantee of job security for employees. In short, any affairs to improve and increase employees well-being. Improvement of the mentioned dimension will result in improvement of the job satisfaction among employee and satisfied employee more loyalty and commitment to organizations and organizations objective.

By having knowledge and information about employee motivation managers can understand how they

can involve employees in achieving process improvement. While in general management considers good pay to be the primary desire of their employees, the results of this survey show it rank in the middle among all factors considered.

The perception of the factors that constitute employee motivators differs considerably between managers and employees. Workplace performance improvements can be gained through better understanding of the needs and wants of employees, as well as a better understanding of the impact of their own managerial behaviour on the part of the industry leaders. According to Maslow's Needs Hierarchy Theory, every individual has basic needs such as physiological needs and once these needs are met, the individual work on satisfying their other higher level needs.

Needs which are satisfied will no longer motivate his/her behaviours as they are motivated to move on to the next level in the hierarchy. Maslows categorisation of these needs include the physiological, safety, love, esteem and self-actualisation categories.

Maslow's theory of human motivation assumes that employees will seek to fulfil self-actualisation needs whenever other low level needs have been met. In this study, it was found that the level of employees job satisfaction in relation to their salaries and fringe benefits and working conditions were low in comparison with the factors of growth and policy and administration. These findings show them to be at the primary needs level and thus these needs will have to be satisfied before they can be motivated be involved in the organisational management process. Hence at this juncture, the traditional leadership styles will not be suitable for these companies, unless the managers try to change traditional and laissez-faire leadership styles, improve the organisational culture of the companies and also the employees organisational maturity.

## RECOMMENDATIONS

Correlation research which was used in this study does not allow one to determine causation (Creswell, 2003; Simon, 2006) and so additional research is needed to determine the causes of the findings of this study. Focus for future research on this subject could be as:

- Replication of this study in other factories under the Ministry of Industries in order to demonstrate the likelihood of obtaining same results regardless of the type of industry
- Investigation of industries that are more female oriented in order to eliminate the gender factor as a limitation

- Replication of this study in private sector companies which are not managed by government appointed board member directors

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