Effects of Motivational Factors on Job Satisfaction:
An Empirical Study on Islamic Azad University's Faculty Members

Morteza Raei Dehaghi, Abbas Rouhani and Soheil Salahshour

Abstract: Faculty members played a vital role in training proficient manpower in Iran and thus their working quality and job satisfaction were variables which must be highly considered. In this regard, with the aim of studying the effects of motivational factors on job satisfaction of faculty members of district four of Islamic Azad University in Iran, three-hundred twenty eight persons were selected as the statistical population based on class sampling method and by proportion of number of faculty members in each university branch. Demographic questionnaire; Allport, Vernon and Lindsey's, standardized questionnaire to study values; Smith, Kendal and Hussein's, job satisfaction standardized scale was utilized for data gathering as research tools and semi-structured interview were given to be sure of the results of questionnaires in the preliminary stage. Results obtained from simultaneous multi-variable regression analysis revealed that the priorities of motivational factors were respectively ranked as economical, social, political, theoretical, religious and artistic values. Also, it has been specified that among all values, only religious values showed a positive and significant relationship with job satisfaction. It means that both material and spiritual values were important for faculty members, but religious and spiritual values were more valuable and have more relation with their job satisfaction. Thus, necessity of considering economical, social, political and theoretical needs of faculty members was totally cleared but paying more attention to their religious needs seems completely essential.

Key words: Motivational factors · Preferential values · Theoretical needs · Job satisfaction · Faculty members · Spiritual values

INTRODUCTION

Faculty members play a vital role in training of active and proficient forces in the country and thus their work quality and job satisfaction are variables which must be considered specially. Due to specific conditions of this group it is expected that they have special values and needs; hence motivational management of this group would be difficult without recognizing and perceiving such values and needs. Knowing employees' values are important for accurate management of human resources and the possibility to enhance job satisfaction and subsequently increasing the quality and production of services by discovering and supplying those resources (Robins [1]). Accordingly, studying values could be a major help in understanding and improvement of faculty members' performance. Different individuals will have various needs and values due to their various jobs. Although a kind of compatibility is created among interests, talents, values and opportunities in a job but it seems that individuals' values are more important than their interests in job planning and selection. Those things that could satisfy human's needs and demands will become valuable for him (Saneei [2]) and the individual wants them to be happened. Psychologists' viewpoint about concept of value is different from that of economists and sociologists to some extent. The value system establishes, organizes and predicts attitudes of
psychical, physical and social factors. Moreover, one complex and multidimensional concept and is related to towards it (Arnold and Feldman [15]).

Generally, values it much and has a positive feeling satisfaction it means that the individual likes his job to their job. When we say that someone has a high job satisfaction is a feeling that individuals have with regard to their purposes and values, satisfaction is created in them needs are provided and human beings can get closer to their values and their job satisfaction? When individuals' purposes and values system and moral principles to which we bound. Hence, values are concepts that the individual or society bounds to them and governed the individual's behavior unconsciously in a direct or indirect manner (Khalife [6]). Psychological and sociological views are closer to each other in stating "reasons of formation" of values. Primarily, nature of values is affected by various cultural, ideological, economical, political and scientific factors and social classes of a society among which culture and ideologies are more important. Other factors like learning (Schwartz [7], Costa and McCrae [8] and Rokeach [9]), historical factors, education type, family, age, time, place and personal roles of human beings are influential too, but it appears that culture of the society and cultural beliefs are the final determinants of values.

It is possible to consider values in another way in sociology and anthropology viewpoints. Jaffari [10] believes that basic criterion of human values both in personal and collective state is exploitation of positive forces and talents in a free and evolitional way of life. He considers value in its general concept and refers to material and spiritual benefits. Therefore, according to him whatever helps human beings towards a better life, happiness and growth is called value or utility. Indeed value in a society guarantees life continuance and preserving of the society, so social values are utilities which keep the society at a desirable position and finally guarantee life continuance and growth of the individual in the organization and society.

But what is the relationship between individuals' values and their job satisfaction? When individuals' needs are provided and human beings can get closer to their purposes and values, satisfaction is created in them (Murray [11], Pervin[12] and Kristof [13,14]). Job satisfaction is a feeling that individuals have with regard to their job. When we say that someone has a high job satisfaction it means that the individual likes his job generally, values it much and has a positive feeling towards it (Arnold and Feldman [15]).

According to Hopkock [16], job satisfaction is a complex and multidimensional concept and is related to psychical, physical and social factors. Moreover, one factor does not lead to job satisfaction, rather a certain combination of different factors results in the individual's satisfaction from his job at a specific time. Individuals have a various sense of job satisfaction as they emphasize different factors such as income level, social value of job, conditions of work environment and product of employment at different times. Ginsberg, et al. [17] has considered job satisfaction from different viewpoints and refers to two kinds of job satisfaction. They believe that the individual's satisfaction is created just from these two types and when at least one of these two types of satisfaction is established in the individual he will attain job satisfaction. The first type is "intrinsic satisfaction" that is created just because of the enjoyment obtained from employment, observing progress, performing some social responsibilities and developing personal capabilities and propensities. The second type is "extrinsic satisfaction" which is related to employment and work environmental conditions and changed at any moment. Among the factors that are related to extrinsic satisfaction we can refer to work environment conditions, amount of wage and rewards, type of activity and the existing relations between the employee and the employer. Intrinsic factors have more stability than extrinsic factors, thus intrinsic satisfaction is more stable than extrinsic satisfaction. But it must be considered that total satisfaction is the result of interaction between intrinsic and extrinsic satisfaction (Shafieabadi [18]).

According to a meta-analysis performed by Verquer, Beeher and Wagner [19], it is reported that although different personal dimensions (including values, purposes and personality characteristics) have been effective on creating job satisfaction and compatibility with conditions of the organization, the most important common factor in this regard is values which play a major role as an intermediate variable.

This study focuses on effects of motivational factors on job satisfaction of Islamic Azad University (IAU) faculty members, especially the relationship between preferential values and job satisfaction of the said university. So the overall research objective is to study the relationship between preferential values (religious, artistic, economical, theoretical, political and social values) and job satisfaction (including satisfaction from work nature, supervisors, colleagues, jobs, salaries and promotions) of faculty members of District 4 (D4) of the IAU. Following these objectives, two areas are identified that are to be of particular interests: to investigate how the priorities of values of faculty members are and which values of faculty members can predict their job satisfaction?
Many experts have been interested to study the effect of motivational factors on job satisfaction. In this regard, Sayyar [20], Vigoda and Cohen [21], studied the perceptions and relationship of commitment and justice in the organizations. Cable and Judge [22] as well as Lutrick and Moriarty [23], on the other hand search about the job fitness in the organization. Values of individual in the organization, (Meligno and Ravlin [24]) had also been studied. Each of these experts has done several researches to add knowledge about these studies.

The research main objectives are accomplished through an empirical study of three hundred twenty eight (328) faculty members of D4 of IAU in Iran. A standardize questionnaire to study values, job satisfaction scale and semi-structured interview has been selected to gather the data as a research tools. The results are aimed at providing guidelines to discovering the factors that could motivate the faculty members of universities and consequently, enhance their jobs productivity. The findings indicate a significant relationship between individuals' values and job satisfaction.

Therefore, for accurate management of human resources, it is necessary for managers to know the values of the existing human resources in the organization and the extent of their job satisfaction in order to be able to improve the quality of their production and services. If managers of the IAU want to improve service quality of faculty members and keep it at a high level, it is necessary to be aware of their values at first and that they have resorted to this job to satisfy their needs. If this point is discovered, it is possible to execute scientific and accurate methods in order to satisfy needs and provide values of the faculty members with precise planning at the lowest cost so that their valuable services would be used for several years for the enhancement of their job satisfaction. To sum up, scientific behavioral and job management will be possible by recognizing values intended by faculty members and the relationship among those values and their job satisfaction.

The paper has been organized in six sections. Section 1 is the introduction. Section 2 reviews the relevant literature. Section 3 states the problem. Section 4 highlights the research methodology used which cover statistical population, tools of data collection and data analysis method. Section 5 deals with discussion of finding which includes studying of research question as well as the hypotheses and finally Section 6 highlights the conclusion of the study.
(65.5 percent) had mastered degree and 113 persons (34.5 percent) had PhD degree. Research samples had age average of 38-45 years and average work experience equal to 9-26 years. Women constituted a few percentage of the sample (10.9 percent, 36 persons) and a higher percentage was allocated to men (89.1 percent, 292 persons).

**Tools of Data Collection:** The following tools have been used in this survey. Demographic questionnaire; Allport, Vernon and Lindsey's [27, 28, 29] standardized questionnaire to study values; Smith, Kendal and Hussein's [30] job satisfaction standardized scale was utilized for data gathering as research tools and semi-structured interview were given to be sure of the results of questionnaires in the preliminary stage.

**Demographic Questionnaires:** this researcher made questionnaire was about the existing relationship between the age, educational degree, working experience and employment type (part or full time) of the faculty members and the subjects.

**Allport, Vernon and Lindsey's Questionnaire to Measure Values (1983):** this questionnaire includes two sections and proposes two options in responding to each question. It has six sub-scales which measure r,a,e,t,p,s values. Although this questionnaire is a valid scale regarding values but the researcher has reevaluated its reliability and validity in this survey. Content validity was used to confirm its validity (and based on experts' views) and test-retest was applied to calculate its reliability. Reliability coefficients of the sub-scales are equal to 0.89, 0.91, 0.88, 0.96, 0.87 and 0.93 respectively that are accepted at a high level.

**Job Satisfaction Questionnaire (JDI):** this index has sub-scales to measure five factors of job satisfaction, wage and promotion, supervision, nature of work and characteristics of colleagues which has been designed by Smith, Kendal and Hussein (1987). This scale is reliable and is widely used in Iran that has been utilized in more than one hundred valid researches. Moreover, it has been standardized in our country. Aside from those, a semi-structured interview has been given to be sure of the results of questionnaires in the preliminary stage.

**Interview:** semi-structures interview was used simultaneously in order to be sure of the results of the questionnaires in the preliminary stage. After confirmation of the results through calculation of correlation with interview results equal to 0.94 wherein only obtained finding of the questionnaires were analyzed in the final step.

**Data Analysis Method:** The obtained data were analyzed by means of descriptive statistics and inferential statistics including multi-variable regression (simultaneously).

**RESULTS AND DISCUSSIONS**

Descriptive findings regarding the research sample were represented in this survey in terms of university branches, employment status, educational degrees of the faculty members, their age and work experience as well as age average and average job satisfaction (and its dimensions). Average amount of scores related to various values and results of regression analysis have been proposed in responding to research questions. Regression analysis has been used to examine some research hypotheses.

Findings of the present survey illustrate that economical values are the first priority of faculty members in branches of the IAU (D4) and then social, political, theoretical, religious and artistic values in next priorities. Also it has been specified that among all values, only religious values show a positive and significant relationship with job satisfaction. Religious values (the fifth priority) of faculty members show a significant relationship with job satisfaction-that is a kind of broad attitude towards job. But this point should be cleared that why none of the economical, social, political and theoretical values, which are prioritized before religious values, show any relationship with job satisfaction. According to theory of needs, it was expected that economical values and even social, theoretical and political values that faculty members had more attraction towards them, allocate a main portion of variance related to job satisfaction, but it does not happen. Even though a financial and economic reward has important relation with the job satisfaction's enhancement, it didn't give expected results. Also no reasonable explanation could be offered based on relative comprehensive theories which emphasize hierarchy of values. It seems that economical, social, political and theoretical values are the inseparable job necessity for faculty members. They have a serious need towards satisfaction of the above needs as individuals who have specific job conditions in the society, but the finding that shows itself well is that these are not valuable and are not related to job satisfaction of members according to what has been mentioned in mental theory. Religious values are more prominent. Culture of the society and cultural beliefs of members are the final
determinant of job satisfaction according to the mentioned issues regarding the role of culture, i.e. exploitation of positive and effective forces for an evolutionary life, is the basic criterion of human values both in personal and collective state. It means that both material and spiritual values are important for faculty members, but religious and spiritual values are more valuable and have more relation with their job satisfaction [31, 32]. Teacher like is a sacred job in Iran's culture and having a religious look towards it could create a positive attitude in faculty members with regard to their job. In other words, we can say that although economical, social and theoretical needs have a high value for these people, but religious values predict their positive job attitude and work satisfaction. Thus, necessity of considering economical, social, political and theoretical needs of faculty members is totally clear and paying more attention to their religious needs seems completely essential.

**Studying Research Questions:** First question: how is the priority of values (including r,a,e,t,p,s) of faculty members in branches of the IAU (D4)?

Findings of table 1, show that the highest average scores of values among faculty members is related to economical values (41.19), social values (40.71), political values (40.42), theoretical values (39.42), religious values (35) and finally artistic values (31.92) respectively. It means that the first priority of faculty members is economical values and then social, political, theoretical, religious and artistic values are other priorities respectively, though differences are insignificant.

Second question: do values (including r,a,e,t,p,s) of the faculty members in branches of the IAU (D4) can predict their job satisfaction?

By observing data in table, 2 it could be say that multiple regression coefficients indicates existence of a relationship among various values and job satisfaction equal to 0.24. Square amount of this coefficient has been calculated equal to 0.05; it means that five percent of variance differences of scores are related to job satisfaction pertaining to all six values (r,a,e,t,p,s). For more accurate studying of findings in table, 2 complementary findings are presented in table, 3.

As it is presented in table, 3 only religious values could predict job satisfaction of faculty members with a standard coefficient equal to 0.21 significantly (p<0.01) but other values (political, social, artistic, economical and theoretical) couldn't predict job satisfaction at a significant level by having low standard coefficients. They have had a few shares in this regard.

**Studying Research Hypotheses:**

- There is a significant relationship between preferential values of faculty members and work nature satisfaction.

Results are presented in table (4).

Data in table (4) reveals that regression coefficient among preferential values (all six values) and work nature satisfaction (one of the dimensions of job satisfaction) is equal to 0.27 and its square is equal to 0.07.

<p>| Table 1: Average of scores related to various values of the faculty members |</p>
<table>
<thead>
<tr>
<th>Type of value</th>
<th>Number</th>
<th>Average</th>
<th>Standard deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Religious values</td>
<td>328</td>
<td>35</td>
<td>7.94</td>
</tr>
<tr>
<td>Artistic values</td>
<td>328</td>
<td>31.92</td>
<td>9.83</td>
</tr>
<tr>
<td>Social values</td>
<td>328</td>
<td>40.71</td>
<td>7.51</td>
</tr>
<tr>
<td>Economical values</td>
<td>328</td>
<td>41.19</td>
<td>8.58</td>
</tr>
<tr>
<td>Theoretical values</td>
<td>328</td>
<td>39.42</td>
<td>7.19</td>
</tr>
<tr>
<td>Political values</td>
<td>328</td>
<td>40.42</td>
<td>7.47</td>
</tr>
</tbody>
</table>

<p>| Table 2: Results of simultaneous multi-variable regression analysis related to total prediction of job satisfaction based on various values of the faculty members |</p>
<table>
<thead>
<tr>
<th>Multiple regression coefficient</th>
<th>Multiple correlation coefficient's square</th>
<th>Balanced regression coefficient</th>
<th>Square of estimation</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.24</td>
<td>0.05</td>
<td>0.04</td>
<td>33.5</td>
</tr>
</tbody>
</table>

<p>| Table 3: Standard and nonstandard coefficients of the relationship between preferential values and total job satisfaction based on calculating simultaneous regression coefficients |</p>
<table>
<thead>
<tr>
<th>Type of value</th>
<th>Beta coefficient</th>
<th>Standard error</th>
<th>Standard coefficients</th>
<th>t coefficient</th>
<th>Significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Religious value</td>
<td>0.91</td>
<td>0.26</td>
<td>0.21</td>
<td>3.39</td>
<td>0.001</td>
</tr>
<tr>
<td>Political value</td>
<td>-0.50</td>
<td>0.32</td>
<td>0.11</td>
<td>-1.56</td>
<td>0.11</td>
</tr>
<tr>
<td>Social value</td>
<td>-0.07</td>
<td>0.29</td>
<td>-0.01</td>
<td>-0.26</td>
<td>0.79</td>
</tr>
<tr>
<td>Artistic value</td>
<td>-0.07</td>
<td>0.21</td>
<td>-0.02</td>
<td>-0.36</td>
<td>0.71</td>
</tr>
<tr>
<td>Economical value</td>
<td>-0.19</td>
<td>0.26</td>
<td>-0.05</td>
<td>-0.74</td>
<td>0.45</td>
</tr>
<tr>
<td>Theoretical value</td>
<td>0.37</td>
<td>0.30</td>
<td>-0.07</td>
<td>1.21</td>
<td>0.22</td>
</tr>
<tr>
<td>Fixed number</td>
<td>152.681</td>
<td>14.524</td>
<td>-</td>
<td>10.512</td>
<td>0.000</td>
</tr>
</tbody>
</table>
Table 4: Results of simultaneous and multi-variable regression analysis to predict the relationship among "work nature satisfaction" and preferential values

<table>
<thead>
<tr>
<th>Multiple regression coefficient</th>
<th>Multiple regression coefficient's square</th>
<th>Balanced regression coefficient</th>
<th>Balanced regression coefficient's square</th>
<th>Standard error of estimation</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.27</td>
<td>0.07</td>
<td>0.05</td>
<td>7.81</td>
<td></td>
</tr>
</tbody>
</table>

Table 5: Results of simultaneous and multi-variable regression analysis to predict satisfaction from supervisor (one of the dimensions of job satisfaction) based on preferential values

<table>
<thead>
<tr>
<th>Multiple regression coefficient</th>
<th>Multiple regression coefficient's square</th>
<th>Balanced regression coefficient</th>
<th>Balanced regression coefficient's square</th>
<th>Standard error of estimation</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.21</td>
<td>0.04</td>
<td>0.03</td>
<td>11.92</td>
<td></td>
</tr>
</tbody>
</table>

Table 6: Results of simultaneous and multi-variable regression analysis to predict dimension of satisfaction from the colleague (one of the dimensions of job satisfaction) based on preferential values

<table>
<thead>
<tr>
<th>Multiple regression coefficient</th>
<th>Multiple regression coefficient's square</th>
<th>Balanced regression coefficient</th>
<th>Balanced regression coefficient's square</th>
<th>Standard error of estimation</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.21</td>
<td>0.04</td>
<td>0.02</td>
<td>9.07</td>
<td></td>
</tr>
</tbody>
</table>

This finding indicates that 0.07 of changes related to variance of scores and dimension of work nature satisfaction are related to changes in variance of scores of six preferential values. Of course, to point out which of these six values could play a different role, obtained findings illustrate that religious values (p<0.05) and social values (p<0.01) can predict dimension of work nature satisfaction (sub-scale of total job satisfaction) significantly among the other six values. Sign of coefficients is positive and it means that the higher the religious and social values of the faculty members are, the more their work nature satisfaction will be. Also it has been specified that other values (artistic, social, economical, theoretical, political and social values) have no significant relationship (p>0.05).

- There is a significant relationship between preferential values of faculty members and satisfaction from the supervisor (one of the dimensions of job satisfaction).

Results of simultaneous and multi-variable regression analysis related to this hypothesis are presented in table (5).

Finding in table 5 indicates that multiple regression coefficient related to prediction of satisfaction from the supervisor (one of the dimensions of job satisfaction) is equal to 0.21 and its square is equal to 0.04. It means that 0.04 of variance related to satisfaction from the supervisor in faculty members are related to their preferential values (all mentioned values).

Obtained findings illustrate that only religious values can predict variable of satisfaction from supervisor positively and significantly among all of the six mentioned values (p<0.05). Other values, i.e. artistic, social, economical, theoretical, political and social values can not show a considerable role and relationship in this regard.

- There is a significant relationship between preferential values of faculty members with that of satisfaction from the colleague (one of the dimensions of job satisfaction). The related data are presented in table (6).

As presented in table, 6 it is observed that regression coefficient among preferential values (all six values) and satisfaction from the colleague (one of the dimensions of job satisfaction) is equal to 0.21 and its square is equal to 0.04. It means that 0.04 of differences obtained in colleagues' satisfaction of faculty members are related to their total preferential values.

Obtained findings illustrate that artistic values (p<0.01) and theoretical values (p<0.05) could show a significant prediction of "satisfaction from the colleague" (one of the dimensions of job satisfaction). Of course artistic values have a negative relationship and theoretical values have a positive relationship. It means that the more the artistic values of members are, the less the satisfaction from colleagues will be and the more the theoretical values are, the higher the satisfaction from colleagues will be. Other values have shown a weak and insignificant relationship in this regard.

CONCLUSION

Generally, this paper has been accomplished to study the relationship among preferential values and job satisfaction (and its dimensions) in faculty members of branches of the IAU (D4) where 328 persons of statistical population have been selected among all faculty members based on class sampling method and with the proportion of number of faculty members of each university branch. Results obtained
from simultaneous multi-variable regression show that among the six values (i.e. r,a,e,t,p,s), theoretical values have a significant prediction power from total job satisfaction of faculty members. Also findings illustrate that religious values (p<0.05) and social values (p<0.01) have a prediction power and a significant relationship with "work nature satisfaction". Other findings show the existence of a significant relationship between religious values and "satisfaction from supervisor", artistic values and "satisfaction from the colleague" and theoretical values and "satisfaction from the colleague". Totally, findings reveal that preferential values of faculty members of branches at the IAU (D4) are prioritized respectively as economical values, social values, political values, theoretical values, religious values and finally artistic values. Also, it has been specified that among all values only religious values showed a positive and significant relationship with job satisfaction.

REFERENCES