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## RESEARCH ARTICLE

# Examining the relationship between job satisfaction and administrators productivity of Saghez city in 2013-2014

Khabat shojaii<sup>1</sup>, Usman Molavikani<sup>2\*</sup>

1. Young Researchers Club, Department of Islamic Azad University Sardasht, Sardasht, Iran
2. Master of Educational Administration, Department of Islamic Azad University Sardasht, Iran

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#### \*Corresponding Author

Khabat shojaii

### Abstract

This study aims to determine the relationship between job satisfaction productivity of Saghez city school administrators in 2013 - 2014 was conducted using a descriptive correlational study. A survey of all Saghez city schools administrators period, the sample size was calculated by using Cochran's formula 37people, and a ratio stratified random sampling method to select the sample. For data collection were used from the questionnaires were researcher -made career job satisfaction productivity. The reliability of the questionnaire 0/83 And 0/86Cronbach's alpha test of the obtained results with spss software, using t-tests and Pearson correlations were analyzed. The results of the test showed that the job satisfaction of city managers guidance Seghez, workplace, and relationship with colleagues, salary and benefits, job security, monitoring and supervision rate of productivity, there is a significant correlation Saghez city school administrators. But between the age and Work experience Saghez city school managers with no relation to their productivity.

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### Introduction:

The main goal of any organization to achieve the highest possible level of productivity or efficiency is optimized. One of the most efficient factors tools for the purpose of work and force experienced and skilled manpower is undoubtedly one of the most important tools for achieving the goals of the organization. The manpower has an important role in increasing and reducing of efficiency of the organization. Operating one of the most efficient tools for the purpose of work and manpower and skilled manpower is undoubtedly one of the most important tools for achieving the goals of the organization. Important role in increasing Efficiency of the reducing the manpower organization if the organization has the most money and the best technology and features, but lacks the productivity manpower has motivated, Will never reach their goal. (Mahdad, 2006). Looking around the cosmos we find that the effectiveness and efficiency of our times is the highest goal of all managers' value and purpose. All in search of greater efficiency, greater productivity, more and more the result of their efforts in this direction are formed. If our society is going to have something to say in the international stage and to find a place for their deployment more than everything should be gets more attention to manpower factors. This factors is tied to nation's fate life and is a measure of the strength of a country. All aspects of them need to be considered and recognized their strengths and weaknesses and their ability to invest on it. Proper utilization of human and material resources is an important factor in human progress is achieved through knowledge management. For this purpose, management and leadership in organizations in developing countries has a great importance. Our age is called age of management. And by this knowledge Can be derived from existing field of production optimization using and profitability can be achieved. And human capital together with the correct guidance and by growing and growth potential lies in the organizational set to be fruitful. (Omidi, 2010).

Happiness, happiness and prosperity of any nation is dependent on hard work and efficiency in all sectors of society to evaluate the performance of these activities, and efforts in various sectors of society - economic. Terms of staff productivity was first introduced in 1776 by Kopezny (Somans, 1998).Job satisfaction refers to the general

attitude of the person about their job (Hosseini, 2000). Job satisfaction on the basis of psychological factor that is defined as a form of emotional adjustment perceive the jobs and conditions of employment. If you enjoy the good job looking for a job for a person in this state shall be satisfied. So if you're generally happy with the job you'll love it and will think positively about yourself and behave in a way you want to improve the performance. (Khadivi, 2007). Locke (1976) job satisfaction as a positive emotional state resulting in an assessment of a person's job or job experience knows that the understanding between an organization and appropriateness of staff will result.

According to Greenberg and Baron express (2003) will affect job satisfaction in organizations, but its effects are not always strong enough impression. However, the effects of job dissatisfaction is very evident. Job satisfaction or enjoyment of the positive emotions that everyone experiences in their jobs or their jobs because of the evaluation will be achieved (Moghimi, 2012). The ratio desirability of the resulting productivity (output) and what resources spent to achieve the results (data) is expressed. This ratio is one of the key indicators that show the effectiveness of activities. But today, more than a measure of productivity, and as a culture and attitude to work and life and enhancing it's been the main source of economic development. Kazemi (2002) as indicators of productivity, efficiency, effectiveness, profitability, innovation, quality, culture, quality of work life, as it considers (Kazemi, 2002). The term of productivity means power generating efficiency, productivity, and productivity. For example, agricultural land and Seed will flourish in its so-called productive land and productive. Or people in the community having to do the work, no job, and so-called non-productive people who are unemployed (Ibrahim, 2009). Mandel said, "Productivity is the efficiency" of the many proposed definitions of productivity, effectiveness and efficiency has been associated with this concept (Samari, 2006). Productivity is efficient and effective use of inputs or resources, production or delivery of outputs (Noryzadeh, 2008). Productivity in education is the relationship between the organization learning how to use the resources (manpower, materials, equipment, investment and energy), converting it to the desired output with considering quality of work life for all employees. The effectiveness of education in creating a favorable outcome in the case of both students and teaching staff in the performance of the operation is given. (Mirkamaly, 2001). Some experts believe that the efficiency of a type of thinking and vision based tasks and duties that each person can make each day better than the day before, do as well. (Sozuki, 1997). From the perspective of management science scholars, efficiency is combination of efficacy and the effective. It means doing the right things to achieve maximum performance while doing things right to achieve maximum effectiveness. (Asadi and Choobchyan, 2009). Enhance productivity of the main phenomena of social, economic and political community, such as inflation, higher levels of public welfare, increasing employment, increasing political competition and the like it has a powerful influence. The basic movements of productivity lesion human resources. Perhaps be argued that the increased efficiency of every country to have a skilled, competent and motivated is affiliated. (Prokopenko, 1992, 106-104). High productivity, raise living standards and social welfare of the real income, national competitiveness and quality of life. Income increased by using of optimal inputs (data) and production more appropriate output. And that makes it more appropriate to increase production in order to compete successfully in the world. This success led to a thriving business community will result in a better quality of life. in this process, but with the right attitude it will not be available to increase productivity (Kopelman, 1986:56) Productivity increases as a necessity for better life, more prosperity, and peace and human prosperity is one of the basic objectives for all countries. Therefore with this study, and pay much attention to this can will obtain job satisfaction, get efficiency of productivity and see the increasing Productivity impact on the organization and managers, experts, heads of departments and teachers can use the results to do things better. In this study, try to identify the status of job satisfaction, productivity of managers and examine the relationship between these two variables. So this research is to investigate the main research question: What relationship is there between Job satisfaction and managers' productivity?

### **Research Methodology**

Study sample was for all schools administrators of Seghez city in the 2013 - 2014 school year, according to Saghez city Education reports number of head masters are 81 and 362 teachers.

The research method is descriptive - correlation and made questionnaire were used to collect data. A job satisfaction questionnaire consists of 28 items and items which 3 questions on personal and public of responder. And 25 related to job satisfaction of head masters and the manager Productivity questionnaire included 31 questions and statements which 3 questions on personal and public of responder. (Teachers). And 28 questions related to managers' productivity that teachers responded them. And to assess the validity of the questions raised by the project and both questionnaire were seen by professors, researchers and educational experts-management. Taken together, their comments and questions selected items have been modified and ability to run. This was done for the reliability of the questionnaire were distributed randomly among 30 persons Manager and teachers.

Reliability was calculated for each of the variables productivity 0/83, Job satisfaction 0/86, Workplace 0/83, Relationship with colleagues 0/92, Rights and their advantages 0/71, The Occupational Safety 0/78, Supervised 0/84. Calculated the Pearson correlation test and t test were used to analyze the hypothesis.

## Results

At first we start with normal productivity and job satisfaction and its components. The purpose of Kolmogorov-Smirnov test is used. As observed in Table (2), significant productivity management and job satisfaction and its components are larger than 0/05. So we can say with 95% confidence the data are normally distributed.

**Table 1: statistical sample of head masters.**

Manager / Teachers		Manager		Teachers	
Sex		Male	Female	Male	Female
statistical population	N	52	29	212	150
	Total	81		362	
statistical sample	N	24	13	72	39
	Total	37		111	

**Table 2: One-Sample Kolmogorov-Smirnov Test**

	N	Kolmogorov-Smirnov Z	Sig
Rights and their advantages	37	0/649	0/794
Workplace	37	0/852	0/642
Monitoring supervisors	37	0/753	0/622
Job Security	37	0/713	0/690
Communication with colleagues	37	0/920	0/366
Job satisfaction	37	0/522	0/948
Efficiency	111	1/084	0/191

Testing the main hypothesis: There are related between job satisfaction and productivity of Saghez city Guidance school headmasters.

To examine the relationship between job satisfaction of Saghez city Guidance school headmaster with their productivity, Pearson correlation coefficient was used and the results in Table (3) is observed. As can be seen the correlation coefficient between managers' job satisfaction and their productivity is 0/905. Significance level to test is 0/0005. With 95% confidence we can say that the managers' job satisfaction and productivity of Saghez city Guidance school headmaster there was a significant relationship. Generally unconfirmed zero hypothesis and research hypothesis is confirmed.

The first hypothesis tests: There are relationship between the workplace and productivity of Saghez city Guidance school administrators.

To evaluate the relationship between workplace with their productivity of Saghez city Guidance school headmasters, Pearson correlation coefficient was used and the results in Table (3) is observed. As can be seen the correlation coefficient between the workplace and the productivity of managers in their sample is 0/820 and significance level to tests is 0/0005. With 95% confidence we can say that the managers' workplace and productivity of Saghez city Guidance school headmaster there was a significant relationship. Generally unconfirmed zero hypothesis and research hypothesis is confirmed.

The second hypothesis test: There are relationship between the relationship with colleagues and productivity of Saghez city Guidance school head masters.

To evaluate the relationship between relationship with colleagues with their productivity of Saghez city Guidance school headmasters, Pearson correlation coefficient was used and the results in Table (3) is observed. As can be seen the correlation coefficient between the relationship with colleagues and the productivity of managers in their sample is 0/721 and significance level to tests is 0/0005. With 95% confidence we can say that the relationship with colleagues and productivity of Saghez city Guidance school headmaster there was a significant relationship. Generally unconfirmed zero hypothesis and research hypothesis is confirmed.

The third hypothesis test: There are relationship between rights and their advantages and productivity of Saghez city Guidance school head masters.

To evaluate the relationship between rights and their advantages with their productivity of Saghez city Guidance school headmaster, Pearson correlation coefficient was used and the results in Table (3) is observed. As can be seen the correlation coefficient between the rights and their advantages and the productivity of managers in their sample is 0/565 and significance level to tests is 0/0005. With 95% confidence we can say that the rights and their advantages and productivity of Saghez city Guidance school headmaster there was a significant relationship. Generally unconfirmed zero hypothesis and research hypothesis is confirmed.

The fourth hypothesis testing: There are relationship between job security and productivity of Saghez city Guidance school head masters.

To evaluate the relationship between job security with their productivity of Saghez city Guidance school headmaster, Pearson correlation coefficient was used and the results in Table (3) is observed. As can be seen the correlation coefficient between the job security and the productivity of managers in their sample is 0/575 and significance level to tests is 0/0005. With 95% confidence we can say that the job security and productivity of Saghez city Guidance school headmaster there was a significant relationship. Generally unconfirmed zero hypothesis and research hypothesis is confirmed.

The fifth hypothesis testing: There are relationship between Monitoring and supervision and productivity of Saghez city Guidance school head masters.

To evaluate the relationship between Monitoring and supervision with their productivity of Saghez city Guidance school headmaster, Pearson correlation coefficient was used and the results in Table (3) is observed. As can be seen the correlation coefficient between the Monitoring and the productivity of managers in their sample is 0/710 and significance level to tests is 0/0005. With 95% confidence we can say that the Monitoring and supervision and productivity of Saghez city Guidance school headmaster there was a significant relationship. Generally unconfirmed zero hypothesis and research hypothesis is confirmed.

**Table 3: Pearson correlation coefficient**

variables	N	Pearson correlation	Sig	Confirm / refuse
Job satisfaction	37	0/905	0/0005	confirm
Workplace	37	0/820	0/0005	confirm
Communication with colleagues	37	0/721	0/0005	confirm
Rights and their advantages	37	0/565	0/0005	confirm
Job Security	37	0/575	0/0005	confirm
Monitoring supervisors	37	0/710	0/0005	confirm

## Conclusion

In terms of the correlation between job satisfaction and productivity Saghez city managers biased on researcher opinion their satisfaction from their jobs obviously, has a direct relation with productivity. To explain this relationship, it is better mentioned to the role of great capital and role of human resources with productivity. Human is the basis of productivity. All organizations with any purpose to be the largest facilities devoted to the education of people of different dimensions. The results of this study with the results Naderian Jahromi and colleagues (2007) ·Fatemi (2002), Amir ashayeri (2008) Ahmadnejad (2010), Salehi (2009), Hashdary (2006), Nevrooz (2000), Ramezani, Farzanah. (2001), Abrahani (2010), Taghinia (2010) and is consistent with past research. The results of this study and other research that has been done on the efficiency, and show its importance role as a factor which ultimately improve the effectiveness of managers and efficiency of the organization. And become more important if directors and officers of organizations to consider it. The first hypothesis can be said for the consequences that very level of the workplace safe Saghez city guidance's school administrators to improve their productivity increases, too. The researcher also believes that. The researcher also believes that the relationship between these two variables is established. Because when there is a safe working environment, one can feel the usefulness, efficient and effective in a workplace environment. The finding is consistent with the findings Fatemi (2002), Amir ashayeri (2008), shojaii (2009), Nazim &Rehmeti (2008),Salehi (2009), Hshdary (2006),Ramezani, Farzanah. (2001), Abrahani (2010), Taghinia (2010).Shykdar (2003 quoted Ahmadnejad, 1389) conducted a study and concluded that the safety and health at work increases productivity. And the lack of proper education has a negative impact on productivity. And also vehan (1983) and Witt (1985) did a research and in their findings showed that organizational atmosphere is

related to productivity that confirm the findings of this research. Correlation between productivity in touch with colleagues with Saghez city school administrators the second research hypothesis is confirmed.

People of different relationship with them can be a great source of satisfaction to be considered. Many experts believe that the workplace relations as fundamental factors are considered health organizations. Many mental health problems and job dissatisfaction often occurs when the relationship between partners or between subordinates and supervisors in terms of psychologically unhealthy. For example, the chief of staff who conservative considerable, they feel more work stress and job dissatisfaction. Research results of Turani and Yazdani Melajerdi (2009), Amir Ashayeri (2009), Ramezani Farzanah. (2001), Hashdari (2006), Abrahami (2010), Taghinia (2010), and Bzazgzayri (2006), findings suggest that the relationship between the partners, there is a significant relationship with productivity, which is consistent with the results of this study. Improve efficiency in organizations, thus optimizing the use and effective management expertise, improve quality and increase employee motivation to work. Which ultimately will lead to the development of organization. Regarding the correlation between salaried staff of Saghez city guidance's school administrators with their productivity, this factors are the most important influencing cause of almost all occupational groups. With regard to individual differences and consequently the difference in attitudes towards money, there will be a variety of modes. It seems this to be a factor for those who cannot get satisfaction from their work in other ways more important whole. In cases have been seen, many change their jobs because of low salary and accept lower jobs with lower dignity. Studies in America have shown most people who leave their job and have more than 10 years' experience. And reported that the reason for this is that jobs in the community is lower than expected (Inman & Marlo, 2004). Hashdari findings (2006) and Ramadan (2001) are in support of this hypothesis results. The researcher believes that should be pay more attentions to fair and adequate pay for equal work hours with other colleagues within and outside the education. Their managers more interested in their jobs and ultimately increase their productivity. Implementing a program to improve productivity, job satisfaction completely different activities in the domain of human resources and personnel management, such programs will depend on the payroll. (Dolan and Schuler, 2005). Salary increases, bonuses, allowances, salaries and pensions and insurance benefits are the best things that entrepreneurs can stimulate their employees by (AZRIL & et al, 2010). Table appointments as teaching the dignity hypothesis Hoyle (2007) suggests that children, the amount of teach extent, the rights and the dignity access to knowledge and skill sets which is consistent with the findings obtained in this study. Also, Gordon (1987) have been tested the relationship between productivity growth and real wage in Japan, Europe and America. He uses the equations to measures the real wages relative with productivity. According to the study, Gordon surplus resulting from real wage growth cannot be ignored, So that real wage increases have led to increased efficiency and productivity growth in the economy and thus leads to higher living standards.

The correlation between job security of Saghez city school administrators, there's a direct relationship between these two variables was moderate in other words we can say that increasing job security managers also increased their productivity and vice versa. Safety on the job is interpreted to mean free of any risk factor that workplace risks (including physical, emotional and mental) eliminates or minimizes job satisfaction increases. Therefore things like discipline, fairness and safety and emotional security are guarantees from the other side, such as discrimination and favoritism and..... distorting the conditions of the organization, job dissatisfaction ultimately created a sense of insecurity. In this field so many research have been done that finding), Ramezani Farzanah. (2001), Fatemi (2002), Salehi (1388), Shojaii (2009), Hezrati(2009), Abrahami (2010), Taghinia (2010) is a confirmation of this hypothesis. Also, about the relationship between the monitoring and supervision of Saghez city guides managers with their productivity, whatever supervisor's monitor of manager's increase, their productivity is increased as a result of their supervisory and vice versa. The results are quite logical that researchers should there be a direct correlation between the two variables. In this regard, the results of Amir Ashayeri (2008), Hashdari (2006), Shojaii (2009), Taghinia (2010), Bordbar & et al suggest that there is a direct significant relationship the two variables and these results are consistent with the hypothesis.

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