

Investigating and identifying the factors and sources of employees' intra-organizational job satisfaction and dissatisfaction in Bakhtar regional electric company

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ABSTRACT

This study has been conducted with the aim to assess the job satisfaction and identify the factors of employees' job satisfaction and dissatisfaction in Bakhtar Regional Electric Company on a sample of 198 of managers and employees, who were selected by a multi-stage sampling from 3 covered provinces and headquarters of company. Applied tools in this study contain the documentary study as well as the questionnaires of "Job Satisfaction", "Measurement of factors and sources of job satisfaction and dissatisfaction" and also "Deep Interview". Based on the research results, the average level of job satisfaction in t Bakhtar Regional Electric Company is approximately the medium. In this regard, the observed differences in mean job satisfaction are not significant at the significant level 95% at headquarters and provinces. Investigating the relationship between the variables of age and job experience with the employees' job satisfaction indicates a positive correlation between these two variables and the job satisfaction and both of them are significant at the significant level 99 percent. The results of testing the means in both variables of gender and marital status with the job satisfaction indicate that the difference of means is not significant at the significant level 95%. Comparison of employees' job satisfaction according to the educational level shows a significant difference at the significant level 99%. Tukey post hoc test also indicates that this significance is only due to employees' higher satisfaction with the master degree than the employees with associate degree. Comparison of the staff and managers' job satisfaction mean indicates the significant of managers' higher job satisfaction at the significant level 99 percent. In the field of factors and sources of employees' job satisfaction and dissatisfaction based on analyzing the work-related factors, five factors of employees' evaluation of type of role, job security, nature of role, working environment conditions and social status of company have a significant relationship with the job satisfaction at the significant level 99% and these variables generally predict 85.1 percent of changes in the dependent variable. Moreover, the analysis of personal factors affecting the employees' job satisfaction also indicates that from these factors, the job attitude has only a significant relationship with the job satisfaction and can predict 65% of employees' job satisfaction changes. Furthermore, from the whole organizational factors, studied based on the analysis results, 5 variables of relationship with colleagues, incentive system, organizational policy, organizational commitment and management style have a significant relationship with the job satisfaction at the significant level 99% and it totally explain 83.8% of job satisfaction changes.

Keywords: Job satisfaction, dissatisfaction, personal factors, job factors, organizational factors.

INTRODUCTION

The range and intensity of environmental demands have made the success and development of organizations dependent on their human sources features and capabilities more than ever and have been led to most of new developments in this regard. According to Hersy and Blanchard's viewpoint [15], the success of organizations and working environments is totally dependent on the efficient use of human sources based on the behavioral sciences and this is a challenge which has increasingly involved the supervisors, managers, and authorities in the

organizations. Job satisfaction is one of the major and perhaps the most controversial concepts which have created great theoretical efforts on the one hand and on the other hand it has been more important at all dimensions of organizations [21][27]. Job Satisfaction is a set of individual's attitudes and feelings about his own job [13]. This multidimensional and complex concept is related to the numerous psychological, physical, and social factors so that a particular combination of them has caused that a worker to have a job satisfaction (or dissatisfaction) in a certain moment. On the other hand, the job satisfaction, as an independent variable, affects several aspects of job including the productivity, commitment, performance, human relations, morale and motivation. Based on this believe, the identification of factors and sources of employees' satisfaction or dissatisfaction as the main research question of research can have a significant effect on the development of human capital and improvement of its performance[6][28].

So far, various theories have been developed about the job satisfaction and most of them are raised in the context of motivation and need theories. Campbell (1970) classified the theories of job satisfaction into two main groups of "Content and process theories". Content theories seek to determine the factors which conduct his behavior from his inside, give energy or stop it. These theories do not consider the processes of activating the behavior and only pay attention to the effective factors in the behavior. The most important content theories include Maslow's hierarchy theory, Herzberg's two-factor theory, Alderfer three-factor theory, and motivation theory, Mc. Kelly three-factor development motivation. Content theories are mainly based on the concept of demand and its impact on the individual behavior in the organization[2][3].

In contrast, process theories seek to examine the interaction way of personal factors (intrapersonal) in producing certain types of behavior. These theories focus on the cognitive processes which can be an effective factor on the individuals' behavior. Furthermore, all process models seek to identify the major factors which are effective in choosing the work level for activity. The major kinds of these theories include the expectancy, equity, reinforcement and goal-setting theories[4][19].

Conducted studies in the field of job satisfaction have examined a variety of variables as the factors and sources of job satisfaction and dissatisfaction; the first research in this regard was conducted by Lawrence (1949) on industry workers. Based on this study, the supervisors gave the highest rank generally to the good wage, job security, promotion and appropriate working conditions as the cases which the workers expect in their jobs. On the other hand, the workers felt that the full appreciation of doing the job, contribution in working and empathic understanding of their own personal problems are the cases which expect in their job. Interestingly, the supervisors had given the low rank to what the workers have given the highest important [3][8][15].

Stowe and Ross (1985) have concluded based on their studies that the personal backgrounds and attributes are the major determinants of job satisfaction, not the working conditions and conditions, while Schneider (1987) believes the environment, technology and organizational structure are the main determinants of job satisfaction [1][9]. Harris et al comparative study (1991) in the field of job satisfaction also have paid attention to the factors such as the salary and wage, job challenges, and understanding and considering the employees' familial needs [14] [13]

Cormen (1999) believes that the correlates of job satisfaction dissatisfaction can be classified into two groups of natural factors such as the job level, job content, employee-oriented leadership, payment and promotion opportunities, social interaction and teamwork, and the personal factors including the age, educational level, gender, and so on[5].

Employees' personal features and personality traits are the factors affecting the work attitude. Lowenberg and Conrad (1998) have considered five personal features which can affect the employees' job satisfaction of their work. Eicher, Brady and Fortinsky (1991) and Hochgraf (1998) indicated the relationship between the age and its changes with the job satisfaction[16]. Numerous studies have shown that the job satisfaction is generally increased by enhanced work experience [3][5][11] Although the recent studies suggest that the employees with more than 12 years and less than 4 years of experience have higher job satisfaction than those with job experience range between these two groups [17]. In terms of education, most of the studies suggest a negative correlation between the educational level and job satisfaction [1]. Moreover, the conducted studies indicate that some of the personality traits like the mood, self regard, personality type, need for success and source of control affect the employees' job satisfaction and dissatisfaction [5][18][22].

According to Luke's viewpoint, the work-related variables (e.g., job features, responsibilities, etc.) are more important for understanding the job attitudes because they make the immediate and powerful impacts [29]. Recent studies including the study by barber [10] significantly show that the factor of wage is very important in job satisfaction. The results of Mischel's studies (1999) on American workers indicate that 99 percent of them believe

that the salary and wage is the most important factor of satisfaction. Sofia (2000) also believes that the minimum salary and wage is one of three important factors of job satisfaction in most of the studies [24].

Although Herzberg has considered the security as a health factor, Greenberg (1979) believes that this factor also involves in the satisfaction [1][28]. Factors such as predictability, order, fairness and emotional security can ensure the job security [22]. Moreover, the factors such as Favoritism, camaraderie, pressures out of the work environment and so on, which undermine the certain organizational status, can create the feeling of insecurity and ultimately the job dissatisfaction [19].

One of the most important factors of job satisfaction is that the employees understand that their jobs are important and significant [25]. In this regard, the research results have shown that the more the diversity and content of job is increased, the more the people will be satisfied[19]. In general, these results indicate that different aspects of employment including the job development, rotation and design can play a significant role in increasing the job satisfaction [11][20][22].

Management and leadership style is among the factors affecting the employees' satisfaction and dissatisfaction. Job satisfaction, due to this relationship, is usually related to two aspects of supervisors' behavior; in the other words the interpersonal and technical support [23]. In most of the work levels, the workers consider the supervisors' technical and executive skills, in addition to their skills in human relations, as the important factor in their own job satisfaction and dissatisfaction [20]. Those, who have had the experience of participation in decision making in their organizations, have generally the favorable and more positive attitude about their work and are willing to repeat that experience [1]. Participation in decision making gives this opportunity to the employees to feel that they are parts of organization and are considered as the important factors in decision making processes and planning. Therefore, their needs of self-regard and affiliation are met and they will be satisfied[15]. In this regard, Terez [26].emphasizes that if the available space facilitates the interpersonal relations and encourages and integrates the organization, it will be the factor for the individuals' of satisfaction.

Organizational culture and climate are the most important determinants of employees' satisfaction and dissatisfaction. Strong organizational culture makes the communications easier, and increases the cooperation and job satisfaction. These kinds of cultures create an atmosphere of humor in the organization and according to most of the researchers' viewpoint this can enhance the creativity and willingness to trust others and their satisfaction in addition to reducing the level of stress and unpleasant mood states [20].

Some of the experts have considered the organizational climate as the other name of job attitudes. According to their viewpoints, if the organization is at the appropriate level in terms of supporting the employees' characters, it means that its climate is very appropriate and employees have higher job satisfaction, otherwise, the organizational climate will be inappropriate and the employees' job satisfaction is low [19]. Furthermore, the available evidence suggests that the organizational structure and physical conditions of workplace including the way of arrangement, level of comfort, security and environmental arrangement affect the employees' job satisfaction [1][5] [12].

According to the studies by Seyed Taghia (1993) and Montazer al-Zohour (1994) in the field of management style with the job satisfaction, the participation in decision making, depth attention to teamwork, manager's favorable attitude towards the employees, trusting them, motivating them to do, normal encouragement, ignoring the problems, and paying attention to the material and spiritual needs will lead to the increased job satisfaction. Further research in this regard also indicates that the leadership style has a significant relationship with the subordinates' readiness and their job satisfaction [7][9][23].

MATERIALS AND METHODS

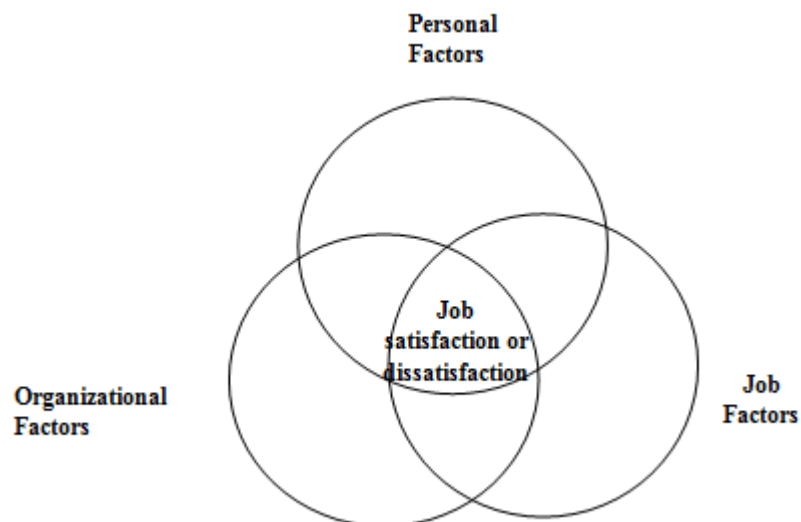
The aim of implementing this project is to identify and evaluate the sources and factors influencing the creation or change of satisfaction and/or employees' intra-organizational job satisfaction in Bakhtar Regional Electric Company. Moreover, the employees' level of job satisfaction has been also studied in the framework of this project and the scientific and practical approaches have been provided based on the research results and findings in order to decrease the dissatisfaction factors, reinforce the factors of job satisfaction and consequently improve the performance of company.

Managers in the organizations are willing to identify the sources of job satisfaction and dissatisfaction because the identification of sources helps them to take measures in order to improve the employees' job satisfaction. Different studies about the factors and sources of job satisfaction have provided a variety of factors, but the factors such as the

wage, job security, organizational structure, job type, role ambiguity, leadership and supervision, relationships with colleagues, participation in decision making, organizational culture and climate, physical conditions of work environment and employees' characteristics are the cases which have been described more in most of the studies and classifications[16].

In investigating the present studies, which are outlined above in Issue Statement, the main issues, that can be the bases and infrastructures of employees' job satisfaction and dissatisfaction, have not been taken into account through a comprehensive and deep approach. Therefore, this study explains the model of factors and sources of employees' job satisfaction and dissatisfaction at individual, organizational and career levels with this vision and for deeper analysis. Despite the fact that these levels have overlaps in some aspects, they can be used as the comprehensive conceptual model for guiding the actions and activities of plan. According to the mentioned conceptual framework, the employees' job satisfaction or dissatisfaction is the outcome of interaction among the personal, job and organizational variables. Figure 1 shows the overview of mentioned model.

Figure 1- Conceptual model of factors and sources of job satisfaction or dissatisfaction



The project subject, and the other Based on this model and in order to answer the main question and the mentioned objectives,

This is a non-experimental and post-event research which has investigated the variables affecting the employees' job satisfaction and dissatisfaction through a causal-comparing method and by integrating the field and document study. Two simultaneous surveys and also deep interview have been used for the field study in order to complete the parts of research results.

Population and sample: The studied population for this study contains all 536 members of employees and the managers in administrative and operational affairs sector of Bakhtar Regional Electric Company in Hamedan, Lorestan and Markazi provinces. In the field of sample required for the survey, the sample size was estimated equal to 233 by the formula¹ at the significant level 99%. However, 50% of population was selected as the sample and by multistage sampling due to the distribution of of community members, structure of labor force in the company and the rate of possible non-return of questionnaires.

In terms of interview and according to the objectives and interview approach, 10 managers and employees (5 individuals from each group) were selected as the sample by the judgmental sampling.

Data tools and collection method: In the field of documentary studies, a part of data was collected and used by investigating the company reports, rules, regulations and procedures and guidelines, which were associated with part was used and collected from the required information in the field of structure, human sources systems, and statistics of company staff status in the form of designed forms.

¹ Sample size has been calculated equal to $(Nt^2(p)(q) / Nd^2 + t^2 pq)$ based on Cochran formula

In the field of survey and based on the evaluation of existing tools for measuring the job satisfaction, a questionnaire, consisting of twenty questions, was developed by using Minnesota Satisfaction Questionnaire (MSQ). For the factors of employees' job satisfaction and dissatisfaction, 18 factors were determined as the main important effective factors according to the conceptual framework of study and finally from the prepared questions, 154 questions, which have the sufficient validity, were selected in the form of initial version of questionnaire and the five-point Likert scale was used for responses. For measuring the reliability, the preliminary questionnaire was pre-tested on a sample of 30 company employees. In order to evaluate and modify the preliminary questionnaire and reform Cronbach's alpha coefficients for each of the eighteen separate statements, the questions were modified by calculating the Cronbach's alpha coefficient for the questions related to each of eighteen factors and finally 121 questions were included in the final questionnaires as the reliable questions.

About the interview, 10 fields were determined based on the theoretical studies and findings of documentary study about the company and were applied in the interviews with both sample groups of managers and employees. Each field contains a set of questions which finally investigate the status of company human resources in terms of three areas including the supply of human resources, performance evaluation and relations with the employees.

In the field of survey, the following measures were taken by the conducted cooperation and assistance of corporate headquarters. Three two-questioner teams were created for data collection and were justified in terms of the distribution instruction and questionnaire completion in a training workshop while becoming familiar with the project and questionnaire content. Then, given the conditions and facilities of each province, the selected samples from each province were gathered and completed the plan questionnaire. Therefore, 215 questionnaires from the whole 260 questionnaires were completed during 10 days and finally by eliminating the incomplete questionnaires, 198 questionnaires were used for analysis.

Some of the predicted interviews were performed simultaneous with teams referring to the provinces and the other interviews with the selected individuals were done at the next stage and according to the preliminary results of questionnaires collected from the provinces.

Data Analysis Method: Software SPSS was used in order to analyze the quantitative data obtained from the survey. In this regard, first the research findings were processed and analyzed by using the indicators of Central Tendency and also the dispersion indicators in terms of studied units (province, headquarters, and the whole company) and through separating the respondents' characteristics, job satisfaction and dissatisfaction factors, and job satisfaction level.

Then the t-test, ANOVA, post hoc Tukey test and Pearson correlation coefficient were used for bivariate analysis of findings and determining the factors and sources of employees' job satisfaction and dissatisfaction in addition to a comparative analysis of factors based on the central tendency and dispersion indicators in order to determine the relationships among the studied factors with the job satisfaction and test the possible differences between the relevant sectors and units of company. In the last step and for of multivariate analysis of findings, the relationships among the factors were investigated through the multivariate regression and the extracted models were analyzed.

In order to analyze the qualitative data, first the respondents' viewpoints were extracted by separating the tenth fields of interview and then the results were integrated. In the third step, the results of mentioned fields were classified and analyzed in the form of three areas including the issues related to the human resources supply, performance evaluation and service compensation, and relationship with employees. Finally, the results of documentary study, survey and interviews were compared and integrated and then developed in the form of research final results.

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RESULTS AND DISCUSSION

Features of studied sample suggest that 91 percent of employees are male and the rest of them are female employees. The employees' average is 36 years and over half of them are from 35 and 43 years old. In terms of marital status, 86% of employees are married and in terms of job type, about half of employees are operator and approximately a quarter of them are working as the experts.

Table 1 shows the status of employees' job satisfaction status in terms of some of the independent variables; in this regard, the average score of job satisfaction in the company is near to average (49.9 of 100), 53 at headquarters of company, 49 in Lorestan province, and 47 in Hamedan and Markazi provinces. Comparison of employees' mean job

satisfaction at headquarters and provinces through the one-way ANOVA indicates no differences in the means at the significant level 95%. Comparison of managers and employees' mean job satisfaction through the comparison test of independent means indicates that the employees' mean job satisfaction is lower than the managers and the observed difference is also significant at the significant level 99% through the comparison test of independent means. Investigating the status of employees' job satisfaction in terms of gender and marital status through the comparison test of independent means indicates that the observed differences are not significant at the significant level 95%. Comparative evaluation of employees' job satisfaction according to the educational level indicates that the highest level of job satisfaction is related to the employees with master's degree, below high school diploma, diploma, bachelor and associate degree, respectively; and the one-way ANOVA test shows that these differences are significant at the significant level 99%.

Table (1) Job satisfaction statistics according to the studied variables

Variable name	Variable levels Job satisfaction rate *					Statistics of significant level
Gender	Male				Female	T = 0.412
	51.31				49.75	P = 0.68
Marital status	Single				Married	T = 1.608
	45.9				50.73	P = 0.109
Responsibility	Managers				other employees	T = -3.036 **
	57.91				48.69	P = 0.003
Studied Unit	Hamedan	Markazi	Lorestan	Headquarters	Whole company	F = 1.93
	46.96	47.41	49.33	52.77	49.98	P = 0.13
Educational level	Below Diploma	Diploma	Associate	Bachelor	Master	F = 3.53 **
	55.13	50.44	46.11	50.02	61.67	P = 0.008

* Score of 100 ** Significant difference

However, Tukey post hoc test indicates that this significance is as the result of higher job satisfaction in employees with master degree compared to the employees with the associate degree; moreover, the difference of job satisfaction in other groups is not significant at the significant level 95%.

Relationship of variables, age and work experience, with the employees' job satisfaction through Pearson correlation coefficient test indicates that there is a positive and significant correlation between the age and job satisfaction ($r=0.348$). Furthermore, there is a positive significant correlation between the variable of work experience and the job satisfaction ($r=0.266$) and both correlation coefficients are significant at the significant level 99% (Table 2).

Table (2) Correlation of job satisfaction with the employees' age and work experience

Variable name		Job satisfaction	Age	work experience
Job Satisfaction	r	1.000		
	P	0.000		
Age	r	0.348**	1.000	
	P	0.000	0.000	1.000
Work experience	r	0.266**	0.939**	1.000
	P	0.000	0.000	0.000

Investigating the determinant questions of job satisfaction indicates that the item of relationships among the colleagues has the highest mean (74 of 100) and the salary and wage has the lowest mean (33). The stepwise multiple regression analysis is used in order to evaluate the effect of personal, job and organizational factors on the employees' job satisfaction; the results are discussed as follows.

The following regression line equation was obtained as the result of investigating the relationship between the variables of personal factors such as self-regard, control center, job attitude and introversion-extraversion personality characteristics with the employees' job satisfaction in Bakhtar Regional Electric Company. Accordingly, it is expected that the employees' job satisfaction to be increased by improving their job attitudes.

$$\text{Job Attitude} = a \quad \hat{y} = 16.146 + 0.624 a$$

Investigating the relationship between the variables of job factors such as social status, job affiliation, role nature, job security, job type, work environment conditions and role ambiguity with the job satisfaction indicates that from all factors, five variables entered the regression equation can predict 85.1 percent of changes in the job satisfaction variable. Regression line equation of job factors is as follows:

$$\hat{y} = -6.193 + 0.272a + 0.276b + 0.196c + 0.140d + 0.113e$$

a= Role Type; b= Job Security; c= Role Nature; d=Job conditions; e= Social status

Analyzing the variables of organizational factors including the organizational commitment, motivation system, management style, relationships with colleagues, policies, organizational structure, and organizational culture and climate by the criterion variable (job satisfaction) indicates the equation of organizational factors as follows.

$$\hat{y} = -3.635 + 0.325a + 0.305b + 0.186c + 0.199d$$

a= Relationships with colleagues; b= Motivational system; c= Organizational policy; d= Organizational commitment

According to the above equation, the correlation between the relationship with colleagues, motivational systems, organizational policy, and organizational commitment with the job satisfaction variable is positive and significant and by increasing each of above four variables, it is expected that the employees' job satisfaction will be enhanced positively and significantly.

Table (3) Summarizing the regression analysis of factors affecting the job satisfaction in the company

Factors	R	ΔR ²	CI + % 1	ΔR ² % 95.8
job Attitude	0.84	0.706		
Job Security	0.928	0.155		
Relationships with colleagues	0.952	0.046		
Motivational system	0.961	0.016		
Role nature	0.967	0.013		
Role Type	0.971	0.008		
Organizational policy	0.974	0.004		
Self-regard	0.975	0.003		
Organizational commitment	0.976	0.002		
Job Affiliation	0.978	0.003		
Management style	0.979	0.002		

According to the results of Table 3 in final summarization of job satisfaction and dissatisfaction factors in Bakhtar Regional Electric Company, it should be noted that all mentioned 11 factors can result in a significant outcome of employees' job satisfaction. From the total 11 factors, only 6 factors of self regard, role nature, role type, social status, organizational commitment, and relationships with colleagues have been able to affect the employees' job satisfaction to some extent. Among these factors, the self-regard has had a relatively good quality and other factors have not satisfactory quality.

Eleven variables of the total 18 variables, which are entered the equation, have been raised in the model significantly. These eleven variables can predict and explain 95.8 percent of changes in the employees' job satisfaction. The relationship of above variables with the job satisfaction has also been examined through the analysis of variance test and all of them are significant at the level 99%. Line equation of predicting the employees' job satisfaction in Bakhtar Regional Electric Company is as follows in the form of personal, organizational and job variables:

$$\hat{y} = -1648 + 0.161a + 0.170b + 0.130c + 0.122d + 0.126e + 0.163f + 0.083g - 0.073h + 0.121i - 0.096j + 0.062k$$

a= Job Attitude; b= Job Security; c= Relationships with colleagues; d= Motivational system; e= Role Nature; f= Job type; g= Organizational policy; h= Self-regard; i= Organizational commitment; j= Job affiliation; k= Management style

The stepwise multiple regression analysis was applied for three provinces and the headquarters of company in order to create a more accurate vision of issue examining the factors affecting the employees job satisfaction in different provinces and classes. Table 4 shows the line equation of job satisfaction regression for each of the analyzed units.

Based on the data of Table 4, two variables entered in the regression equation in Hamedan province can predict 95.2% of changes of employees' job satisfaction. The coefficients, provided in the regression line, also indicate that the employees' increased attitude towards the role type and Hamedan employees' improved motivational system can lead to the employees' increased job satisfaction.

Table (4) Regression equations of factors, which predict the job satisfaction, according to the studied groups

Analysis Unit	Regression equations
Hamedan Province	$\hat{y} = -10.689 + 0.674a + 0.378b$ a= Role Type; b= Motivational system
Markazi Province	$\hat{y} = -2.783 + 0.510a + 0.367b$ a= Role Type; b= Job Attitude
Lorestan Province	$\hat{y} = 3.490 + 0.469a + 0.185b + 0.219c$ a=Job Attitude; b=Organizational culture and climate, c= Relationships with colleagues
Headquarters	$\hat{y} = -9.510 + 0.165a + 0.354b + 0.096c + 0.217d + 0.176e + 0.114f$ a= Motivational system; b= Job Attitude; c= Organizational culture and climate; d= Social status; e= Job environment conditions; f= Organizational policy
Managers	$\hat{y} = 12.575 + 0.543a - 0.253b + 0.196c + 0.298d$ a= Organizational culture and climate; b= Motivational system; c= Role Nature; d= Job environment conditions
Employees	$\hat{y} = -9.004 + 0.112a + 0.169b + 0.166c + 0.143d + 0.169e + 0.155f + 0.101g - 0.080h$ a= Organizational culture and climate; b= Job attitude; c= Job security; d= Relationships with colleagues; e= Role Type; f= Motivational system; g=Role Nature; h= Organizational commitment

In terms of Markazi Province, these two variables can predict 90.9 percent of changes in company employees' job satisfaction. Coefficients of equation also indicate that the improved employees' attitude towards the job can enhance their job satisfaction.

Regression line equation of job satisfaction in Lorestan can predict 91.1% of changes in employees' job satisfaction. Accordingly, employees' improved job attitudes, organizational climate and culture and promoted level of relations among the colleagues can increase the employees' job satisfaction.

In terms of company headquarter, the employees' job satisfaction status can be significantly predicted through six variables and these six variables can predict 96.7% of changes in the employees' job satisfaction.

The regression line equation for group of managers indicates that only four factors from the organizational personal and job factors can be good predictors for their job satisfaction and these predict 96.9 percent of changes in managers' job satisfaction. Regression line coefficients indicate that the relationship between three variables of organizational culture and climate, role nature and work environment with the managers' job satisfaction is positive and the relationship between the variable of motivational system and the managers' job satisfaction is negative.

Furthermore, the regression line equation of job satisfaction for employees also indicates that 8 factors from a total 18 organizational, personal and job factors can predict and explain 95.5% of changes of employees' job satisfaction. Coefficients of regression line indicate that the relationship between the above variables with the job satisfaction is positive and significant. Therefore, it can be concluded that the increased scores of each of eight predicting factors can help to increase the employees' job satisfaction.

CONCLUSION

According to the research results, the employees' average age and work experience is 36 and 13 years and they usually have the associate degree and are the operators. Research findings and experts have classified the way of employees' job development from the beginning of entry to the outside of organization and the job development process in most of them includes four stages of entry to the organization or settling stage (15-25 years), development stage (25-45 years), stable stage (45-65 years) and retiring period (65 years and over). As seen in Figure (2), the employees in Bakhtar Regional Electric Company are put in the youth stage in terms of psychological aspect and the psychological features of this period include the consistency with the adulthood, maintaining the intimate relationships especially with peers, making decisions for the professional level, organizational commitment and coping with the lack of success in business and personal life. Job career is proportional to this stage of employees' life cycle and the stage of job development, and the job challenge is its main requirement. On this basis, the employees have a tendency to do activity in the challenging jobs. Employees seek to show their skills in a specialized field, they have lower tendency towards the replacement and being a rolling stone and try to create new

trends. At this stage, the abilities, innovation and creation reach the highest level. Furthermore, the individuals, who are in this stage, tend to be developed through enhancing their skills and accept the further responsibilities. Based on the research findings, the status quo at headquarters of company has been able to provide the employees' satisfaction to a low extent and the mean score of level of job satisfaction in the provinces indicates the employees' dissatisfaction of their jobs. In general, despite not being dissatisfied, the employees are not also satisfied. In other words, despite the fact that according to the quality of health factors the employees are not satisfied, the measures, taken in this regard, have failed to provide the employees' job satisfaction, thus the company has shown shortcomings in its performance in the field of factors that create the job satisfaction.

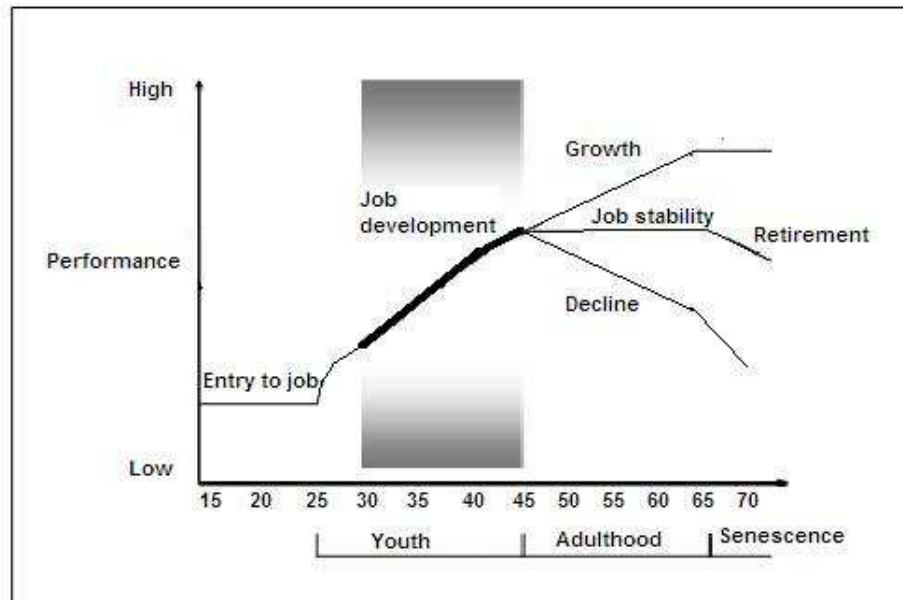


Figure 2: Chart of job life cycle and human growth

In investigating the personal factors, only the job attitude can lead to an appropriate job satisfaction outcome, but also this factor has no good quality.

In terms of job factors, the role nature, role type and social status can lead to a good outcome of job satisfaction and these factors have only been able to create a slightly higher than average quality.

In the organizational field, only the relationships with colleagues and organizational commitment can lead to a good outcome of job satisfaction in Bakhtar Regional Electric Company; meanwhile, the employees' relationships with managers have no desirable quality.

In Hamedan province, two factors of role type and motivational system can lead to an appropriate outcome of job satisfaction; in this regard the role type has relatively good quality, but the motivational system has no good quality.

In Lorestan province, the job attitude, organizational culture and climate and relationships with colleagues can lead to an appropriate outcome of job satisfaction; in this regard, the relationships with colleagues has the better quality, but other factors have no desirable qualities.

At headquarters, the motivational system, job attitude, organizational culture and climate, social status, working environment conditions and organizational policy can lead to an appropriate outcome of job satisfaction; and only the social status and working environment conditions can be considered as the factors of job satisfaction, but other factors should be considered as the factors of job dissatisfaction.

3-6 - Suggestions

Common goal and ultimate objective of applied organizational studies is to answer the questions, correcting the deficiencies, and providing the solutions in order to improve and develop the performance of organizations. Provided suggestions are the outcome of integrating the results of documentary study, survey, and interviews. These suggestions contain an extensive set of solutions some of which are related to the whole company, the others to a number of corporate entities and the rest of them to the particular classes of employees in the company. Despite the fact that the aim of suggestions has been to respond to the objectives of plan and relying on the major results of study, a set of provided data has the ability to expand the suggestions proportional to the target questions.

1–Fulfilling the needs and expectations and specially maintaining and reinforcing the employees' human dignity proportional to the human dignity and their job career stages in the company need the supportive managers and this means the necessity to change the middle and senior managers' behavioral patterns for managing the relevant units. Therefore, it is necessary to develop the managers' skills in the field of communication and motivation and the participation- based management styles with the approach of reinforcing the managers' human skills and through utilizing the effective methods in development of management and not training.

2–Given the employees' evaluation and attitude towards their own jobs, it is suggested that the necessary measures should be taken in order to reinforce the employees' positive attitudes towards their jobs. In this regard, investigating the occupations in the company in certain categories and redesigning the occupations such as the operator with the job enrichment approach (J.E) seem essential.

3–Given the position and function of organizational culture in compatibility and consistency of organizational behavior and with respect to the research findings, it is necessary to do an appropriate planning for modifying the culture and atmosphere, governing the company, and creating a more coherent, powerful, and dynamic culture.

4–According to the research findings in the field of job satisfaction and organizational communications, it is essential to take the necessary measures for reinforcing the connection of human relations level of headquarters with the regions mentally and emotionally (not administratively).

5–According to the research results in the field of organizational commitment prerequisites, the employees' commitment should be considered as the continuous commitment which is the most fragile type of organizational commitment; thus it is suggested to take the necessary measures in order to modify and deepen the employees' organizational commitment.

6–Given the status and performance of motivational mechanisms of company, it is essential to reinforce the importance of employees' jobs and tasks at the level of company and its role in achieving the organizational objectives and the significance of this affair more than ever.

7–Given the level of employees' preparedness and its more accurate assess, if necessary, it is necessary to consider and develop the employees' personal and organizational growth opportunities especially at the lower and middle levels.

8–The employees' efforts and performance should be appreciated and honored by taking the necessary measures.

9– The staff family's communication with the company should be defined and reinforced by the proper planning and research, and the employees and their families' leisure time should be enriched.

10–Given the research findings, it is helpful to share the company orientation (objectives, strategies, policies and programs) with the employees according to their classes and levels.

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