THE EFFECT OF WORK MOTIVATION ON JOB SATISFACTION: A CASE OF FARASHIAN PRE-CAST CONCRETE COMPANY IN IRAN

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The two concepts of work motivation and job satisfaction and their relationship are the focus of this research. The case study for conducting this research is "Farashian pre-cast concrete company" in which we examine the relationship between the effect of motivational factors on employee job satisfaction in three levels including workers, office staff and managers. The main question of this research is whether motivational factors significantly affect the job satisfaction of Farashian Company employees. In order to gather data, a questionnaire with five-point Likert scale is distributed among the research population who are 100 employees of the company. Linear regression is used for testing the relationship between motivational factors and job satisfaction and TOPSIS technique to rank the motivational factors in three job levels. The results indicate that the motivational factors including security, recognition, relationship with supervisor and company policy are significantly influential on the workers job satisfaction and recognition as the most important one. For office staff, advancement, recognition and salary are motivational factors which have meaningful relationship with their job satisfaction and salary is discovered to be most significant motivational factor. Lastly, job satisfaction of the managers of Farashian Company is a function of motivational factors including relationship with peers, advancement and most importantly, achievement.

Keywords: Motivational Factors, Job Satisfaction, Farashian Pre-cast Concrete Company

INTRODUCTION

Work motivation can be defined a set of drivers that resides on the inside and in the environment of a human being and stimulate work-related behavior to determine the form, intensity, direction, and duration of the performance. A closely related concept, incentive, is the anticipated reward or aversive event which exist in the environment. Motivation can be used as a mean to predict behavior and varies significantly among individuals. It is vital for organizations to understand the structure and situation of the work setting to encourage productive behaviors and discourage the unproductive ones since

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motivation plays an important role in influencing workplace behavior and performance. It is not as if all employees are motivated by the same incentives but focusing on creating a list of key motivating factors for the employees of company can be very helpful for any manager. These motivating factors can include monetary incentives, rewards, recognitions, programs for supporting employees' work-life balance and creating a relaxed and peaceful office environment.

On the other hand, job satisfaction is one of the most widely used variables in organizational behavior and simply means how satisfied an employee is with his or her job. Job satisfaction can be defined as the extent to which employees like or dislike their jobs, suggesting that job satisfaction is a reaction that employees hold about their jobs. The consequences of low job satisfaction among employees can seriously affect the organization, either in small or large enterprises. Employees with low level of job satisfaction may suffer from significant amount of stress. Also, negative attitude among employees can quickly spread in the company and, if not controlled, the overall morale of the employees may sharply decline. High level of stress, accompanied with low employee morale can drastically decrease productivity.

The two construct of work motivation and job satisfaction and their relationship are the focus of this research. The case study for conducting this research is "Farashian pre-cast concrete company" in which we examine the relationship between the effect of motivational factors on employee job satisfaction in three levels including workers, office staff and managers.

The author of this research is the founder, owner and president of "Farashian pre-cast concrete company" (www.Farashian.ir). The company experience serious problems in its human resources management function since its employees do not exhibit enough motivation, constantly complain about their working condition and lack of insufficient respect and recognition at work. According to the managers of this company, in some situations the employees are right and more attention should be paid to their expectations and needs. Also, the managers have been worried about the employee's work condition. The managers are really interested in finding the reason behind the employee dissatisfaction and in finding an effective solution to improve the employees' motivation because it will lead to a higher level of job satisfaction and consequently, improved job performance.

Also, the company suffers from high rate of wastage, high rate of absenteeism, low rate of productivity, high rate of employee turnover, low employee commitment, low degree of employee participation and the managers are suspicious that these symptoms are related to the employee's motivation.

In this regard, Farashian managers are sometimes unable to pay the worker's salary on time or they cannot provide for employees a clean space for resting and eating. Besides, employees have insurance-related problems which cause them stress.

Based on the factors mentioned above, the author would like to conduct a research on finding the impact of motivational factors on employees' job satisfaction in "Farashian pre-cast concrete company". In this regard, in the current literature, there is a dearth of studies in which the co-efficiency of motivational factors and employee's

job satisfaction is deeply analyzed. Thus, the author is highly motivated to contribute to the existing literature by successful conduct of this research.

The purpose of this research is to identify the motivational factors which affect employees more significantly and the main question of this research is as follows:

- Do motivational factors significantly affect the job satisfaction of Farashian Company employees?

Research questions are in three areas including (1) Workers; (2) Office Staff; and (3) Managers. In these questions, we ask whether a motivational factor has a meaningful relationship with job satisfaction in the company.

In order to gather data, a questionnaire with five-point Likert scale ("strongly disagree" to "strongly agree") are distributed among the research population who are 100 employees of the company. For further scrutiny of the situation, several interview will be conducted as well.

Additionally, linear regression will be used for testing the relationship between motivational factors and job satisfaction. The level of motivation will be measured with scales which were written by Sergiovanni (1966), Graen (1966), Ewen *et al.* (1966), Lindsay *et al.* (1967), House and Wigdor (1967), Maidani (1991), and Pizam and Ellis (1999). Questions for salary satisfactions are adapted from Tang *et al.* (2004). Job satisfaction will be measured from Klassen *et al.* (2010).

Ultimately, the TOPSIS[1] technique will be used to rank the motivational factors in each job category for importance.

Research variables in this study are in two categories:

Independent Variables

1. Advancement, 2. Achievement, 3. Work condition, 4. Security, 5. Supervisor Relationship, 6. Peer Relationship, 7. Company Policy, 8. Recognition, 9. Work Itself, 10. Salary, and 11. Growth.

Dependent variable

- Job satisfaction

LITERATURE REVIEW

Motivation

According to Guay *et al.* (2010) motivation points to the underlying reasons of any behavior or action. Also, according to Broussard and Garrison (2004) motivation is the attribute moving us to do or not to do certain actions. Intrinsic motivation is the kind of motivation that are animated by personal joy or interest. As Deci *et al.* (1999) explain, intrinsic motivation retains activities by the satisfactions in effective deliberate action and reflected in actions such as play, exploration, and seeking challenge that people usually do for rewards that are external (p. 658). According to the literature review done by Lai (2011), scholars usually contrast intrinsic motivation with extrinsic motivation, which is motivation influenced by reinforcement contingencies. Traditionally, intrinsic motivation is considered to be more preferable and is likely to result in better learning than extrinsic motivation (Deci *et al.,* 1999).

Motivation is consisted of different beliefs, perceptions, values, interests, and actions that are all interwoven. In this regard, various approaches to motivation focus on cognitive behaviors, non-cognitive aspects or both. For instance, Gottfried (1990) defines motivation as enjoyment of learning which is characterized by a mastery orientation; curiosity; persistence; and

undertaking hard and original tasks". Additionally, Turner (1995) explains motivation as a construct analogous to cognitive engagement, which is defined as the application of high-level self-regulating learning strategies, encompassing paying attention, connection, planning, and monitoring" (Quoted by Dean, 2013).

As stated by Stipek (1996), the initials approaches to the study of motivation are based on the literature on extrinsic reinforcement and all behaviors, including achievement are believed to be influenced by reinforcement contingencies. Proponents of this approach like Skinner, identified different types of reinforcers. Positive reinforcers are consequences that increase the likelihood of a given behavior they were conditional, while negative reinforcers are consequences that increase the probability of a certain behavior via removing or lowering some negative external stimulus. As Stipek states, this approach is confined to the point that punishments and rewards are not equally useful for every person, and inclined behaviors are not easily reinforced. Besides, the benefits of extrinsic rewards usually decay over time (Lia, 2011).

JOB SATISFACTION

There are several definitions of job satisfaction in the literature. Some researchers define job satisfaction in different words:

- Hoppock's (1935) defines job satisfaction as the combination of psychological, physiological, and environmental circumstances that makes a person to admit that he or she is satisfied with their job.

- According to Ivancevich and Donnelly (1968), job satisfaction is the favorable viewpoint of the worker towards the work he or she presently occupies.

- Smith *et al.* (1969) define job satisfaction as a feelings or affective responses to the situation.

- According to Robbins (2003) job satisfaction is about the general feeling of an employee towards her or his job.

While there is no consensus on defining the concept of job satisfaction, we can explain it as the employee's attitude about the job, based on factors that exist in the work environment. In other words, job satisfaction is defined as a result of the employee's understanding of how good this job provides those things that are viewed as important.

A strong relationship between job satisfaction and organizational commitment has been proved by Carrell *et al.* (1997) whereas individual job dissatisfaction results in behaviors which are harmful to the organization including absenteeism, turnover, tardiness and accidents (Rue and Byars, 1999). High job satisfaction does not does not necessarily maintain the turnover low, it can help at times. Conversely, provided there is a considerable job dissatisfaction, a high turnover rate is expected (Laschinger, 2012)

Other variables also play integral part in manipulating the level of job satisfaction including age, geographical constraints, family responsibilities, tough economic conditions, and other similar variables. Some employees cannot land a new job or do not have the courage to change a job, so they stay in the organization, in spite of how dissatisfied they are. Even when employees are adequately satisfied, some are inclined to leave for better opportunities at other organizations. It should be noted that it is right to say that satisfaction is germane to employee turnover. Low turnover is usually desirable due to the recruitment and training costs (Arnold and

Feldman, 1986; Green, 2000). Also, employees satisfied with their jobs are less likely to be absent than dissatisfied employees. In addition, although high job satisfaction will not necessarily lead to insignificant absenteeism, low job satisfaction is more likely to increase absenteeism (Luthans, 2001). Also, it is found that compared to paid employees, self-employed individuals are more likely to be satisfied with their jobs in terms of nature of work and much less likely to be satisfied with job security (Millan *et al.*, 2013).

Job Satisfaction and Its Relationship with Job Motivation

The relationship between employee motivation and job satisfaction is usually determined by the notion that the perception of employees and their behaviors in the organization are influenced by personal needs and by the perceptions of a variety of job-related and organization-related aspects (Rothmann and Coetzer, 2002). In this regard, investigating the relationship between employee motivation and job satisfaction in the workplace is of great importance since dimensions of the work environment are powerful motivators for the performance of employees and performance, in turn, is heavily linked to the success or failure of a company. Also, it is discovered that job ambivalence such as coexistence of positive and negative evaluations of person's job can moderate the relationship between job satisfaction and job performance. Additionally, job satisfaction is a more suitable predictor of job performance when individuals experience low job ambivalence, compared to when individuals experience high job ambivalence. (Ziegler *et al.*, 2012)

The dimensions which we are talking about can be categorized into several items including dynamism and energy and their chemistry with the work environment, as well as their extrinsic and intrinsic motives. It includes the need for achievement and power, the level of activity or the extent to which the employees are motivated by a certain level of alignment between their motivation factors and their work environment.

The need theories including those of Alderfer, Maslow and McGregor describes that the self-actualization is one of the most powerful high needs that motivate individuals in the work environment. In this framework, employee satisfaction will increase when there are more opportunities for more training and development. Coster (1992) emphasizes on this notion by stating that learning opportunities is a good predictor of job satisfaction and he mentions that employees, in general, highly value their personal development, because it enhances their sense of self-esteem and paves the way for the need of self-actualization.

On the other hand, Herzberg's research (1987) reports a positive relationship between job satisfaction and the desire of employees to perform their jobs which provides them with stimulation and interest. Furthermore, Strydom and Meyer (2002) note that the content of the "work itself" has a direct effect on job satisfaction and the more interesting the tasks, the higher the job satisfaction is usually expected to be. In this regard, Kemp *et al.* (1983) reported a significant effect of meaningful job design and job satisfaction.

Several studies have also found a significant relationship between job satisfaction and the extent that employees are motivated by being given the chance to self-regulate their work. The degree to which one perceives a certain level of control over her or his work could moderate the

relationship between and the levels of motivation and job satisfaction he or she experienced (Orpen, 1994).

The literature indicates that the true essence of relationship between motivation and job satisfaction is largely determined by the perception of employees of the degree of control that they have over their work. Also, there is a positive and significant correlation between motivation by monetary rewards and the degree of job satisfaction (Agho *et al.*, 1993). Aside from the financial rewards, many employees are highly motivated by attractive promotion prospect in their jobs because they can enjoy the opportunity for "advancement" of their careers and it ultimately may results in increase of job satisfaction (Bellenger *et al.*, 1984).

About the methodology of the researches which were mentioned in this chapter, the dominant research methodology has been quantitative correlative analysis, accompanies with regression analysis in the cases in which the measure of value in relationship between job satisfaction and employee motivation is pursued.

RESEARCH METHODOLOGY

In order to gather data, a questionnaire with five-point Likert scale ("strongly disagree" to "strongly agree") are distributed among the research population who are 100 employees of the company. In this process, first, 30 questionnaire will be distributed for pilot study. If there is an acceptable degree of reliability in the data is observed, the questionnaire will be distributed among all other employees. For further scrutiny of the situation, several interview will be conducted as well. Additionally, linear regression will be used for testing the relationship between motivational factors and job satisfaction. The level

of motivation will be measured with scales which were written by Sergiovanni (1966), Graen (1966), Ewen *et al.* (1966), Lindsay *et al.* (1967), House and Wigdor (1967), Maidani (1991), and Pizam and Ellis (1999). Questions for salary satisfactions are adapted from Tang *et al.* (2004). Job satisfaction will be measured from Klassen *et al.* (2010).

Ultimately, the TOPSIS[2] technique will be used to rank the motivational factors in each job category for importance. The algorithm for the TOPSIS technique is as follows:

Step 1: First, we create an evaluation matrix consisting of m alternatives and n criteria, with the intersection of alternative and criteria given as x_{ij}, we therefore have a matrix $(x_{ij})_{mxn}$.

Step 2: The matrix $(x_{ij})_{mxn}$ is normalized then in order to form the matrix, $R=(r_{ij})_{mxn}$ using the normalization method $r_{ij} = x_{ij} / pmax(v_j), i = 1, 2, ..., m, j = 1, 2, ..., n$, where $pmax(v_j)$ is the maximum possible value of the indicator $v_j, j = 1, 2, ..., n$.

Step 3: The weighted normalized decision matrix is calculated:

$$T=(t_{ij})_{mxn} = (w_j r_{ij})_{mxn}, = 1, 2, ..., n$$

$$w_j = W_j / \sum_{j=1}^{n} W_j, j = 1, 2, ..., n$$

where so that $\sum_{j=1}^{n} w_j = 1$, and W_j is the original weight given to the indicator $v_j, j = 1, 2, ..., n$

$$w_j = W_j / \sum_{j=1}^{n} w_j, \ j = 1, 2, ..., n$$

Step 4: The worst alternative (A_w) and the best alternative will be determined:

A_b:

$$A_w = \{\langle \max(t_{ij} \setminus i = 1, 2, ..., m\rangle,$$

$$\langle \min(t_{ij} \setminus i = 1, 2, ..., m\rangle \mid j \in J_+\rangle$$

$$\equiv \{t_{wj} \mid j = 1, 2, ..., n\},$$

$$A_b = \{\langle \min(t_{ij} \setminus i = 1, 2, ..., m\rangle \mid j \in J_-\rangle,$$

$$\langle \max(t_{ij} \setminus i = 1, 2, ..., m\rangle \mid j \in J_+\rangle \equiv$$

where,

$$j_+ = \{j = 1, 2, ..., n \mid j$$

Associated with the criteria having a positive impact, and

$$d_{iw} = \sqrt{\sum_{j=1}^{n} \left(t_{ij} - t_{bj}\right)^2}, \quad i = 1, 2, ..., m$$

Associated with the criteria having a negative impact.

Step 5: The L2-distance between the target alternative i and the worst condition is calculated: A_w

and the distance between the alternative and the best condition as well A_b

$$d_{ib} = \sqrt{\sum_{j=1}^{n} \left(t_{ij} - t_{bj}\right)^2}, \quad i = 1, 2, ..., m$$

where d_i and d_{ib} are L2-norm distances from the target alternative i to the worst and best conditions.

Step 6: The similarity to the worst condition is calculated:

$$s_{iw} = d_{ib} / \left(d_{iw} + d_{ib}\right), 0 \leq s_{iw} \leq 1, \ i = 1, 2, ..., m$$

s_{iw} = 1 if the alternative solution has the worst condition; and

s_{iw} = 0 if the alternative solution has the best condition.

Step 7: According to s_{iw}(1, 2, ..., n). The alternatives are ranked.

Bias Control

As mentioned earlier, the research population of this study are the employees of Farashian Company, in three job levels including managerial, office staff and workers and since we are going to survey "all" the employees, this research is free of sampling biases. Also, to ensure the lack of instrument bias, the data gathering methods and tools (distributing questionnaire and interviewing) are reviewed and discussed by several university professors and academic experts. Additionally, in order to minimize the respondent bias, the questionnaire will not require the respondents to write their names or any personal information which may compromise their anonymity. Ultimately, after gathering the data, the interpretation and presentation format of the results will undergo rigorous testing and reviewing by several academic experts and university professors.

Reliability and Validity

The reliability of the gathered data will be tested by Cronbach's Alpha. Cronbach's alpha is a coefficient of internal consistency and is commonly used as an estimate of the reliability of a psychometric test for examinees. The theoretical value of alpha varies from 0 to 1, since it is the ratio of two variances and usually a score above 0.7 is considered sufficient for confirming the reliability of the data. Cronbach's alpha

increases as the intercorrelations among test items increase, and is known as an internal consistency estimate of reliability of scores. Also, the face and content validity of the questionnaire is rigorously tested and reviewed by gathering comments from academic experts and university professors.

RESEARCH MODEL

The basic and the more detailed depiction of the research model are as follows:

Figure 3: Research Model
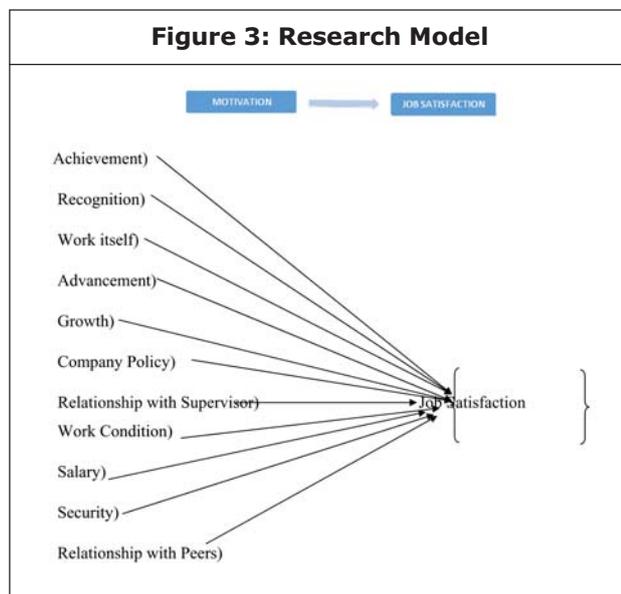
Data Reliability

Using Cronbach's Alpha, the reliability of the data was tested in three job levels and the results are depicted in the table below:

According to the table, the alpha figure in all three job levels are above 0.7, indicating that there

Table 1: Cronbach's Alpha Values

Job Level	Cronbach's Alpha
Workers	0.8
Office Staff	0.75
Managers	0.89

is an acceptable degree of data reliability. As a result, the research can be further progressed by analyzing the data.

RESULTS

Demographic Information

The population of the research, as mentioned earlier, are the employees of Farashian Company and they are categorized in three job levels including workers, office staff and managers. The demographical information about the members of each group are presented by two indicators such as average age and frequency. The table below depicts the information:

Table 2: Demographic Information

Job Level	Frequency	Average Experience
Workers	65	3.5
Office Staff	20	4
Managers	13	6

Regression Analysis

Linear regression is a technique to model the relationship between a dependent variable and an independent variable. In a cause and effect relationship, the independent variable is the cause, and the dependent variable is the effect. In this research, the independent variables are the motivational factors and the dependent variable is job satisfaction. The main hypothesis set for this research is as follows:

H1: The motivational factor has a significant and meaningful relationship with the job satisfaction of the employees' of Farashian Company.

H0: The motivational factor does not have a significant and meaningful relationship with the job satisfaction of the employees' of Farashian Company.

The test will be conducted in 95% confidence interval.

The following section of the chapter is concerned with the results of regression analysis in three job levels.

Workers

In this section, we test the relationship between motivational factors and job satisfaction of the workers of Farashian Company. In the ANOVA, if the value of significance column is less than 0.05, we can conclude that there is a meaningful and significant relationship between the variables. Also, the value of "R" in the Model summary table refers to the intensity of the relationship between the variables. Finally, the values in "Coefficients" table can be used to write the equation for the relationship.

Achievement

Table 3: Model Summary

R	R Square	Adjusted R Square
0.15	0.0	- 0.016

Table 4: ANOVA

Model	Mean Square	F	Sig.
Regression	0.001	0.014	0.906

Table 5: Coefficients

Unstandardized Coefficients		Standardized Coefficients	t
B	Std. Error	Beta	0.119
0.007	0.062	0.015	

Since the significance value is above 0.05, we cannot reject the null hypothesis (H0).

Advancement

Since the significance value is above 0.05, we cannot reject the null hypothesis (H0).

Table 6: Model Summary

R	R Square	Adjusted R Square
0.114	0.013	0.004

Table 7: ANOVA

Model	Mean Square	F	Sig.
Regression	0.058	0.775	0.382

Table 8: Coefficients

Unstandardized Coefficients		Standardized Coefficients	t
B	Std. Error	Beta	0.88
0.038	0.044	0.114	

Work Itself

Table 9: Model Summary

R	R Square	Adjusted R Square
0.124	0.015	0.0

Table 10: ANOVA

Model	Mean Square	F	Sig.
Regression	0.072	0. 972	0.328

Table 11: Coefficients

Unstandardized Coefficients		Standardized Coefficients	t
B	Std. Error	Beta	-0.9867
-0.052	0.053	-0.124	

Since the significance value is above 0.05, we cannot reject the null hypothesis (H0).

Recognition

The value of sig. column in ANOVA table is below 0.05 and it indicates that advancement has a significant and meaningful effect on the job satisfaction of the managers in Farashian Company.

Table 12: Model Summary

R	R Square	Adjusted R Square
0.717	0.514	0.506

Table 13: ANOVA

Model	Mean Square	F	Sig.
Regression	2.404	65.531	0.0

Table 14: Coefficients

Unstandardized Coefficients		Standardized Coefficients	t
B	Std. Error	Beta	11.209
0.452	0.056	0.717	

Growth

Table 15: Model Summary

R	R Square	Adjusted R Square
0.142	0.02	0.003

Table 16: ANOVA

Model	Mean Square	F	Sig.
Regression	0.086	1.185	0.281

Table 17: Coefficients

Unstandardized Coefficients		Standardized Coefficients	t
B	Std. Error	Beta	−1.089
-0.065	0.06	-0.142	

Since the significance value is above 0.05, we cannot reject the null hypothesis (H0).

Relationship with Peers

Table 18: Model Summary

R	R Square	Adjusted R Square
0.082	0.007	-0.01

Table 19: ANOVA

Model	Mean Square	F	Sig.
Regression	0.03	0.395	0.532

Table 20: Coefficients

Unstandardized Coefficients		Standardized Coefficients	t
B	Std. Error	Beta	−0.628
-0.033	0.052	-0.082	

Since the significance value is above 0.05, we cannot reject the null hypothesis (H0).

Security

Table 21: Model Summary

R	R Square	Adjusted R Square
0.766	0.587	0.58

Table 22: ANOVA

Model	Mean Square	F	Sig.
Regression	2.746	88.131	0.0

Table 23: Coefficients

Unstandardized Coefficients		Standardized Coefficients	t
B	Std. Error	Beta	11.087
0.495	0.053	0.766	

The value of sig. column in ANOVA table is below 0.05 and it indicates that achievement has a significant and meaningful effect on the job satisfaction of the managers in Farashian Company.

Relationship with Supervisor

Table 24: Model Summary

R	R Square	Adjusted R Square
0.763	0.582	0.575

Table 25: ANOVA

Model	Mean Square	F	Sig.
Regression	2.724	86.387	0.0

Table 26: Coefficients

Unstandardized Coefficients		Standardized Coefficients	t
B	Std. Error	Beta	9.294
0.897	0.097	0.763	

The value of sig. column in ANOVA table is below 0.05 and it indicates that good relationship with supervisor has a significant and meaningful effect on the job satisfaction of the workers in Farashian Company.

Working Condition

Table 27: Model Summary

R	R Square	Adjusted R Square
0.122	0.015	- 0.002

Table 28: ANOVA

Model	Mean Square	F	Sig.
Regression	0.069	0.904	0.346

Table 29: Coefficients

Unstandardized Coefficients		Standardized Coefficients	t
B	Std. Error	Beta	0.951
0.042	0.044	0.122	

Since the significance value is above 0.05, we cannot reject the null hypothesis (H0).

Salary

Table 30: Model Summary

R	R Square	Adjusted R Square
0.157	0.025	0.009

Table 31: ANOVA

Model	Mean Square	F	Sig.
Regression	0.114	1.5	0.22

Table 32: Coefficients

Unstandardized Coefficients		Standardized Coefficients	t
B	Std. Error	Beta	−1.2
-0.045	0.36	-0.157	

Since the significance value is above 0.05, we cannot reject the null hypothesis (H0).

Company Policy

Table 33: Model Summary

R	R Square	Adjusted R Square
0.399	0.159	0.145

Table 34: ANOVA

Model	Mean Square	F	Sig.
Regression	0.74	11.52	0.001

Table 35: Coefficients

Unstandardized Coefficients		Standardized Coefficients	t
B	Std. Error	Beta	3.39
0.241	0.071	0.399	

The value of sig. column in ANOVA table is below 0.05 and it indicates that company policy has a significant and meaningful effect on the job satisfaction of the workers in Farashian Company.

The following list includes the motivational factors which has significant effect on the job satisfaction of "workers" of Farshian Company:

1. Recognition

2. Security

3. Relationship with Supervisor

4. Company Policy

Office Staff

In this section, we test the relationship between motivational factors and job satisfaction of the office staff of Farashian Company.

Achievement

Table 36: Model Summary

R	R Square	Adjusted R Square
0.408	0.167	0.12

Table 37: ANOVA

Model	Mean Square	F	Sig.
Regression	0.396	3.59	0.074

Table 38: Coefficients

Unstandardized Coefficients		Standardized Coefficients	t
B	Std. Error	Beta	1.89
0.261	0.138	0.408	

Since the significance value is above 0.05, we cannot reject the null hypothesis (H0).

Advancement

Table 39: Model Summary

R	R Square	Adjusted R Square
0.782	0.611	0.599

Table 40: ANOVA

Model	Mean Square	F	Sig.
Regression	1.455	28.2	0.0

Table 41: Coefficients

Unstandardized Coefficients		Standardized Coefficients	t
B	Std. Error	Beta	5.31
0.637	0.12	0.782	

The value of sig. column in ANOVA table is below 0.05 and it indicates that advancement has a significant and meaningful effect on the job satisfaction of the office staff in Farashian Company.

Work Itself

Table 42: Model Summary

R	R Square	Adjusted R Square
0.16	0.026	-0.028

Table 43: ANOVA

Model	Mean Square	F	Sig.
Regression	0.061	0.475	0.499

Table 44: Coefficients

Unstandardized Coefficients		Standardized Coefficients	t
B	Std. Error	Beta	6.22
0.092	0.134	0.16	

Since the significance value is above 0.05, we cannot reject the null hypothesis (H0).

Recognition

Table 45: Model Summary

R	R Square	Adjusted R Square
0.519	0.269	0.228

Table 46: ANOVA

Model	Mean Square	F	Sig.
Regression	0.64	6.62	0.019

Table 47: Coefficients

Unstandardized Coefficients		Standardized Coefficients	t
B	Std. Error	Beta	2.57
0.302	0.117	0.519	

The value of sig. column in ANOVA table is below 0.05 and it indicates that recognition has a significant and meaningful effect on the job satisfaction of the office staff in Farashian Company.

Growth

Table 48: Model Summary

R	R Square	Adjusted R Square
0.2336	0.05	-0.003

Table 49: ANOVA

Model	Mean Square	F	Sig.
Regression	0.223	0.05	0.345

Table 50: Coefficients

Unstandardized Coefficients		Standardized Coefficients	t
B	Std. Error	Beta	0.969
0.201	0.208	0.223	

Since the significance value is above 0.05, we cannot reject the null hypothesis (H0).

Relationship with Peers

Table 51: Model Summary

R	R Square	Adjusted R Square
0.011	0.0	-0.055

Table 52: ANOVA

Model	Mean Square	F	Sig.
Regression	0.0	0.002	0.964

Table 53: Coefficients

Unstandardized Coefficients		Standardized Coefficients	t
B	Std. Error	Beta	–0.046
-0.006	0.126	-0.011	

Since the significance value is above 0.05, we cannot reject the null hypothesis (H0).

Security

Table 54: Model Summary

R	R Square	Adjusted R Square
0.218	0.047	-0.006

Table 55: ANOVA

Model	Mean Square	F	Sig.
Regression	0.113	0.895	0.357

Table 56: Coefficients

Unstandardized Coefficients		Standardized Coefficients	t
B	Std. Error	Beta	0.946
0.111	0.117	0.218	

Since the significance value is above 0.05, we cannot reject the null hypothesis (H0).

Relationship with Supervisor

Table 57: Model Summary

R	R Square	Adjusted R Square
0.191	0.037	-0.017

Table 58: ANOVA

Model	Mean Square	F	Sig.
Regression	0.087	0.684	0.419

Table 59: Coefficients

Unstandardized Coefficients		Standardized Coefficients	t
B	Std. Error	Beta	0.827
0.102	0.123	0.191	

Since the significance value is above 0.05, we cannot reject the null hypothesis (H0).

Working Condition

Table 60: Model Summary

R	R Square	Adjusted R Square
0.121	0.015	-0.04

Table 61: ANOVA

Model	Mean Square	F	Sig.
Regression	0.035	0.266	0.612

Table 62: Coefficients

Unstandardized Coefficients		Standardized Coefficients	t
B	Std. Error	Beta	0.515
0.059	0.114	0.121	

Since the significance value is above 0.05, we cannot reject the null hypothesis (H0).

Salary

Table 63: Model Summary

R	R Square	Adjusted R Square
0.468	0.219	0.175

Table 64: ANOVA

Model	Mean Square	F	Sig.
Regression	0.521	5.038	0.038

Table 65: Coefficients

Unstandardized Coefficients		Standardized Coefficients	t
B	Std. Error	Beta	2.24
0.366	0.163	0.468	

The value of sig. column in ANOVA table is below 0.05 and it indicates that salary has a significant and meaningful effect on the job satisfaction of the office staff in Farashian Company.

Company Policy

Table 66: Model Summary

R	R Square	Adjusted R Square
0.268	0.072	0.017

Table 67: ANOVA

Model	Mean Square	F	Sig.
Regression	0.162	1.316	0.0

Table 68: Coefficients

Unstandardized Coefficients		Standardized Coefficients	t
B	Std. Error	Beta	−1.147
-0.3	0.262	0.269	

Since the significance value is above 0.05, we cannot reject the null hypothesis (H0).

To summarize, the motivational factors which significantly affect the job satisfaction of office staff in Farashian Company are listed below:

- Advancement

- Recognition

- Salary

Managers

In this section, we test the relationship between motivational factors and job satisfaction of the managers of Farashian Company.

Achievement

Table 69: Model Summary

R	R Square	Adjusted R Square
0.873	0.763	0.733

Table 70: ANOVA

Model	Mean Square	F	Sig.
Regression	1.163	25.745	0.001

Table 71: Coefficients

Unstandardized Coefficients		Standardized Coefficients	t
B	Std. Error	Beta	5.074
0.846	0.167	0.873	

The value of sig. column in ANOVA table is below 0.05 and it indicates that achievement has a significant and meaningful effect on the job satisfaction of the managers in Farashian Company.

Advancement

Table 72: Model Summary

R	R Square	Adjusted R Square
0.839	0.705	0.668

Table 73: ANOVA

Model	Mean Square	F	Sig.
Regression	1.074	19.074	0.002

Table 74: Coefficients

Unstandardized Coefficients		Standardized Coefficients	t
B	Std. Error	Beta	4.367
0.728	0.167	0.839	

The value of sig. column in ANOVA table is below 0.05 and it indicates that advancement has a significant and meaningful effect on the job satisfaction of the managers in Farashian Company.

Work Itself

Table 75: Model Summary

R	R Square	Adjusted R Square
0.105	0.011	-0.113

Table 76: ANOVA

Model	Mean Square	F	Sig.
Regression	0.017	0.089	0.773

Table 77: Coefficients

Unstandardized Coefficients		Standardized Coefficients	t
B	Std. Error	Beta	−0.298
-0.091	0.306	-0.105	

Since the significance value is above 0.05, we cannot reject the null hypothesis (H0).

Recognition

Table 78: Model Summary

R	R Square	Adjusted R Square
0.290	0.084	-0.03

Table 79: ANOVA

Model	Mean Square	F	Sig.
Regression	0.128	0.734	0.416

Table 80: Coefficients

Unstandardized Coefficients		Standardized Coefficients	t
B	Std. Error	Beta	0.857
0.232	0.271	0.290	

Since the significance value is above 0.05, we cannot reject the null hypothesis (H0).

Growth

Table 81: Model Summary

R	R Square	Adjusted R Square
0.058	0.003	-0.121

Table 82: ANOVA

Model	Mean Square	F	Sig.
Regression	0.005	0.027	0.874

Table 83: Coefficients			
Unstandardized Coefficients		Standardized Coefficients	t
B	Std. Error	Beta	−0.164
-0.034	0.208	-0.058	

Since the significance value is above 0.05, we cannot reject the null hypothesis (H0).

Relationship with Peers

Table 84: Model Summary		
R	R Square	Adjusted R Square
0.832	0.693	0.654

Table 85: ANOVA			
Model	Mean Square	F	Sig.
Regression	1.056	18.027	0.003

Table 86: Coefficients			
Unstandardized Coefficients		Standardized Coefficients	t
B	Std. Error	Beta	4.246
0.542	0.128	0.832	

The value of sig. column in ANOVA table is below 0.05 and it indicates that achievement has a significant and meaningful effect on the job satisfaction of the managers in Farashian Company.

Security

Table 87: Model Summary		
R	R Square	Adjusted R Square
0.472	0.222	0.125

Table 88: ANOVA			
Model	Mean Square	F	Sig.
Regression	0.339	2.288	0.169

Table 89: Coefficients			
Unstandardized Coefficients		Standardized Coefficients	t
B	Std. Error	Beta	−1.512
-0.295	0.195	-0.472	

Since the significance value is above 0.05, we cannot reject the null hypothesis (H0).

Relationship with Supervisor

Table 90: Model Summary		
R	R Square	Adjusted R Square
0.261	0.068	-0.048

Table 91: ANOVA			
Model	Mean Square	F	Sig.
Regression	0.104	0.586	0.466

Table 92: Coefficients			
Unstandardized Coefficients		Standardized Coefficients	t
B	Std. Error	Beta	0.765
0.149	0.194	0.261	

Since the significance value is above 0.05, we cannot reject the null hypothesis (H0).

Working Condition

Table 93: Model Summary		
R	R Square	Adjusted R Square
0.421	0.177	0.074

Table 94: ANOVA			
Model	Mean Square	F	Sig.
Regression	0.270	1.72	0.226

Table 95: Coefficients			
Unstandardized Coefficients		Standardized Coefficients	t
B	Std. Error	Beta	1.312
0.469	0.358	0.421	

Since the significance value is above 0.05, we cannot reject the null hypothesis (H0).

Salary

Table 96: Model Summary

R	R Square	Adjusted R Square
0.207	0.043	-0.77

Table 97: ANOVA

Model	Mean Square	F	Sig.
Regression	0.065	0.358	0.566

Table 98: Coefficients

Unstandardized Coefficients		Standardized Coefficients	t
B	Std. Error	Beta	0.598
0.145	0.243	0.270	

Since the significance value is above 0.05, we cannot reject the null hypothesis (H0).

Company Policy

Table 99: Model Summary

R	R Square	Adjusted R Square
0.448	0.201	0.101

Table 100: ANOVA

Model	Mean Square	F	Sig.
Regression	0.306	2.007	0.194

Table 101: Coefficients

Unstandardized Coefficients		Standardized Coefficients	t
B	Std. Error	Beta	1.417
0.371	0.262	0.448	

Since the significance value is above 0.05, we cannot reject the null hypothesis (H0).

To sum up this section, the motivational factors which significantly affect the job satisfaction of managers in Farashian Company are listed below:

1. Achievement

2. Advancement

3. Relationship with Peers

It must be noted that the author understands that using the data from 13 respondents for regression analysis might not be sufficient but the Farashian Company has only 13 managers and nothing can be done for this limitation. But, in order to strengthen the rigor of the method and validity of the findings, complementary interview with managers was done to make sure that the three mentioned motivational factors truly predict the job satisfaction of the company, and after the interview, it was concluded that the regression analysis results are valid and reliable.

TOPSIS Results

In this section of chapter 4, the motivational factors which significantly affect the job satisfaction of employees in Farashian Company, are ranked in terms of importance, in three job levels. The table below illustrates the result of TOPSIS ranking in the "workers" category:

Table 102: Ranking Results for Workers

Rank	Factor	Ci
1	Recognition	0.609
2	Relationship with Supervisor	0.457
3	Security	0.315
4	Company Policy	0.295

The recognition factor ranks 1st among the workers of the company. The following table shows the ranking for "office staff":

Table 103: Ranking Results for Office Staff		
Rank	Factor	Ci
1	Salary	0.562
2	Advancement	0.544
3	Recognition	0.397

According to the table above, Salary has the most significant effect on the office staff job satisfaction. Finally, the table below illustrates the ranking of motivational factors for "managers" of Farashian Company:

Table 104: Ranking Results for Managers		
Rank	Factor	Ci
1	Achievement	0.836
2	Advancement	0.827
3	Relationship with Peers	0.215

Achievement, advancement and relationship with peers are accordingly the most important motivational factors for the managers of the company.

CONCLUSION

According to the findings from statistical analysis, for the "workers" of the company, the motivational factors including recognition, security, relationship with supervisor and company policy are highly effective on their job satisfaction. Also, it was identified that recognition is the most important motivational factor. Additionally, for the "office staff" of the company, advancement, recognition and salary are significantly influential on their job satisfaction. Additionally, salary is the most important factor for them. Ultimately, the job satisfaction of the managers of Farashian Company is most significantly affected by achievement, advancement and relationship with peers and achievement as the most important motivational factor. These findings provide clear and unequivocal answers to research questions of this study as the motivational factors that significantly affect the job satisfaction of Farashian Company, at three different levels including workers, office staff and managers, are identified.

The primary limitation and difficulty of this research was surveying the "workers" of the company. They are typically uneducated or low-educated and making them understand the questions and ensuring that they can answer the questions effectively was a hurdle. In order to tackle this problem, numerous meetings were held until an acceptable degree of reliability was reached. This process was very time consuming and threat of workers misunderstanding of the questions was high.

Also, when analyzing the relationship between motivational factors and job satisfaction, due to time constraints, we could not study the moderating and mediating variables that could possibly affect the relationship between the independent variables and the dependent variable.

Based on the findings of this study, the following practical researches are proposed:

- Designing and introducing a suitable merit-based performance appraisal system for enhancing the compensation and recognition mechanism and measuring its impact on job satisfaction,

- Identifying the most important safety and security concerns of the workers and defining new projects on raising the safety standards and gauging its impact on job satisfaction,

- Investigating and identifying the relevant and valid moderating and mediating variables

which could affect the nature of relationships between the independent variables (motivational factors) and the dependent variable (job satisfaction).

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APPENDIX

The Questionnaire

Dear Colleague,

This questionnaire is designed in order to enable us to study the relationship between the motivational factors and job satisfaction of the employees of Farashian Company. Please fill the form as accurate as possible.

Thanks.

MehryarMotevalli

A) Job Level:

Manager ○ Office Staff ○ Worker ○

B) Education Level:

Diploma ○ Bachelor Degree ○ Masters ○ Ph.D. Degree ○

C) Years of Experience in the Company: ……………

D) Please fill the following checklist:

Factors	Strongly Disagree	Disagree	Neutral	Agree	Strongly Disagree
1. I am proud to work in this company because it recognizes my achievements					
2. I feel satisfied with my job because it gives me feeling of accomplishment.					
3. I feel I have contributed towards my company in a positive manner					
4. I will choose career advancement rather than monetary incentives					
5. My job allows me to learn new skills for career advancement					
6. My work is thrilling and I have a lot of variety in tasks that I do					
7. I am empowered enough to do my job					
8. My job is challenging and exciting					
9. I feel appreciated when I achieve or complete a task					

APPENDIX

The Questionnaire

Factors	Strongly Disagree	Disagree	Neutral	Agree	Strongly Disagree
10. My manager always thanks me for a job well done					
11. I receive adequate recognition for doing my job well					
12. I am proud to work in my company because I feel I have grown as a person					
13. My job allows me to grow and develop as a person					
14. My job allows me to improve my experience, skills and performance					
15. The attitude of the administration is very accommodative in my company					
16. I am proud to work for this company because the company policy is favorable for its workers					
17. I completely understand the mission of my company					
18. It is easy to get along with my colleagues					
19. My colleagues are helpful and friendly					
20. Colleagues are important to me					
21. I believe safe working at my workplace					
22. I believe my job is secure					
23. My workplace is located in an area where I feel comfortable					
24. I feel my performance has improve because of the support from my supervisor					
25. I feel satisfied at work because of my relationship with my supervisor					
26. My supervisors are strong and trustworthy leaders					
27. I feel satisfied because of the comfort I am provided at work					
28. I am proud to work for my company because of the pleasant working conditions					
29. I am satisfied with my job					
30. I am happy with the way my colleagues and superiors treat me					
31. I am satisfied with what I achieve at work					
32. I feel good at work					
33. I am satisfied with my pay					
34. The pay I receive is appropriate for the work I do					
35. My pay is high in comparison to my colleagues pay for doing a similar job					