

Investigating Factors Increasing Job Satisfaction among Employees at Neyriz Ghadir Steel Company

Abstract

Employee job satisfaction not only indicates their happiness at the place of work but also suggests how much of their wants and needs inside an organization, and of the organization itself are met. This study aimed to investigate effective factors in increasing job satisfaction among employees at the Neyriz Ghadir Steel Company in 2022. The current analytical study achieved the saturation limit by selecting 18 employees. Semi-structured interviews were analyzed by qualitative analyses and using MAXQDA software. Findings revealed that ten factors were significantly related to increased employee job satisfaction, including organizational culture, giving responsibility and personnel engagement, the creation of opportunities for progress, working conditions, the need for consultants, type of work and its nature, financial rewards, welfare affairs, organizational policies, work volume, and level of stress. The extent to which these ten factors affected and were affected by employee job satisfaction was examined. It was found that the three main priorities in the factor "organizational cultural" were unplanned and ineffective management, respect for personnel, and octopus management, while the three main priorities in the factor "giving responsibility and employee engagement" were regard and respect for employees, management perspectives, and trust in employees.

Keywords: *employee job satisfaction, Neyriz Ghadir Steel Company*

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Introduction

Human forces are among the main organizational sources, and if their health levels are focused on, many unwanted outcomes and costs could be avoided. A successful organization is one whose human sources are healthy and effective. Labor force health also includes physical and mental health. Although employee physical health is key, emerging studies mostly focus on their mental health, such as job satisfaction. Research has shown that mental background has a significant effect on disorders and adverse outcomes (Bigdeli & Karimzadeh, 2017). Here, improving the mental conditions of laborers and valuing them could prevent many problems, and increase and protect the health level of human forces as a major source (Habibi & Shirazi, 2016).

One of the major mental factors related to the labor force is people's job satisfaction, which is a positive emotional factor; this factor arises when people see their favorable needs met, as this situation could motivate them and help them effectively deal with the tasks entrusted to them (Mousavi-Nejad, 2016). People with higher levels of job satisfaction at their working place help organizations achieve their goals; for this, organizations should provide a mentally suitable environment for their employees.

Job stress is one of the strong effective factors causing various disorders and complications for the individual's health, and can lead to negative outcomes in the workplace (Douglas,

2017). Job satisfaction arises from internal factors and individual characteristics, on the one hand, and from physical and environmental factors, on the other hand. Job satisfaction from internal and individual characteristics are, in fact, a kind of emotional adaptation to occupational conditions. Job satisfaction refers to a pleasant emotional status resulting from the individual's evaluation of their occupational position, and is defined concerning occupational characteristics and dimensions (Ager, 1999, quoted by Bagheri, 2004).

A key point in job satisfaction is the proportionality of job task descriptions with employees' abilities and skills (Aboulalaei, 2014). Because job dissatisfaction is directly associated with job stress (Yasaeei et al. 2007), and there is a correlation between job stress and job satisfaction, the lack of job satisfaction could increase stress.

The Neyriz Ghadir Steel Company was inaugurated in 2007 to eliminate social problems and increase steel products to be exported to the world market. Direct reduction and steel-making units were supposed to be operationalized within three years, and such products as sponge iron in the reduction sector, ingots, blooms, and billets in the steelmaking sector were to be produced. Unfortunately, due to a variety of reasons and embargoes in place, the preparation of parts faced severe hurdles, and it was decided to inaugurate the reduction unit to facilitate the work process, reduce unemployment in the region, and generate revenues. As sponge iron was produced

and relevant revenues were generated, the steel-making section was also inaugurated and operationalized. Currently, the company has taken the following measures to increase employee job satisfaction: providing facilities such as complimentary insurance, sports service, such as volleyball, football, and free pool, body-building gym, gift cards on various occasions, extra work with incentives., holding various matches like shooting, track, and field, granting rewards with the attendance of CEOs, planning for forming housing and consumption cooperatives, and planning for personnel engagement in stocks, among others. For this, the goal of this study was to examine the factors increasing job satisfaction among employees at the Neyriz Ghadir Steel Company.

Job satisfaction

The concept of job satisfaction has been defined in many respects. However, the widely-used definition of job satisfaction is the one provided by Lack (1976), who described job satisfaction to be a pleasant and enjoyable feeling. Avvalin and Ghazi (2003) suggested that job satisfaction includes multidimensional responses to an individual's job, which include cognitive (evaluative), emotional (feeling), and behavioral components. This three-dimensional image of job satisfaction is proportionate (Judge et al. 2020). Job satisfaction is highly important in increasing functions and creating a positive attitude in people about their occupations. Researchers have provided different theories of job satisfaction. The following introduces a literature review.

Shertzer (1998) maintained that job satisfaction is defined as having an interest in affairs required of a job for which an individual receives a reward. Here, how much the affairs could meet the individual's needs pertains to their beliefs and judgments; an individual should be able to balance what is good or bad about their jobs; if bad affairs mount, the result would be dissatisfying, as people vary based on their satisfaction with their jobs (Khavari, 2016).

Felman and Arnold (2000) believe that job satisfaction refers to all individual's tendencies about an occupation, arguing that once an individual is said to be highly satisfied with their job is when they are highly interested in the job and are capable of meeting their needs through the jobs. This will give individuals a desirable approach to their jobs (Partavi, 2017).

Gordon maintains that job satisfaction is an emotional action that arises from an individual's perception of whether their job could meet their occupational values and satisfy their needs. Also, job satisfaction is dependent on aligning these values with their needs (Sabr Kesh & Mohammadi, 2018).

Many researchers like Porter (1976) maintain that this difference reveals the main conception of job satisfaction (Dastjerdi et al. 2014). In this connection, Getty (1989) argues that job satisfaction is a reaction to coordination between the individual's professional needs and values and a job-

strengthening system (Kazemina & Nourian, 2014). On the other hand, Kopelman (1979) argues that other researchers such as counseling psychologists believe that job satisfaction denotes the difference between what individuals own and what they desire (Mohammadi & Bagheri, 2018).

Factors affecting job satisfaction

Individual traits and characteristics play a key role in determining job satisfaction; these characteristics include education, work records, and age. Evidence suggests that assuming jobs are constant, there is a negative relationship between the individual's education and job satisfaction (especially income satisfaction) (Darvishi, 2015). In essence, higher education helps employees to have more access to better and more complicated occupations, and to enjoy a greater level of diversity and independence; thus, these characteristics are positively related to job satisfaction (Noble et al. 2019). The holders of higher education degrees are more likely to obtain more prestigious occupations and higher income levels, and to take up jobs that offer more freedom and independence (Douglas, 2017).

Robertz's (2019) studies indicated that there was a positive correlation between years of work and suitable occupational tendencies (Dastjerdi et al. 2014). It also appears that employees with higher work records are more satisfied with their jobs because they naturally receive more income and enjoy better working conditions. Hence, they are more likely to enjoy greater levels of job satisfaction. Thus, it is concluded that professional employees have a greater level of job satisfaction than half-skilled and unskilled employees (Chen., 2018).

Studies have demonstrated that age is positively correlated with suitable occupational tendencies. Older employees have more realistic expectations and views of their jobs than their younger counterparts, thus lowering their expectations as a result of their working experience, and are better adapted to their working conditions. On the other hand, younger employees have lower job satisfaction and job tendency due to their higher expectations and lesser adaptation (Parmeer, 2019).

Abedini et al. (2019) believed that factors affecting job satisfaction would include professors' treatment of students, training levels, assistants' treatment of others, etc. which were positively and significantly related to job satisfaction (Abedini et al. 2019).

Zeinali et al. (2019) investigated the relationship between the moral atmosphere and job stress with employees' deviant behaviors; the transforming role of oppressive leadership style. Their findings confirmed the proposed model, suggesting that considering the transforming role of the oppressive leadership style of industrial managers, there was a significant

relationship between employee deviant behavior factors (moral atmosphere and job stress) and their deviant behaviors.

Mozaffari and Moghaddam (2016) did a study on the “Effects of job stress on job satisfaction”. In this study, they aimed to investigate the role of job stress on job satisfaction. The methodology was a review study and included library studies. Findings revealed that job stress negatively and reversely affected job satisfaction.

Study method

From a goal perspective, the present study was an applied study and fell under descriptive-analytical as well as qualitative research. The selected population of this study consisted of 250 employees at the Neyriz Ghadir Steel Complex, 50 of whom were staff and 200 others were operational forces. Out of this, 70 people were fixed day-shift personnel, while 130 others were working on day and night shifts of 12 hours each. The shifts were in the form of a working day, a working night, and two-day rest. Sampling was convenient and purposive. Interviews were conducted with employees at both staff and operational units, which continued until no new information

was obtained. In sum, the sample number of this present study was 18 people.

Since the study was qualitative, after interviews were conducted and coding processes were done, the subjects were again surveyed about the complete understanding of the interviews and code assignment to measure validity and reliability; also, all interviews conducted were in one single form, with the coding performed for half of the interviews involving no considerable changes almost until the end of the coding procedure.

After data and necessary information were obtained by various means, especially via interviews, they were all coded, and then, entered into MAXQD software. Later, they were ranked and relevant descriptive data were calculated.

Findings

The following tables indicate the indicators extracted from the responses given by employees. The number of employees interviewed was 18, the characteristics of which are given in the table1.

Table 1: Subjects’ characteristics in the study

Education	Work history	Gender	Age	Document name
B.A.	9 years	Man	35	1
B.A.	9 years	Man	32	2
Associate’s	10 years	Man	42	3
Associate’s	10 years	Man	33	4
M.A.	14 years	Woman	40	5
Associate’s	7 years	Man	31	6
B.A.	12 years	Man	32	7
Associate’s	8 years	Man	31	8
B.A.	16 years	Man	43	9
Associate’s	8 years	Man	31	10
B.A.	6 years	Man	29	11
Associate’s	8 years	Man	30	12
Associate’s	5 years	Man	29	13
B.A.	10 years	Man	31	14
M.A.	10 years	Woman	36	15
B.A.	10 years	Man	35	16
B.A.	8 years	Man	32	17
B.A.	17 years	Woman	43	18

In the first stage, the researcher carefully listened to the subjects to understand their feelings, and for this, she wrote down the statements, and then, studied them to extract major content. In the second stage, which was the stage of extracting major statements, the researcher aimed to extract words and

statements related to the research subject. In this study, to avoid protraction and repetition of statements, independent tables of subjects’ views are given. The first case raised by subjects was organizational culture. (Figure 1)

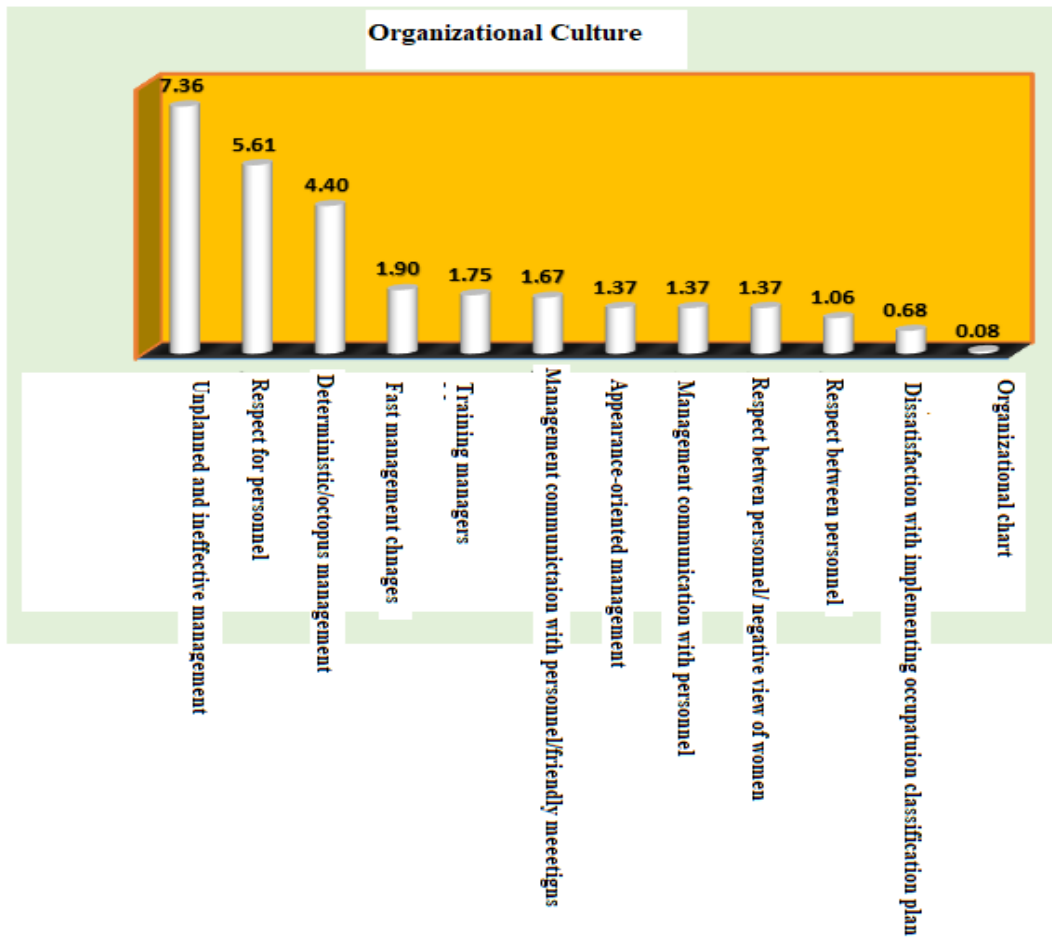


Figure 1: The sub-components of organizational culture

The second component about subjects was giving responsibility to employees and their engagement. (**Figure 2**)

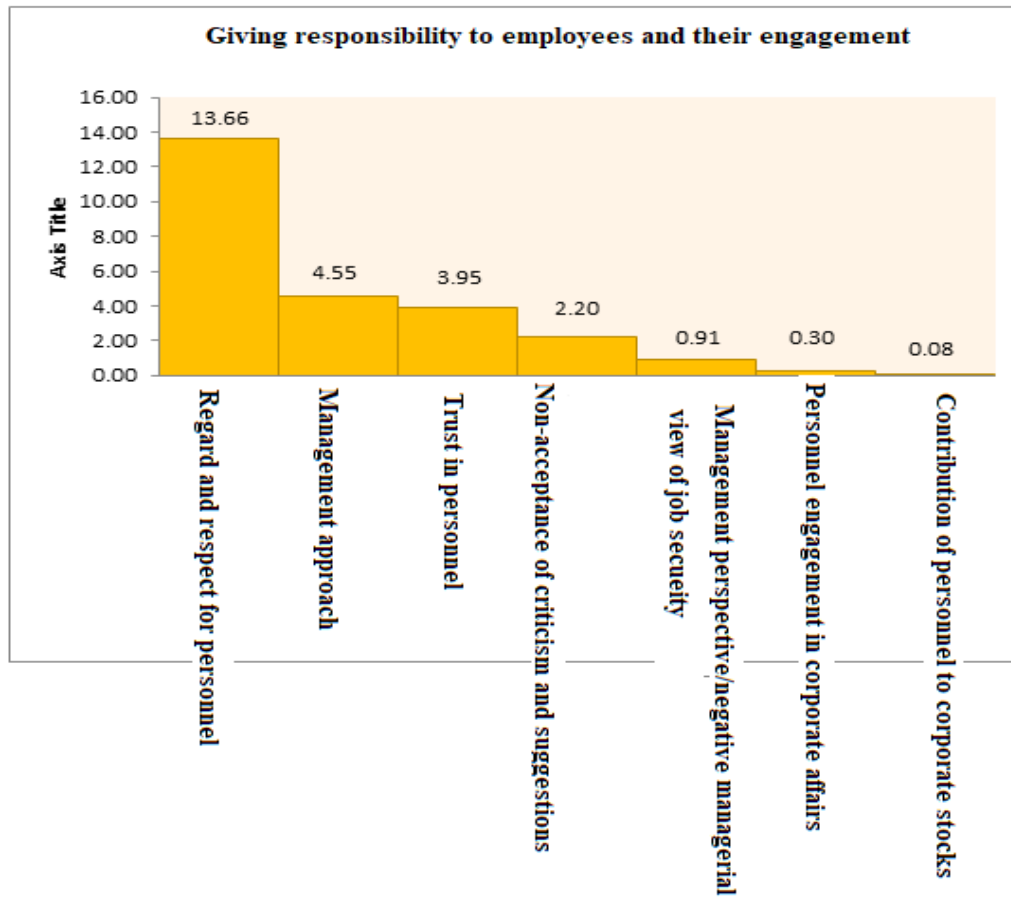


Figure 2: The sub-components of giving responsibility and personnel engagement

The third case discussed by subjects was the creation of opportunities for progress.

The fourth issue raised by the subjects was working conditions. The fifth case raised by the subjects is the need for a consultant.

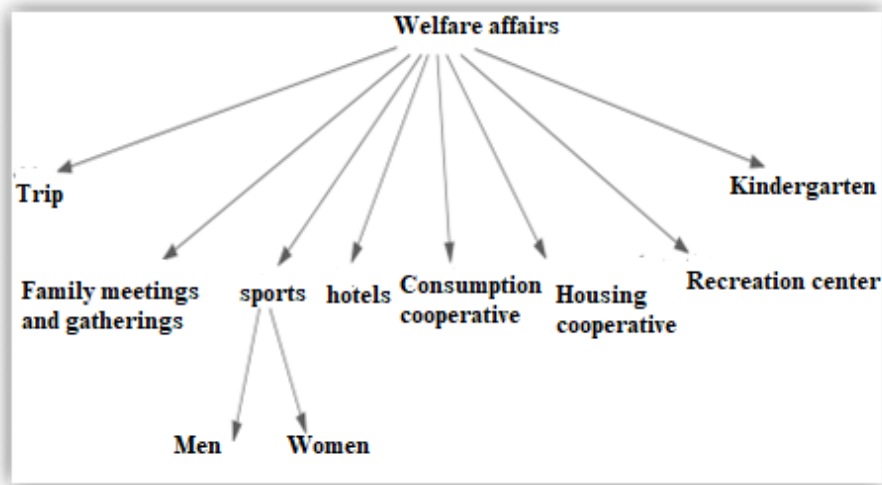
The sixth case discussed by the subjects was the type of work and its nature.

The seventh issue raised by the subjects was financial rewards.(**Figure 3**)



Figure 3: The sub-components of financial rewards

The eighth issue raised by the subject was personnel welfare affairs.(**Figure 4**)



components of welfare affairs

In this stage, the researcher attempted to present the concepts obtained from the previous stage in a more comprehensive graph, which involved all the content raised by the subjects,

Figure 4: The sub-

aiming to provide them in the form of several main themes and to explore them in the simplest terms possible.(**Figure 5,6**)

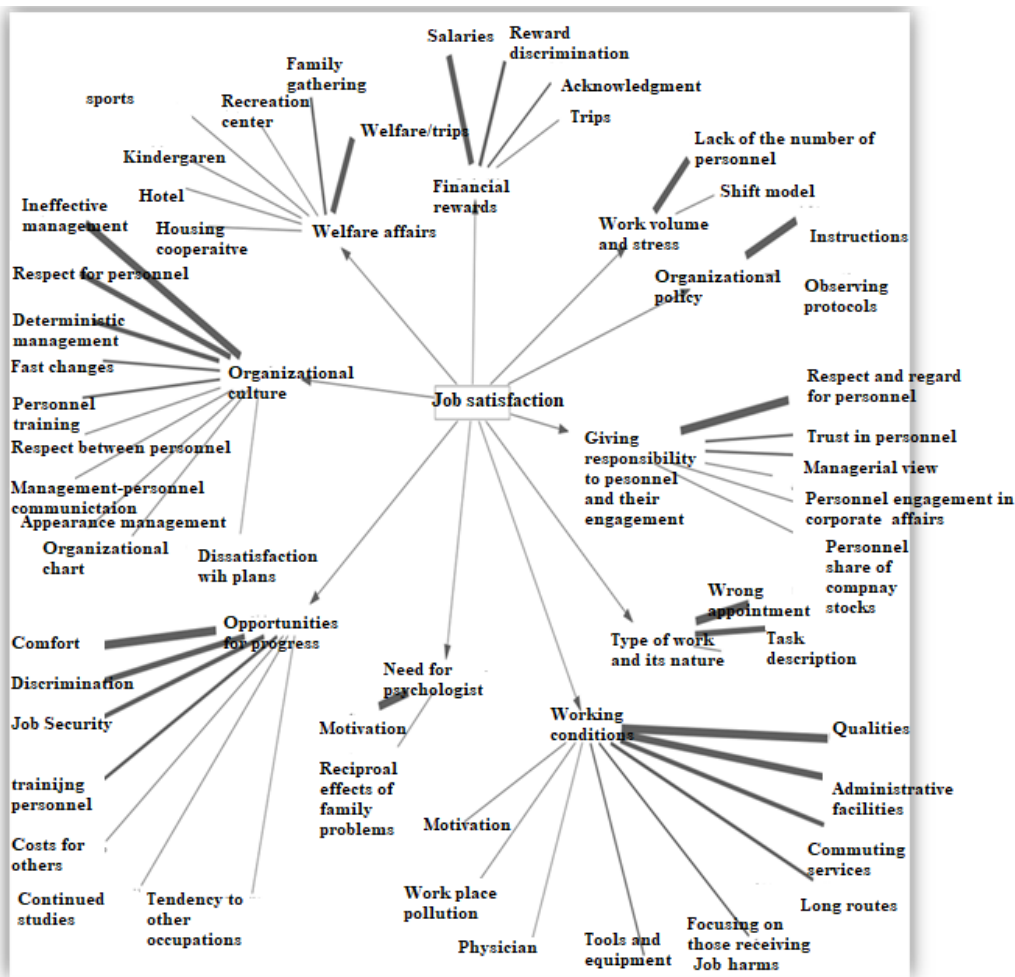


Figure 5: Dimensions of job satisfaction

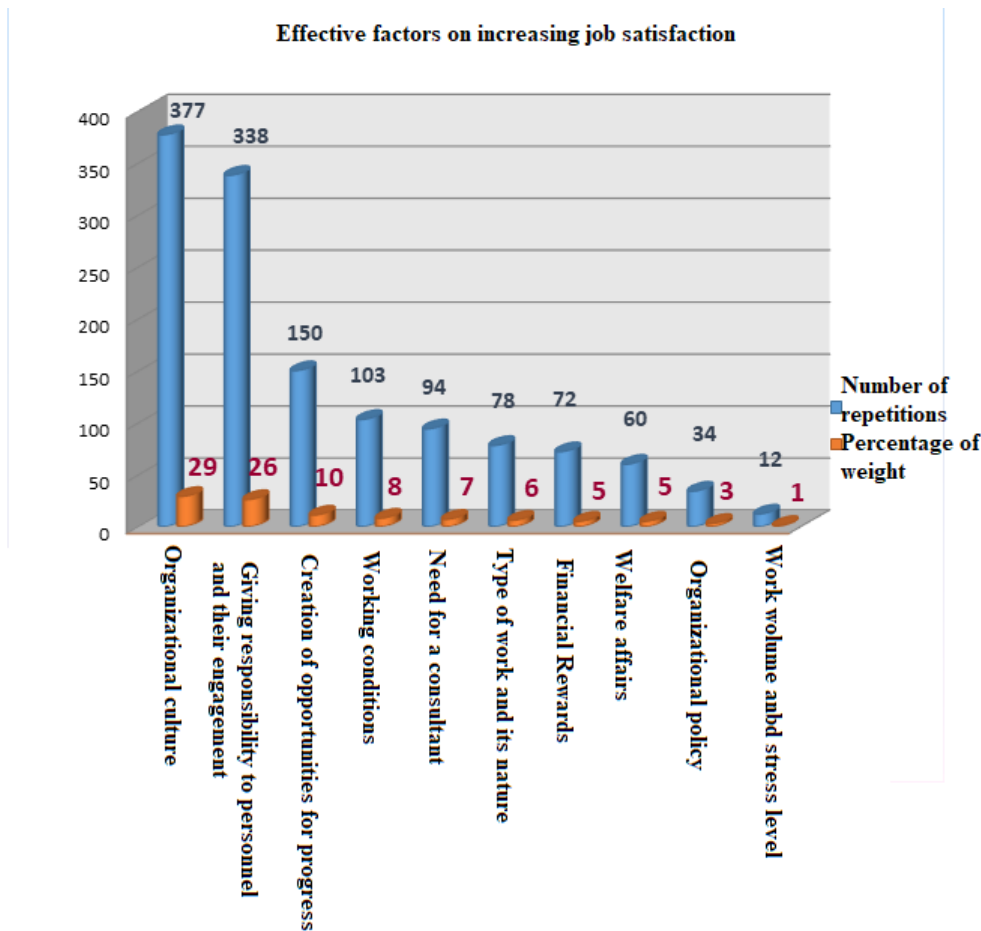


Figure 6: Factors affecting the increased job satisfaction discussion

The present study aimed to investigate the factors increasing the job satisfaction of employees at the Neyriz Ghadir Steel Company. The extracted components were categorized into ten main categories of organizational culture, giving responsibility to personnel and their engagement, the creation of opportunities for progress, working conditions, the need for consultant and counseling, type of work and its nature, financial rewards, welfare affairs, organizational policy, and volume of work and stress levels.

Results indicated that the priorities of organizational culture included ineffective and unplanned management, management respect for personnel, deterministic/octopus management, fast management changes, and manager training.

The priorities of personnel engagement included regard and respect for personnel, management view of personnel, trust in personnel, and managers' non-acceptance of criticism.

The priorities of the creation of opportunities for personnel progress on the organizational part were occupational security, discrimination in the company, personnel security, and personnel training.

The priorities of working conditions were food quality, administrative facilities, commuting services, and the payment of fares in line with laws.

The priorities of the need for a consultant (psychologist) were the creation of motivation, resolving reciprocal familial and occupational problems, and encouraging employees to work.

The priorities of the type of work and its nature were wrong appointments, task description, and the non-pursuit of letters and affairs in the organization.

The priorities of financial rewards were salaries and bonuses, discrimination in rewards, and acknowledgment.

The priorities of welfare affairs included welfare affairs and family gatherings and conferences.

The priorities of organizational policymaking were failure to implement instructions and failure to observe nationwide protocols. In the end, the priorities of work volume and stress included the insufficient number of personnel for all shifts and shift models.

Concerning the effects of organizational culture on creating job satisfaction: Because organizational culture is one of the factors affecting the efficacy of organizations, it should be stated that a strong and distinct organizational culture is one of the key factors affecting the success of organizations. Organizational culture is also a strong force within organizations affecting job satisfaction, organizational commitment, and lack of job turnover (Mo'tameni et al. 2015). Today, to create motivation and desirable behavior in the

organization, and to increase human productivity, high-level managers make use of modern and effective organizational culture strategies, thus, directing human force behaviors and creating a clear image of the organization. This will also help manage the thoughts of the goods and services community. According to a study by Moradi et al. (2019), there is a significant relationship between organizational culture and trust in job satisfaction. Also, according to Shaemi-Barzegi et al.'s studies (2011), there was a positive and significant relationship between organizational culture and creating job satisfaction, and increasing motives and enthusiasm among people and performing job tasks. Also, studies by Ashena et al. (2014) noted that organizational culture was positively and significantly related to knowledge management measures. According to Abtahi's studies (2011), organizational culture affected knowledge management.

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Concerning the effects of creating opportunities for progress on job satisfaction: According to Dehaei's studies (2015), training social and communication skills has a considerable effect on creating opportunities for progress. According to studies by Azizi et al. (2014), training social and communication skills were effective in people's progress. In-service training, suggested by Keshavarz et al. (2014), was also found to be effective in achieving opportunities for progress. Kaldi et al.'s studies (2003-2004) found the educational system policies in each organization to be effective in creating opportunities for progress among employees.

Concerning the effects of working conditions on job satisfaction: According to Dehaei et al.'s (2015) studies, the physical environment had a direct effect on employee job satisfaction. Drudi et al.'s studies (2015), it was found that there was a significant relationship between harm from work and job satisfaction, stress, and job turnover.

Concerning the effects of occupational security and personnel engagement on job satisfaction: According to Afrasiabi et al.'s studies (2013), job engagement and occupational security could help improve occupational progress among employees, and were thus, effective in job satisfaction.

Concerning the effects of communication on job satisfaction: Managers' failure to communicate with employees could cause emotional exhaustion, thus resulting in job burnout (Davodi et al. 2012).

Concerning the effects of job and family conflict, and the importance of family gatherings and seminars: According to studies by Eftekhari and Sa'adi, Afkhami-Ardakani (2016), Beit Mash'al (2020), Turki et al. (2015), conflicts between work and family could cause job turnover. According to studies by Neshat Doust et al. (2010) on factors affecting the happiness of employee spouses, findings revealed that

satisfaction with marital life, optimism, husbands' happiness, presence in religious places, heartfelt faith in God, the number of annual trips, watching TV, artistic activities, satisfaction with life and weekly sports activities were negatively and significantly related to the history of nervous illness, visiting consultants, the history of somatic diseases, etc.

Concerning the effects of job stress on job satisfaction: According to studies by Shulz et al. (2018), Fateme Zameni et al. (2018), and Karimian Zou (2018), job stress and working shifts negatively affected job satisfaction. Also, studies by Karimian Zou et al. (2018) suggested that in addition to job stress and working shifts, marital life affected job satisfaction.

Concerning the effects of discrimination on job satisfaction: According to Raoufi et al.'s studies, it was noted that feelings of equality and non-discrimination in the organization affected job satisfaction by 95-99%.

Similarly, information about rewards, comparing colleagues and other units and departments, as well as comparing employees and supervisors themselves were found to affect reducing job satisfaction by 99%. Also, the rewards for others and the feeling of equality with others in the organization affected job satisfaction by 95%.

Concerning the effects of job counseling on job satisfaction: According to Soleimani et al.'s studies (2012), working ethics and stress had a considerable effect on job satisfaction. For them, work ethics include attachment, interest, perseverance, seriousness, and healthy relations in the working environment which have direct impacts on people's job satisfaction. According to Babapour et al.'s studies (2020), the effects of counseling on employee families could enable people under the dynamicity of families and expansion of support networks. Also, such issues as training intervention counseling and institutional and non-institutional support for protecting families and their adaptability to special conditions could be promising and useful. Studies by Sadeghian et al. (2011) revealed that job counseling had a significant effect on job adaptation, organizational feedback, and organizational commitment. Studies by Mohammadi et al. (2019) suggested that commitment-based job counseling had a significant effect on women's employment in industries. Studies by Badleh-Shamoushaki et al. (2021) revealed the positive effects of mindfulness-based cognitive group counseling on women's satisfaction with life.

According to studies by Fazeli-Kebria et al. (2021), short- and long-term training with a time perspective approach could increase job satisfaction and motivation, and thus, improve the quality of work life and productivity.

Because the present study introduced organizational culture to be the first and most important factor affecting employee job satisfaction, a comparison was made with Ufuk Basar Nejat Basim's study (2021) "Effects of organizational knowledge on

job satisfaction, moderated by organizational policies". The study suggests that greater knowledge of the organization could increase job satisfaction, while a smaller perception of it could reduce this knowledge. Thus, the full perception of organizational policies, such as employee engagement in organizational dividends could increase organizational trust, and organizational justice perception, creating organizational citizenship behaviors and organizational loyalty.

Conclusion

As for various levels of the organization, including management, it is required to change their perspectives. Thus, first training for managers is recommended, and because, this seems difficult, bias may arise. Thus, it is primarily required to train personnel to increase their motives and to expand this training as much as possible. Included in the units, after management, takes precedence for training, is the company's training unit.

To make changes to the management's perspective, it is possible to officially begin distributing job descriptions for people. In this connection, not only is the job path of each person in the organization clarified, but also the organization's expectations will be determined; for this, the outcomes will be reducing employee job stress, controlling and managing interference with affairs, creating and improving relationships in the organization from the management level. Thus, companies are suggested to think of measures to flourish the talents and capacities of people to meet their goals.

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