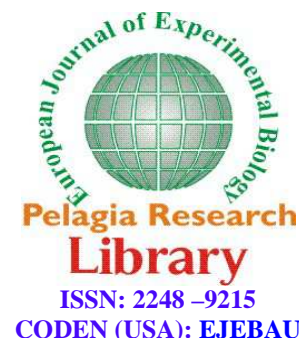




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# The relationship between organizational atmosphere, job satisfaction and ministry of youth and sports of Islamic Republic of Iran staffs' life quality

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## ABSTRACT

The purpose of the study was to explore the relationship between organizational atmosphere, job satisfaction and Ministry of Youth and Sports of Islamic Republic of Iran staffs' life quality. The study was correlational and it was carried out through a field research. The population of the present study consisted of 660 male and female staffs (380 male and 280 female) of Ministry Sport and the youth of Islamic Republic of Iran. According to Morgan table, the subjects were selected through simple randomization and were 353 male and female (191 male and 162 female). The number of 307 staffs (163 male and 144 female) completed questionnaire and submitted to the researchers. To collect data, four questionnaires were used as instrument in the study: a questionnaire of personal information and three questionnaires of Sam Dip Organizational Atmosphere, Wiskuki & Crum Job Satisfaction, and The World Health Organization Life Quality. The validity of questionnaires was determined through Cronbach Alpha and was found to be 87%, 84%, and 92% respectively. The data were collected and the findings were analyzed through descriptive statistics (mean, standard deviation, tables) and inferential statistics (Pearson Correlation Coefficient and Regression). The results indicated that there is a significantly positive relationship between Ministry of Youth and Sports staffs' life quality and job satisfaction. It was also found that there is a positive relationship between Ministry of Youth and Sports staffs' life quality and organizational atmosphere. Moreover, the results showed a significantly positive correlation between Ministry of Youth and Sports staffs' job satisfaction and organizational atmosphere. Finally, the finding of the study demonstrated that Ministry of Youth and Sports staffs' life quality could be predicted based on their organizational atmosphere and job satisfaction.

**Key words:** Organizational atmosphere, Job satisfaction, Life quality, Ministry of Youth and Sports staffs

## INTRODUCTION

Nowadays, we live in a century that big and small organizations have surrounded us with their complex formation and supply most of our various needs. Organization, as the most key term in the science of management, refers to a social phenomenon consciously adjusted and have rather clear-cut extents which follows certain objective or objectives based on some principles. Also, efficient human force is the major superiority indicator of an organization in relation to other organizations; indeed, undertaking human force represents an organization as significant in the society and provides the context for its development. So, among main requirements of an organization are expert, loyal, correspondent staffs to principles and objectives with strong incentive engaged in protecting organizational membership [1]. Today, quality of life in communities is used as a framework for the allocation of resources and

providing appropriate services for diverse aspects of life [2]. There are some attributes to compare and identify the organizations; one of the significant attributes is organizational atmosphere or people's understanding and feeling of their working organization. It is possible to determine staffs' performance using the attribute; and therefore, it is possible to determine staffs' performance and affect their level of responsibility and the fulfillment of organizational objectives which ensure the society health [3]. Organizational atmosphere is a crucial factor in determining the organizational effectiveness [4]. Entering an organization, the staffs bring into it a set of job expectations such as demands, needs, wishes, and past experiences with themselves. Responses of organization to staffs' demands shape their positive or negative feeling toward their job (satisfaction or dis-satisfaction). As a matter of fact, job satisfaction indicates a relationship between human expectations and job awards [5]. Also, lack of job satisfaction demoralizes staffs' spirit and this leads to unpleasant consequences. Some of the features of low spirit include: anxiety, absence from work, delay, desertion, and early retirement [6]. Research has shown that the higher job satisfaction is, the better the physical and mental ability would be. Also, from the point of view of organization, high level of job satisfaction reflects pleasant organizational atmosphere which leads to staffs' perdurability [7]. Life quality has been discussed as an important research line in recent decades [8]. It has been directly related to doing everyday activities [9]. Life quality suggests people's understanding of life situation in terms of their cultural values; it also includes objectives, experiences, criteria and their belongings [10].

Review of the related literature indicates the positive effect of physical activities on different aspects of life quality and mental health [11]. The main challenge of hygienic in 20<sup>th</sup> century was to survive while in current century is to live in better situation. With regard to the increase of life expectancy in late decades, quality of life as an important matter has attracted experts and researchers' attention in the field of sports and physical education [12]. Nowadays, only to preserve life is not regarded as a favorable issue, but the improvement of life quality in different aspects is treated as the basic aim. In other words, quality of life is considered as a basic index and since it consists of various dimensions, it is of special significance. Added to this, the evaluation of life quality would help to recognize community needs, arrange plans and funds, and generally to improve how of life [13]. Recently, quality of life has been considerably attended by welfare organizations, experts of social sciences, hygiene, psychology, medicine and physical education [14]. As previously discussed, human resources are of high importance for organizations; also, as a strategic factor, every organization is highly dependent on human resources to success. Therefore, prosperity becomes possible in the case that staffs' skills, abilities, collective and individual characteristics to be applied in line with the aims of organization. Accordingly, the more efficient and qualified work forces, the more the progress of organization would be in different arena. In this regard, Hajloo (2012) investigated a research project on the relationship between job stress and life quality of university staffs, satisfied with their organizational atmosphere. The results showed that satisfaction of organizational atmosphere was significantly correlated with life quality. However, there was a negative relationship between job stress and life quality. More to this, it was found that job stress and satisfaction of organizational atmosphere was negatively correlated. Furthermore, the findings of the study demonstrated that the variables of job stress and life quality could predict organizational atmosphere [15].

In another study by Seyyed Ameri *et al.* (2009), the relationship between organizational atmosphere and level of job satisfaction was studied by the staffs of department of physical education. The conclusions indicated that there was a significantly positive relationship between organizational atmosphere, its subscales and the staffs' level of job satisfaction. It was also found that subscales of job satisfaction were positively correlated with organizational atmosphere [16].

Monyatsi (2012) also studied teachers' level of job satisfaction in Botswana; the results displayed that teachers were generally satisfied with their job and their satisfaction was correlated with their performance [17]. Jamal shah *et al.* (2012) conducted a research to explore the role of job satisfaction in creating incentive and performance. The subjects consisted of 379 staffs of state institutions in the area of Rawalpindi. They came to the conclusion that job satisfaction, work incentive, and strong performance were positively correlated [18].

Concerning life quality, Lowe *et al.* (2009) investigated the relationship between physical performance and life quality. The findings indicated that there is a significant and positive relationship between physical activities or performance and result scores of life quality [19]. In addition to these, James Griffith (2006) studied the relationship between job satisfaction and dimensions of organizational atmosphere. The hypotheses of the study considered the staffs' understanding of positive organizational atmosphere in relation to high levels of job satisfaction. The results demonstrated that neat and tidy work environment, working relationship and supportive leaders are very effective in group performance and organization efficiency [20]. This kind of climate can influence on people's temperament

into an organization making people's job satisfaction in a high potential situation. While, those ones whose job satisfaction is in low level, they will be less efficient for an organization and these organizations cannot get reached to their purposes[21]. Job Satisfaction is a set of individual's attitudes and feelings about his own job[22]. The morale has been defined as follows: The morale is the individual's emotional and psychological reaction to his job and this reaction can have the high or low degree; moreover, the morale is an intangible quality which cannot be observed and be investigated apart from other factors. He has classified the morale into two categories, strong and weak[23]. Assessing the quality of life is effective to identify social needs in order to enhance mental health services, obtain necessary funds and programs, and improve the quality of life[24]. Personal beliefs play a vital role in various fields, especially the promotion and provision of mental health plays. According to the World Health Organization's definition of the experts are of the mind and mental health, harmonious relationships with others and the ability to modify individual and social environment, conflict resolution and personal desires, reasonably, is fair and reasonable. Mental health plays an important role in ensuring the effectiveness of every community and plays[25]. Also, findings showed the positive effects of organizational atmosphere on life quality and the negative effects of job stress on it. Moreover, organizational atmosphere and high incentive can affect job satisfaction. Accordingly, review of the related literature approves that the relationship between organizational atmosphere, job satisfaction and life quality has been rarely taken into account. So, based on this matter, Ministry of Youth and Sports of Islamic Republic of Iran has been formed by the combination of both Physical Education and National Youth Organization. It is noteworthy to mention that the human factor constitutes the chief resource of the ministry. Duties of the ministry include physical and mental health provision and happiness creation for various groups of the society, particularly broad planning and interacting with the youth. So, it seems studying the level of organizational atmosphere, job satisfaction and life quality of the ministry staffs is highly significant and it is necessary for managers to constantly consider it. Now, the question is whether there is a relationship between organizational atmosphere, job satisfaction and Ministry of Youth and Sports of Islamic Republic of Iran staffs' life quality.

#### MATERIALS AND METHODS

The present study was a field research and of correlational type. The population of the study consisted of 660 male and female staffs (380 male and 280 female) of Ministry Sport and the youth of Islamic Republic of Iran. According to Morgan table, the subjects were selected through randomization and were 353 male and female (191 male and 162 female). The number of 307 staffs (163 male and 144 female) completed questionnaire and submitted to the researchers.

For the purpose of the study, the data were collected through four questionnaires:

1-personal information questionnaire, prepared by the researcher, consisted of variables of age, gender, marital status, level of education, field of study, and years of experience.

2-Sam Dip organizational atmosphere (1989) consisted of 20 items. It included 5 subscales: agreement of purpose, agreement of role, award satisfaction, agreement on procedures, and effectiveness of relations.

3-Wiskuki & Crum Job Satisfaction (1991) consisted of 41 questions with 5 subscales: type of work satisfaction, management method, colleagues, promotion, salary and benefits.

4-26-item Life Quality questionnaire of The World Health Organization (1996) which included four areas of physical dimension, psychological dimension, social relations dimension and relation with the environment dimension. The three above-mentioned questionnaires were measured based on 5-value Likert scale. After getting legal license for collecting data and questionnaire distribution, the researcher personally attended in their office and explained the significance of research for the subjects and asked them for completing the questionnaires. They were asked not to mention their name for ensuring the authenticity of their answers.

Descriptive statistics was used to categorize the data, calculate mean, standard deviation, and draw different diagrams and tables. To analyze the findings inferentially and test hypotheses, Independent T-Test and Pearson and Regression correlation were applied in the study.

**RESULTS**

The results of the study indicated that the age average of men was higher than women's (Table 1). Also, level of BA was of high frequency between both male (51.5%) and female staffs (55.6%) (Table2).

**Table 1: description subjects' age and gender in separation**

Standard deviation (SD)	Mean	Number		
7.63	37.14	163	male	age
7.67	36.12	144	Female	

**Table 2: subjects' level of education based on gender variable**

Sum	Education							
	No answer	M.A. & higher	BA	Associate	Diploma			
163	3	31	84	29	16	Frequency	Male	Gender
100.0%	1.8%	19%	51.5%	17.8%	9.8%	Percentage		
144	4	23	80	25	12	Frequency	Female	
100.0%	2.8%	16%	55.6%	17.4%	8.3%	Percentage		
307	7	54	164	54	28	Frequency	Total	
100.0%	2.3%	17.6%	53.4%	17.6%	9.1%	Percentage		

In dimensions of organizational atmosphere and the mean of its total score, female staffs reported higher scores than male staffs (Table 3). Concerning the subscales of person's feeling about job, manager, salary and benefits, female staffs gained higher mean. Moreover, regarding subscales of person's feeling about colleagues and promotion, male staffs showed higher mean than female staffs. Finally, female staffs' job satisfaction was reported more than male staffs' (Table 4). Subscales of psychological dimension, social relations and environment dimension were higher in female staffs, but as far as physical dimension was concerned, male staffs showed better situation. Finally, results demonstrated that female staffs' life quality was better than male staffs' (Table 5).

**Table 3: Mean of organizational atmosphere & its subscales description based on gender**

Standard deviation	Mean	Gender	
2.58	11.92	Male	Agreement of purpose & clarity
2.36	12.25	Female	
2.69	12.19	Male	Agreement of role & clarity
2.33	12.79	Female	
2.48	11.90	Male	Award satisfaction
2.39	12.34	Female	
2.28	12.16	Male	Agreement on procedures & satisfaction
2.57	12.90	Female	
2.37	12.14	Male	Effectiveness of relations
2.44	12.52	Female	
6.45	60.36	Male	Organizational atmosphere
6.27	62.81	Female	

**Table 4: mean description of job satisfaction & its subscales based on gender**

Standard deviation	Mean	Gender	
3.91	29.76	Male	Person's feeling about job
5.58	30.50	Female	
3.62	29.68	Male	Person's feeling about manager
5.39	30.29	Female	
3.51	30.11	Male	Person's feeling about colleagues
5.47	29.67	Female	
2.73	14.77	Male	Person's feeling about promotion
3.02	14.61	Female	
2.84	17.52	Male	Person's feeling about salary & benefits
3.59	18.15	Female	
9.36	121.86	Male	Job satisfaction
16.19	123.15	Female	

**Table 5: mean description of life quality & its subscales based on gender**

Standard deviation	Mean	Gender	
3.02	20.73	Male	Physical dimension
4.29	20.61	Female	
2.84	17.96	Male	Psychological dimension
3.70	18.45	Female	
2.04	8.59	Male	Social relations dimension
2.31	8.83	Female	
3.08	23.39	Male	Environment dimension
4.90	23.62	Female	
6.01	70.72	Male	Life quality
11.80	71.47	Female	

Results of correlation test indicated that there was a significantly positive relationship between Ministry of Youth and Sports staffs' organizational atmosphere and job satisfaction, their life quality and job satisfaction, and life quality and organizational atmosphere (Table 6). Results of step-by-step regression displayed that life quality was predictable based on organizational atmosphere and job satisfaction (Table 7). The remainder of variables in step-by-step regression is person's feeling about job, person's feeling about manager, feeling about promotion, and person's feeling about salary and benefits. Beta in standardized coefficients indicated the impact of predicting variables on effectiveness. As Table 8 shows, person's feeling about job with beta level of .222; feeling about manager with beta of .214; feeling about promotion with .203; and beta level of .115 of feeling about salary and benefits were found to be effective variables in regression; also, the effect was positively directed. Furthermore, to predict life quality in regression, invariant coefficient was estimated to be 30.329, coefficient of person's feeling about job was .421, person's feeling about manager and emotional health coefficient were .429 and .113 respectively (Table 8). The rest of variables were excluded from regression because t level of significance was greater than 0.05 (Table 9).

**Table 6: relationship between organizational atmosphere, job satisfaction & life quality**

Life quality	Job satisfaction	Organizational atmosphere		
0.240	0.315	1	Correlation coefficient	Organizational atmosphere
0.000	0.000	0	Level of significance	
302	302	302	Number	
0.496	1	0.315	Correlation coefficient	Job satisfaction
0.000	0.000	0.000	Level of significance	
302	302	302	Number	
1	0.496	0.240	Correlation coefficient	Life quality
0	0.000	0.000	Level of significance	
302	302	302	Number	

**Table 7: variance analysis for determining regression level of significance in subjects**

Level of sig.	F	Mean of squares	Freedom grade	Sum of squares	
.000 <sup>c</sup>	26.84	1645.5	4	6582.13	Regression
		61.29	294	18020.78	Remainder
			298	24602.91	Sum

**Table 8: multi-variable regression model based on step-by-step method for predicting subjects' level of life quality**

Remainder of variables in regression	Non-standardized coefficients		Standardized coefficients	T	Sig.
	Std. Error	B	Beta		
Fixed coefficient	4.007	30.329		7.570	.000
Person's feeling about job	.105	.421	.222	3.987	.000
Person's feeling about manager	.109	.429	.214	3.953	.000
Person's feeling about promotion	.169	.639	.203	3.781	.000
Person's feeling about salary & benefits	.150	.324	.115	2.160	.032

**Table 9: variables excluded from regression based on step-by-step method**

<b>Variables excluded from regression</b>	<b>Beta In</b>	<b>t</b>	<b>Sig.</b>
Agreement of purpose & clarity dim.	.037 <sup>e</sup>	.732	.465
Agreement of role & clarity dim.	.024 <sup>e</sup>	.840	.632
Award satisfaction	.055 <sup>e</sup>	1.092	.276
Agreement on procedures & satisfaction	-.002 <sup>e</sup>	-.032	.974
Effectiveness of relations dim.	.012 <sup>e</sup>	.222	.824
Person's feeling about colleagues	.031 <sup>e</sup>	.565	.572

## DISCUSSION AND CONCLUSION

The results of the study suggest that there is a positive relationship between Ministry of Youth and Sports staffs' job satisfaction and organizational atmosphere. That is, as organizational atmosphere increases, job satisfaction enhances, too. This is in line with the findings of investigations by Munyatsi (2012), Jamal shah et al. (2012), James Griffith (2006) and Seyyed Ameri et al. (2009). As it was discussed in the review of literature, there is a significant correlation between organizational atmosphere and job satisfaction. That's because organizational atmosphere suggests staffs' feeling and understanding of organization objective and tangible aspects/attributes; also, in the survey of job satisfaction, the matter of whether staffs' feeling about these aspects accompanies with their satisfaction or not, is taken into consideration. Furthermore, since judgment cannot be separated from individuals' feeling and understanding, it could be the reason of existing relationship between the two variables (organizational atmosphere and job satisfaction).

In addition, the results of present study demonstrated a positive correlation between Ministry of Youth and Sports staffs' life quality and job satisfaction. In other words, as job satisfaction increases, life quality enhances, as well. This is consistent with the findings of Lowe et al. (2009), Monyatsi (2012), and Jamal shah et al. (2012). Apparently, the enhancement of staffs' job satisfaction leads to stress reduction. Indeed, as an important source of staffs' psychological health, job satisfaction is one of the major subscales of life quality. Accordingly, job satisfaction could directly affect subscales of life quality, and consequently, is in relation with it.

Added to this, the study came to the conclusion that there is a positive relationship between Ministry of Youth and Sports' staffs' life quality and organizational atmosphere. That is, with the enhancement of organizational atmosphere, life quality increases, too. The findings are consistent with those of Hajloo (2012) and Lowe et al. (2009). As human society is organized, social activities are frequently affected by organizational atmosphere or environment. As a result, organizational atmosphere could be effective in incentive creation and staffs' spirit improvement, and hence, it is regarded as a source of staffs' psychological and physical health provision. So, change in any sector of organizational atmosphere would lead to a deep and immediate change in the mentioned cases. In this line, it can be said that the impact of organizational atmosphere on life quality is unavoidable; and therefore, knowing organizational atmosphere and consolidating it can assist managers in improving staffs' life quality and productivity of organization.

Still, the results showed that staffs' life quality is predictable by organizational atmosphere and job satisfaction. Moreover, subscales of individual's feeling about job, manager, promotion, salary and benefits can predict Ministry of Youth and Sports staffs' life quality. So, managers of the ministry should consider the mentioned subscales to enhance staffs' life quality, and hence, productivity of organization.

As The Ministry of Youth and Sports is responsible for policy making, programming, leading, and supervising sports in the country, it also takes the heavy responsibility of improving learning process, creation, distribution and developing knowledge of sport. Due to this reason, learning about the condition of organizational atmosphere, job satisfaction and life quality can assist managers in the enhancement of the above-mentioned variables, and it would finally result in the staffs' commitment in the ministry. As an efficient tool, this all can help managers in making organization productive.

On the basis of the results, it can be deduced that the more favorable organizational atmosphere and job satisfaction is, the more staffs' life quality would enhance. So, the officials and administrators of ministry should create pleasant conditions and use appropriate solutions so that they can establish acceptable organizational atmosphere and job



satisfaction. In this way, it is possible to improve staffs' life quality and properly take advantage of its benefits in organizational issues. The improvement of organizational atmosphere and job satisfaction through making change in subscales can be achieved by providing suitable conditions and could result in the enhancement of life quality.

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