

## RELATIONSHIP BETWEEN JOB SATISFACTION AND PRODUCTIVITY AMONG LECTURERS OF SEYYED JAMALUDDIN TEACHER TRAINING INSTITUTE

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**ABSTRACT**

Job satisfaction and productivity are the main focus of most organizations. Therefore, the present research was conducted to investigate the relationship between job satisfaction and productivity of lecturers in “Seyed Jamaluddin Afghan teacher training institute. It was a cross-sectional study. Descriptive and correlational methods were used to analyze the data. The population of the study was 200 lecturers of Seyed Jamaluddin Afghan teacher training institute out of which 131 were selected as a sample by a simple random method. To collect the data two standardized questionnaires, Smith, Kendall & Hulin’s (1969) job satisfaction questionnaire and the AGIO model 1980 manpower productivity questionnaire were used. The findings show that there was a meaningful relationship between the components of productivity and job satisfaction. There was no significant difference between male and female lecturers’ perceptions in terms of productivity. Furthermore, findings showed that lecturers with bachelor's degrees were more satisfied than lecturers with doctorate degrees.

**Keywords:** job satisfaction, productivity, university, performance**INTRODUCTION**

Lecturers are important elements of educational organizations, without taking into account their needs and motivations, it is not possible to establish correct and principled educational foundations. This stratum of society is one of the forces whose productivity goes back to the whole society, if a lecturer does his work with honesty, tact, sufficient motivation, and satisfaction, its effectiveness, and usefulness go back to different sections of society. Job

satisfaction is also a very important factor in increasing efficiency and creating a positive attitude in a person towards her work. Job satisfaction became important because the early proponents of the human relations approach in management convinced experts and managers that a happy worker is a profitable worker. Human factors and work are more effective in achieving organizational goals compared to other factors (Fallah & Asadian, 2004). In every organization, some problems not paying attention to them can be a factor in reducing the productivity of the system, or paying attention to it can be the basis of success, but if these factors are categorized and prioritized, lack of satisfaction or job satisfaction can be seen at the top of them (Khodabakhshi, & others., 2014).

Job satisfaction, which is a positive feeling of a person toward a job, is the result of factors such as the conditions of the work environment, the organizational system of the job, and cultural factors, or in other words, job satisfaction is a psychological feeling that is influenced by social factors (Shafiabadi, 2011). Job satisfaction is an emotional and social phenomenon that a person has toward his/her job (Ravari, Mirzaei, & Vanaki, 2012). In other words, job satisfaction is a person's general attitude towards his/her job (Fallah & Asadian, 2004).

Productivity is the optimal use of available resources and facilities to reach the set goals (Alvani, Mohammadi, & Mirzaii, 2012). Also, the International Labor Organization defines productivity as the ratio of output from a system to the data used (land, capital, labor, and management) to produce that output (Bayat, & Bayat, 2015). Therefore, those who have job satisfaction are more efficient and remain in their profession for a long time. Undoubtedly, job satisfaction is an effective and important factor in the survival, interest, growth, and increase of a person's efficiency in a profession, and this phenomenon is achieved when a significant amount of a person's needs are met in his job (Eidi, Loghmani & Ssraroudi, 2014). The results of the research of Arianpour, Hdad & Noushin, (2015), show that the relationship between satisfaction and economy, the relationship between satisfaction and educational qualification, and the relationship between satisfaction and the type of employment are significant among lecturers. Fomeni (2014) in his research on the relationship between job motivation, job attachment, and organizational commitment of lecturers to the productivity of managers in the education and training organization found that factors such as motivation and job attachment, and organizational commitment of lecturers have an effect on the overall productivity of schools.

Shirsawar, & Mousavi (2012), in their research entitled "Relationship between job satisfaction and productivity in the medical unit of the Islamic Azad University of Tehran" found a meaningful relationship between different components of job satisfaction such as supervision, promotion, and career advancement, policies, job scope, and working conditions. Zaki (2008), in the sociological study of human resource productivity in education, found a meaningful relationship between gender and productivity. Haghghatian & Sifzadeh (2015), found that there is a significant relationship between job satisfaction and lecturers' work performance. He also found that job satisfaction has a direct relationship with age, that is, with increasing age and increasing experience and salary, job satisfaction increases, but on the other hand, as a person ages, fatigue from work increases in him and causes a decrease in satisfaction. Also, Arinpour, Maleki, and Haddad (2015), in their research on the job satisfaction of

lecturers, consider a significant relationship between job satisfaction and educational qualification in lecturers. Rashidi & Rahimian (2014), in their research, consider the relationship between job characteristics and organizational culture with human resource productivity to be positive and significant. The researchers believe that among job characteristics, task identity and skill diversity have the most relationship and feedback has the least relationship with human resource productivity and among cultural characteristics, social relationships have the most relationship with productivity. Based on the above points this research aimed to investigate the relationship between job satisfaction and productivity of lecturers of Seyyed Jamaluddin Afghan training institute.

## RESEARCH METHOD

This was a cross-sectional design and correctional study. The population of this study consisted of all lecturers of Sayeed Jamaluddin Afghan teacher training institution in 2021 out of which 131 (53 male, 78 female) were selected as a sample by Cochran's formula and the participants were selected randomly. To collect data, two questionnaires, Smith, Kendall & Hulin' (1969) job satisfaction questionnaire and AGIO model's (1980) manpower productivity questionnaire were used. The job satisfaction questionnaire has 30 questions, including the dimensions of satisfaction with salaries and privileges, satisfaction with working conditions, satisfaction with supervisor, promotion opportunities, and satisfaction with colleagues. The questionnaire is designed based on a five-point Likert scale (strongly agree, agree, have no opinion, disagree, and strongly disagree). Cronbach's alpha of the job satisfaction questionnaire was calculated as 0.92. The human resource productivity questionnaire has 26 questions including the dimensions of ability, understanding, recognition, organizational support, motivation, feedback, credibility, and adaptability. Cronbach's alpha of the human resource productivity questionnaire was calculated as 0.88. After collecting the questionnaires, invalid and incomplete questionnaires were filtered and the information obtained was analyzed by SPSS 22 software using one-sample t-tests, regression, and ANOVA.

## RESULT

**Table Number (1) Relationship between different components of job satisfaction and productivity**

Correlation matrix		Productivity
Satisfaction from rights and privileges	The correlation coefficient	0.293
	The significance level	0.001**
Satisfaction from working conditions	The correlation coefficient	0.405
	The significance level	0.00**
Satisfaction of the supervisor	The correlation coefficient	0.227
	The significance level	0.09

Promotion opportunities	The correlation coefficient	0.573
	The significance level	0.000**
Satisfaction from colleagues	The correlation coefficient	0.423
	The significance level	0.000**

The findings of table 1 revealed that the relationship between productivity and satisfaction from rights and privileges are significant ( $P=0.000$ ). The relationship between variables were positive. The findings indicated a positive and significant relationship between productivity and satisfaction from working condition ( $P=0.000$ ). However, the results showed that the relationship between productivity and satisfaction from supervisor was insignificant. Moreover, the relationship between productivity and satisfaction from colleagues was positive and significant ( $P=0.000$ ).

**Table Number (2): Differences in perceptions of productivity between male and female of the lecturers of sayed jamaluddin teacher training institute.**

Variable		N	M	SD	T	P-Value
	Category					
Sex	female	53	28.6429	4.73668	-1.867	.781
	male	78	30.2355	4.83031	-1.867	

The result of t-test displayed in table 2 disclosed that there was no statistically significance in score female ( $M=28.64$ ,  $SD=4.73$ ) and male ( $M=30.23$ ,  $SD=4.83$ ); [ $t(129) = -1.867$ ,  $p=0.781$ ]. This result implies that female and male lecturers do not significantly differ on perception of productivity.

**Table Number (3) the difference between job satisfaction and productivity of lecturers with different educational levels;**

	Variables	Number	Average	Standard deviation	Minimum	Maximum
productivity	BA	58	30.4892	4.14009	20.00	37.00
	MA	68	29.0305	4.90260	20.00	39.00
	PHD	5	26.8000	9.33809	14.00	36.00
	Total	131	29.5912	4.83837	14.00	39.00

Job satisfaction	BA	58	74.2769	5.77883	64.00	86.00
	MA	68	73.1387	7.40282	58.00	88.00
	PHD	5	72.6000	9.18150	61.00	82.00
	Total	131	73.6221	6.77007	58.00	88.00

As table 3 indicates lecturers with B. A degree has more productivity (M=30.48, SD=4.140) compare to the lecturers with a Ph.D. degree (M=26.80, SD=9.33). This is because of lectures with B.A degree is more satisfied (M=74.27, SD=5.77) than lecturers with Ph.D. degree (M=72.6, SD=9.18).

**Table Number (4) Effect of levels of education on lecturers' productivity and job satisfaction.**

		Sum of squares	d.f	Mean squares	F	Sig
Productivity	Intergroup	107.101	2	53.550	2.334	.101
	Out of group	2936.180	128	22.939		
	Total	3043.280	130			
Job satisfaction	Intergroup	45.983	2	22.991	.498	.609
	Out of group	5912.421	128	46.191		
	Total	5958.404	130			

The result of ANOVA displayed in table 4 disclosed that there was no statistically significant effect of among groups of lecturers on productivity at the  $p < .05$  level for three conditions [F(3,129)=2.334,P=.101]. Taken together, these results suggest that level of education of lecturers do not have effect on productivity. In addition, the result of ANOVA table 4 disclosed that there was no statistically significant effect of among groups of lecturers on job satisfaction at the  $p < .05$  level for three conditions [F(3,129)=0.498,P=.609]. Taken together, these results suggest that level of education of lecturers do not have effect on job satisfaction.

## DISCUSSION AND CONCLUSION

This study aimed to investigate the relationship between job satisfaction and productivity among lecturers of Seyyed Jamaluddin teacher training institute. As per the results, there was a correlation between the different components of job satisfaction and the productivity of lecturers at Seyed Jamaluddin Afghan teacher training institute. This study found a significant relationship between satisfaction with rights and privileges, satisfaction with working conditions, satisfaction with the supervisor, satisfaction with promotion opportunities, and satisfaction with colleagues. The findings of this research are consistent with the research results of Shirsawar and Mousavi (2012) under the title "Relationship between job

satisfaction and productivity of employees working in the medical unit of the Islamic Azad University of Tehran". Also, the results of the research show that there is no significant difference between the perception of female and male professors of Seyyed Jamaluddin Afghan's institute about productivity. However, the results of Zaki's research (2008) under the title "Sociological investigation of manpower productivity in education" reported a meaningful relationship between gender productivity, that is, there is a difference in the level of perception of productivity between women and men. This difference may be caused by the differences in organizational culture and different job conditions among this population to the lecturers of Seyyed Jamaluddin Afghan institute. Also, the results of this research show that the productivity of professors with bachelor's degrees is higher than the of professors with doctorate degrees. These findings are in line with the results of the research of Allahwardi and his colleagues (2008), which was carried out under the title "Prioritization of the effective factors of human resources productivity from the point of view of institute middle level managers".

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