

INVESTIGATING INTO JOB SATISFACTION: “SCHERING DRUG COMPANY BRANCH OF GERMANY IN IRAN” BASED ON THREE DIMENSIONAL MODEL

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Abstract

The main objective of management in every organization is to contribute to the optimal performance within an organization for reaching to other objectives of it. Contribution to the increase of productivity rate is the major proceeding to which the managers of every organization must pay a close attention. Productivity can be assumed as the effective and proper use of human and financial resources, and one of the important factors in increasing the productivity level of employees is their rate of job satisfaction.

Since special management systems are applied in Schering Drug Company Branch of Germany in Iran, the employees are in different positions considering their satisfaction rate from their job. Three Dimensional Management Model taking into account three management factors (structure, content, context) is one of the most efficient management approaches. In the present research, the researcher is about to study the job satisfaction condition of employees in Schering Drug Company Branch of Germany in Iran by analyzing the factors influencing Three Dimensional Model, and to offer his executive suggestions for optimizing the current status.

This research is an applied research and in case of gathering method of data, it is a descriptive research with a case study method, and it is accomplished in library and field study fashion through giving related questionnaires to 80 employees of the Schering Drug Company Branch of Germany in Iran, which are selected in random sampling method. Findings of the analysis are represented through Chi-Square Distribution method and the research hypothesis that indicate the effectiveness of three dimensional model (structure, content, context) on the job satisfaction of employees of the employees of the aforementioned company were confirmed and accepted.

Key Words: Job Satisfaction, Structural Factors, Contextual Elements, Environmental Factors

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Introduction

Our present society is the subject to deep evolutions in different economical, management, political, social, and cultural fields. This transitional era has been always followed with stresses and challenges within the society. The importance and necessity of identifying, reducing, and/or solving such problems are apparent to the all people, groups, experts, etc.

Organizations have been established with the purpose to meet the existing social needs. However, they are still subjects to principle changes and transformations due to the quick changes and evolutions throughout the society. The Sense of job satisfaction among employees result in the optimized sense of security, peace, and satisfaction which in final steps ends to optimized productivity level. Oppositely, lack of job satisfaction results in a kind of confusion in the management system contributing to the emergence of several problems such as resign from jobs, expediency, as well as mental and spiritual disasters.

Lack of job satisfaction is an undesirable excitement that is to be put in the row assigned for mental stresses. Mental pressure results in the disorder in the body and brain of people keeping away the individual from a safe life.

Based upon three-dimensional model, all the organizational concepts, events, and phenomena can be studied within the framework of three-dimensional model (structure, content, and context). In this model, the relation between the structure, content, and context factors is such that no organizational even can take place out of the communicational domain of these three dimensions. In other words, the relation between the said dimensions is an integral and close relation. This means that the type of the relation between these dimensions is of correlation type and they are similar to three branches coming out from the sole body of the organization. In such a relationship, the structural, contextual, and environmental factors are in a close relation with each other and by no means can you find separation between three structure, content, and context dimensions. Therefore, the identification and distinguish of these three aspects from among the organizational life is merely theoretical, and it is only for the analysis and introduction to organizational concepts and phenomena. The study of factors of three-dimensional model influencing the job satisfaction level is essential, and the elements influencing the job satisfaction (*Structural Element* such as salary and wages, promotion, organizational guidelines, job security, organizational structure, and culture; *Contextual Element* such as directing methods, labor group,

desired work conditions, and social communication; and *Environmental Element* such as work environment, diversity of operations, company needs, application of skills, material conditions of the work, age, seniority, experience, personality, education level, and personal differences) must be paid close attention through the combination of three-dimensional management model attitudes with purpose to reach sustainable competitive ability.

The structural dimension of the organization includes all physical and non-human elements and conditions of the organization which are integrated to each other with special orders and discipline within the physical framework, body, and figure of the organization. Therefore, all the physical, financial, and informational sources are regarded as the component parts of structure dimension of the organization.

By content dimension, we mean all the human behaviors and relations within the organization that are integrated to each other with special behavioral and communicational (non-official) norms, and compose the main substance of the organization. In fact, they are the living elements of the organization. The structural and behavioral factors are inter-organizational factors and bounded within the system of the organization. By context factors, we mean all environmental factors influencing the organization and compose main or principles systems of the organization.

Today, human sources are considered as main capitals of the every organization. Therefore, the maintenance and improvement matter of this source is of higher priority and importance, based upon which we can increase the productivity level of the organization. One of the main debates to be pointed out in human sources is "job satisfaction". The lack of job satisfaction will pave the ground for the reduced efficiency, minimized productivity, weakened creativity, waste of time, etc. This matter by itself will result in a kind of depression and stillness imposing indispensable damages on the society. Job satisfaction means one is supposed to like the job assigned to him and working conditions. A job should meet the needs of the employer doing special tasks, and only in such condition we can say he/she is satisfied with his/her job.

Premise and necessity of research

For the application of special management methods in the Schering Drug Company Branch of Germany in Iran and the application of foreign

employees (from Germany, Italy, England, and so on) in different management units, employees are in different positions considering their job satisfaction level which depends on the type of the management and nationality of the managers. The three-dimensional management model considering the three management factors (structure, content, and context) is one of the most efficient methods. In the present research, the researcher is about to study the job satisfaction status of the employees of Schering Drug Company Branch of Germany in Iran by analyzing the factors influencing Three Dimensional Model, and to offer his executive suggestions for optimizing the current status.

Considering the subject of the research and the research questions, the purpose of this research is to determine the effect of the parameters of three-dimensional model (structure, content, and context) on the job satisfaction of the employees of Schering Drug Company Branch of Germany in Iran.

Theoretical and scientific definitions

Job satisfaction means that level of positive sentiments and attitudes of people towards their job. When a person says that he has a higher job satisfaction level, this means that he really likes his job, has a nice feeling about his job, and gives a higher value to his job. Results of the studies represent that the employees with higher job satisfaction level are in a good situation in physical and mental ability considerations.

Type of the work, role to be played by the people, demands of cooperatives, organizational structure, and management or leadership are influencing on the rate of the pressure tolerated by the individual are included in Structural (organizational) factors. The atmosphere dominating on the culture and structure of the organization is effective on the created stress as well. If the atmosphere dominating on the organization is a positive one, the lively, active, and creative people feel low pressure. Another matter in this regard is the distribution method of duties and explanation of duties throughout the organization that the duties must be clear and definite and related rules should not be much restrictive. The low volume of works, high volume of work, working shifts, incidents in the work environment, lack of secure work sense, unjust distribution of facilities, discord of co-workers, working is isolation conditions, non-application of personal talents, nonstandard promotions, and occupation of posts by individuals out of the organization are all stress-

ful. In other words, the purpose from the structure dimension of the organizations is all non-human and physical elements, factors, and conditions of the organization which are integrated to each other with special orders and discipline within the physical framework, body, and figure of the organization. Therefore, all the physical, financial, and informational sources are regarded as the component parts of structure dimension of the organization.

Context dimension includes all environmental and non-organizational conditions and elements influencing on the organization composing the main or super systems of the organization. In three-dimensional model (structure, content, and context), the systematic- suitability attitude is to be put in context (environmental) dimension. The higher level of job satisfaction is always reported in places that directors have a friendly relation with the employees. The bigger is the work group the lower will be the level of job satisfaction, because the personal bilateral relations are weakened, sense of correlation is faded, and the recognition of people becomes difficult. Meanwhile, the work group as a community is regarded as a support-emotional system for the employees. When the individuals inside the group have similar social specifications (similar attitudes and beliefs), they are more capable of providing the grounds for job satisfaction, because in desired work conditions, an optimal level of physical and mental relaxations will be supplied for the individuals.

According to three-dimensional model, the content dimension means the human and human relations within the organizations that are integrated to each other with behavioral norms, non-official communications, and special patterns composing the principle content of the organization. In fact, they are regarded as living elements of the organization. The work itself plays a great role in the level of job satisfaction. The content of job done by the individual has two aspects: first, the occupation domain that includes the rate of responsibilities, proceedings, and feedback (the more extended is the dimension of this factor the extend will be the work domain), and second aspect is the diversity of operations. Researches show that medium operational diversity is more effective, and the extended diversity in this concern results in the generation of stress and ambiguity. On the other hand, it results in fatigues because of monotonous works that results in the lack of job satisfaction within the employees in final steps. The personal specifications are yet of major importance in this concern. People that have negative attitudes always complain of the work conditions in which they are. Age, seniority,

and experience have major influence on the job satisfaction. Employees with higher age and experience in the work environment inside the organization expect to be more satisfied of their work conditions compare to that of other employees. Some of personal specifications are such that result in higher level of job satisfaction. However, we can conclude that those who are in higher levels according to Mazola Needs hierarchy are of higher satisfaction level.

Main questions of the research

1- How much is the influence rate of structural (organizational) factors on the job satisfaction level of employees of Schering Drug Company Branch of Germany in Iran according to the three-dimensional model?

2- How much is the influence rate of behavioral (content) factors on the job satisfaction level of employees of Schering Drug Company Branch of Germany in Iran according to the three-dimensional model?

3- How much is the influence rate of context (environmental) factors on the job satisfaction level of employees of Schering Drug Company Branch of Germany in Iran according to the three-dimensional model

Research Hypotheses and Method

1- The structural (organizational) factors have influence on the job satisfaction level of employees of Schering Drug Company Branch of Germany in Iran according to the three-dimensional model.

2- The behavioral (content) factors have influence on the job satisfaction level of employees of Schering Drug Company Branch of Germany in Iran according to the three-dimensional model.

3- The context (environmental) factors have influence on the job satisfaction level of employees of Schering Drug Company Branch of Germany in Iran according to the three-dimensional model.

The present research is an applied research studying the application of three-dimensional model in its influence on the job satisfaction level of employees of Schering Drug Company Branch of Germany in Iran and considering the gathering method of data, it is a descriptive research and of case study type. The present study will point out the impact of the subordinate va-

riant on the independent variant.

Restrictions audiences of research

For the due, authentic, and clear-cut guidance of the respected advisor and consuler professor, no restriction felt in the execution of this research. Those enjoying from the research are:

Ministry of labor and social affairs

Compilers of rules and regulations in relation with the application of employees in governmental and non- governmental administrations

Applied research institutes

Educational institutions.

Statistical Universe and Sample

The present study is executed in the domain of Schering Drug Company Branch of Germany in Iran. The statistical universe of the research consists of the employees of the said domain that are 80 in number as following table:

	Medics	Nurse	Experts	Technicians	Total
Statistical universe	15	30	25	10	80

Determining the statistical universe through estimations

Since the data on this research include distance scales and they are capable of being averaged, the average distance estimation method used for determining the scale of the sample. (Adel Azar, 2003, PP 66-67)

$$n = \frac{N(Z_a / 2)^2 \times \sigma^2}{D(N - 1) + (Z_a / 2)^2 \times \sigma^2} = \frac{80(1.96)^2 \times 3.7}{0.3(80 - 1) + (1.96)^2 \times 3.7} = \frac{1137.12}{37.91} = 29.995 \approx 30$$

Z_a with the reliability coefficient equal to 98% is calculated according to the related table.

The variance of the statistical universe is determined through the previously operated research method of this company.

D is the coefficient that the researcher for choosing the statistical sample can consider a number for it from 0.02 up to 0.05. (In this research, the researcher has chosen 0.03 for the D coefficient).

Sampling method

Sampling method is a simple random method and the number of samples is estimated according to the following relations:

$$\text{Total: } 15 + 30 + 25 + 10 = 80$$

$$\text{Sample Coefficient} = \frac{30}{80} = .375$$

$$\text{Number of sample doctors} = 15 \times 0.375 = 5.625 \approx 6$$

$$\text{Number of sample nurses} = 30 \times 0.375 = 11.25 \approx 11$$

$$\text{Number of sample experts} = 25 \times 0.375 = 9.38 \approx 9$$

$$\text{Number of sample experts} = 10 \times .375 = 3.75 \approx 4$$

	Medics	Nurse	Experts	Technicians	Total
Statistical universe	15	30	25	10	80
Number of samples	6	11	9	4	30

Methods of gathering information:

Providing and adjusting questionnaire:

The require information in this research is gathered through questionnaire. This questionnaire consists of two chapters:

1- Identification Questions

2- Research questions

Questions in relation with structural (organizational) factors

Questions in relation with behavioral (content) factors

Questions in relation with context (environmental) factors

For responding to the questions of the second section, the researcher made use of Likert Scale such that 5 options determined for every question (highest, high, medium, low, lowest).

Validity and Reliability

Determining the Validity of the research (validity of the structure)

For determining the Validity of the questionnaire, following proceedings were adopted:

The researcher provided the questionnaire and engaged in following activities:

Let the questionnaire be consulted, then delivered to the experts for commenting on it, and then recorded their comments.

Launched the questionnaire in other place and time

The researcher personally referred to each one of the selected members and after providing them with enough explanations in the related concern delivered the questionnaires to the members, and they started to answer to the questions without consulting with other members in due time. Note that the execution of this stage is was one of the most time consuming sections of the said research and it indicates the interest and spirit of the researcher for attaining desired and reliable outcomes in relation with the research subject. (For having a Reliable research, the researcher has made use of SPSS Software)

Final Estimations

First Hypothesis						
Total	Lowest	Low	Medium	High	Highest	Spectrum
1840	44	115	78	726	877	Frequency
100	2.39	6.25	4.24	39.46	47.66	Percentage

Second Hypothesis

Total	Lowest	Low	Medium	High	Highest	Spectrum
1680	60	72	116	715	717	Frequency
100	3.57	4.29	6.90	42.56	42.68	Percentage

Third Hypothesis

Total	Lowest	Low	Medium	High	Highest	Spectrum
480	23	30	30	161	236	Frequency
100	4.79	6.25	6.25	33.54	49.17	Percentage

Total

Total	Lowest	Low	Medium	High	Highest	Spectrum
4000	127	217	224	1602	1830	Frequency
100	3.18	5.43	5.60	40.05	45.75	Percentage

Analysis of all hypotheses: Inferential Analysis and Hypotheses Testing

Ratio assumption tests

Chi-square method used for determining the reliability distance for the variance and hypothesis testing which is calculated according to the following mathematical formula:

$$f(u) = \frac{1}{\left(\frac{k}{2} - 1\right)!} \times \frac{1}{2^{\frac{k}{2}}} u^{\left(\frac{k}{2}\right)-1} \times e^{-\frac{u}{2}}$$

in which e is a fixed number equal to 271,828,000 and K is the number of deliverance rate. u variant is usually represented with roman letter (χ^2) which is called Chi-square distribution. Chi-square distribution can allocate quantities between zero and ∞ . However, since two powers it, it cannot be a negative number.

Chi-square distribution method is also used for other applications besides statistical test and estimation of variance such as in tests that analyzed data are given in frequency form. In speaking about testing methods of the aforementioned hypotheses titles such as "Independence Test", Homogeneity Test, and Goodness of Fit Test".

The most popular use of Chi-square distribution model of hypothesis test is its use in testing the existence of independence between two classification norms of data such that the said norms are applied in the same complex. When the distribution of one of the classification norms is done regardless to other norm, we say that the two classification norms are separate from each other.

Variants used in this research are such that the performance level and satisfaction level of the company employees are independent of each other, and it is expected the distribution of performance factor to be done regardless to the satisfaction level of employees. In other words, the independence condition of them in conjoint table can be defined according to the following relation:

$$f(x, y) = f(x) \times f(y)$$

If we presume the $f(x, y)$ as the conjoint feasibility and the conjoint feasibility of two special events $(x - y)$ be equal to their probable product, those two events are independent.

Chi-square independence test is used for the study of the independence hypothesis of two variants that at least one of them is qualitative variant. In this test, the observed frequencies are compared to the expected frequencies of the independence of two variants.

In the discussion about the inferential statistics, the "success ratio hypothesis test" is used for the sake of a society. In this section, each one of the considered hypotheses is analyzed through the ratio hypothesis test within a society. Generally, the purpose of the statistical hypothesis tests is to make out considering the information achieved from sample data whether the assumption concerning special specification of the society comes out to be true or not. Such assumption typically includes a claim about a quantity or parameter of the society. In fact, every sentence about a society is called a statistical assumption. Before we claim that a sentence is valid, we should initially gather enough proofs for confirming it. As a result, the researcher should reject the sentence unless the achieved data proves the reverse. The hypothesis is stated as follows in this research:

$$H_0 \text{ (claim)=}$$

$$H_1 \text{ (reverse of the claim)=}$$

The accepted principle within the statistics is that the researcher shall test the H_0 and start the analysis of the research hypothesis based upon the rejection or confirmation of H_0 assumption. For distinguishing H_0 and H_1 assumptions within hypothesis the general principle assigns that H_0 shall include a par value (=). With the zero assumption (H_0) or the independence hypothesis of two variants, the expected frequencies are calculated for each variant. Then the observed frequencies are compared to the expected frequencies. If the difference between them is inconsiderable (small), the H_0 hypothesis is defendable and we conclude that the two variants are independent of each other. However, if the difference between them is a major difference, the H_0 hypothesis is rejected and we conclude that the two variants are not independent of each other. The bigness or smallness of the frequencies is achieved through following formula:

$$\chi^2 = \sum_{i=1}^k \frac{(fo_i - fe_i)^2}{fe_i}$$

In this relation, fo_i and fe_i respectively represent observed and expected variants. In this research, chi-square is estimated through both SPSS software as well as the above relation.

Analysis of the first hypothesis

First stage- Conversion of the research hypothesis to the statistical hypothesis:

H_0 = claim

The structural (organizational) factors have influence on the job satisfaction level of employees of Schering Drug Company Branch of Germany in Iran according to the three-dimensional model.

H_1 = Reverse of the claim

The structural (organizational) factors do not have any impact on the job satisfaction level of employees of Schering Drug Company Branch of Germany in Iran according to the three-dimensional model.

Second stage – determining the statistics of hypothesis test:**Frequency Table for the questions of first hypothesis**

Lowest	Low	Medium	High	Highest	Question
1	4	4	22	49	1
2	4	2	14	58	2
1	4	3	21	51	3
1	4	4	26	45	4
2	4	4	31	39	5
3	3	2	27	45	6
2	3	4	28	43	7
3	4	4	33	36	8
2	4	4	37	33	9
3	3	4	35	35	10
2	6	4	36	32	11
3	5	4	42	26	12
1	5	5	39	30	13
3	7	3	42	25	14
2	7	3	40	28	15
4	6	2	40	28	16
2	6	4	36	32	17
3	7	3	37	30	18
1	6	5	31	37	19
1	8	3	25	43	20
0	5	3	30	42	21
1	5	2	27	45	22
1	5	2	27	45	23
44	115	78	726	877	Total

Frequencies of the first hypothesis

Total	Lowest	Low	Medium	High	Highest	Spectrum
1840	44	115	78	726	877	Frequency
100	2.39	6.25	4.24	39.46	47.66	Percentage

Chi- square estimation table:

Spectrum	fo_i	fe_i	$fo_i - fe_i$	$\frac{(fo_i - fe_i)^2}{fe_i}$
Highest	877	368	509	704.024
High	726	368	358	348.272
Medium	78	368	-290	228.533
Low	115	368	-253	173.938
Lowest	44	368	-324	285.261
Total	1840		$\chi^2 = \sum_{i=1}^k \frac{(fo_i - fe_i)^2}{fe_i}$	1740.03

- Chi- square estimation analysis:

fo_i = Observed frequency

fe_i = expected frequency (calculated through SPSS software)

$\frac{(fo_i - fe_i)^2}{fe_i}$ = the prepared quantity of chi - square hypothesis

$fo_i - fe_i$ = the difference between the observed and expected frequencies

$\chi^2 = \sum_{i=1}^k \frac{(fo_i - fe_i)^2}{fe_i}$ = Chi - square estimation for each spectrum (χ^2)

Results of SPSS Software:

Spectrum	Observed N	Expected N Theoretical Frequency	Residual
Highest	877	368	509
High	726	368	358
Medium	115	368	-253
Low	78	368	-290
Lowest	44	368	-324
Total	1840		

Test Statistics	
Chi-Square	1740.027174
Df	4
Asymp. Sig.	0
0 cells (.0%) have expected frequencies less than 5.	
The minimum expected cell frequency is 368.0.	

Third Stage- Hypothesis Analysis:

Considering the information achieved from the above tables the rate of df equals to 4, the significant level is equal to zero, and the chi-square is 1740.03. Therefore, we accept H_0 hypothesis and we can conclude that the structural factors have effect on the job satisfaction of the employees of Schering Drug Company Branch of Germany in Iran according to three-dimensional model

Analysis of the 2nd Hypothesis

First stage- Conversion of research hypothesis to the statistical hypothesis: H_0 = claim

The content factors have influence on the job satisfaction level of employees of Schering Drug Company Branch of Germany in Iran according to the three-dimensional model.

H_1 = Reverse of the claim

The content factors are not effective on the job satisfaction level of employees of Schering Drug Company Branch of Germany in Iran according to the three-dimensional model.

Second stage – determining the statistics of hypothesis test:

Frequency Table for the questions of second hypothesis

Lowest	Low	Medium	High	Highest	Question
2	1	6	28	43	1
0	0	1	47	32	2
1	3	4	34	38	3
1	2	1	31	45	4
5	3	19	26	27	5
4	6	1	38	31	6
1	0	1	39	39	7
2	5	2	33	38	8
2	0	1	39	38	9
2	3	2	38	35	10
3	5	2	42	28	11
4	2	14	30	30	12
3	4	3	40	30	13
5	5	4	28	38	14
2	1	1	41	35	15
4	5	2	36	33	16
3	16	35	11	15	17
5	2	0	33	40	18
6	4	2	36	32	19
3	3	14	30	30	20
2	2	1	35	40	21
60	72	116	715	717	Total

Frequencies of the 2nd hypothesis

Total	Lowest	Low	Medium	High	Highest	Spectrum
1680	60	72	116	715	717	Frequency
100	3.57	4.29	6.90	42.56	42.68	Percentage

- Chi- square estimation table:

Spectrum	f_{o_i}	f_{e_i}	$f_{o_i} - f_{e_i}$	$\frac{(f_{o_i} - f_{e_i})^2}{f_{e_i}}$
Highest	717	336	381	432.027
High	715	336	379	427.503
Medium	116	336	-220	144.048
Low	72	336	-264	207.429
Lowest	60	336	-276	226.714
Total	1680	$\chi^2 = \sum_{i=1}^k \frac{(f_{o_i} - f_{e_i})^2}{f_{e_i}}$		1437.72

- Chi- square estimation analysis:

f_{o_i} = Observed frequency

f_{e_i} = expected frequency (calculated through SPSS software)

$\frac{(f_{o_i} - f_{e_i})^2}{f_{e_i}}$ = the prepared quantity of chi - square hypothesis

$f_{o_i} - f_{e_i}$ = the difference between the observed and expected frequencies

$\chi^2 = \sum_{i=1}^k \frac{(f_{o_i} - f_{e_i})^2}{f_{e_i}}$ = Chi - square estimation for each spectrum (χ^2)

Results of SPSS Software:

Spectrum	Observed N	Expected N Theoretical Frequency	Residual
Highest	717	336	381
High	715	336	379
Medium	116	336	-220
Low	72	336	-264
Lowest	60	336	-276
Total	1680		

Test Statistics	
Chi-Square	1437.72
Df	4
Asymp. Sig.	0
0 cells (.0%) have expected frequencies less than 5.	
The minimum expected cell frequency is 368.0.	

Third Stage- Hypothesis Analysis

Considering the information achieved from the above tables the rate of df equals to 4, the significant level is equal to zero, and the chi-square is 1437.72. Therefore, we accept H_0 hypothesis and we can conclude that the content factors have effect on the job satisfaction of the employees of Schering Drug Company Branch of Germany in Iran according to three-dimensional model

Analysis of the 3rd Hypothesis

First stage- Conversion of research hypothesis to the statistical hypothesis:

H_0 = claim

The context (environmental) factors have influence on the job satisfaction level of employees of Schering Drug Company Branch of Germany in Iran according to the three-dimensional model.

H_1 = Reverse of the claim

The context (environmental) factors have not influence on the job satisfaction level of employees of Schering Drug Company Branch of Germany in Iran according to the three-dimensional model.

Second stage – determining the statistics of hypothesis test:

Frequency Table for the questions of third hypothesis

Lowest	Low	Medium	High	Highest	Question
3	2	1	19	55	1
3	3	3	26	45	2
6	6	5	33	30	3
5	9	8	28	30	4
3	6	5	35	31	5
3	4	8	20	45	6
23	30	30	161	236	Total

Frequencies of the third hypothesis

Total	Lowest	Low	Medium	High	Highest	Spectrum
480	23	30	30	161	236	Frequency
100	4.79	6.25	6.25	33.54	49.17	Percentage

Chi- square estimation table:

Spectrum	fo_i	fe_i	$fo_i - fe_i$	$\frac{(fo_i - fe_i)^2}{fe_i}$
Highest	236	120	116	112.133
High	161	120	41	14.0083
Medium	30	120	-90	67.5
Low	30	120	-90	67.5
Lowest	23	120	-97	78.4083
Total	480	$\chi^2 = \sum_{i=1}^k \frac{(fo_i - fe_i)^2}{fe_i}$		339.55

Chi- square estimation analysis:

fo_i = Observed frequency

fe_i = expected frequency (calculated through SPSS software)

$\frac{(fo_i - fe_i)^2}{fe_i}$ = the prepared quantity of chi - square hypothesis

$fo_i - fe_i$ = the difference between the observed and expected frequencies

$\chi^2 = \sum_{i=1}^k \frac{(fo_i - fe_i)^2}{fe_i}$ = Chi - square estimation for each spectrum (χ^2)

Results of SPSS Software:

Spectrum	Observed N	Expected N Theoretical Frequency	Residual
Highest	236	120	116
High	161	120	41
Medium	30	120	-90
Low	30	120	-90
Lowest	23	120	-97
Total	480		

Test Statistics	
Chi-Square	239.55
Df	3
Asymp. Sig.	0
0 cells (.0%) have expected frequencies less than 5.	
The minimum expected cell frequency is 368.0.	

Third Stage- Hypothesis Analysis

Considering the information achieved from the above tables the rate of df equals to 3, the significant level is equal to zero, and the chi-square is 239.55. Therefore, we accept H_0 hypothesis and we can conclude that the context (environmental) factors have impacts on the job satisfaction of the employees of Schering Drug Company Branch of Germany in Iran according to three-dimensional model

5-2-4- Total analysis of hypotheses

Test Result		Meaningful level	df	χ^2	No. of questions	Hypothesis
H ₁	H ₀					
Rejected	Admitted	0.00	4	1740.03	23	First
Rejected	<i>Admitted</i>	0.00	4	1437.72	21	Second
Rejected	Admitted	0.00	3	239.55	6	Third

As it is clear from the table, according to the comment of the responders of hypothesis questions:

1- The structural (organizational) factors have influence on the job satisfaction level of employees of Schering Drug Company Branch of Germany in Iran according to the three-dimensional model. (First Hypothesis)

2- The content (behavioral) factors have influence on the job satisfaction level of employees of Schering Drug Company Branch of Germany in Iran according to the three-dimensional model. (Second Hypothesis)

3- The context (environmental) factors have influence on the job satisfaction level of employees of Schering Drug Company Branch of Germany in Iran according to the three-dimensional model. (Third Hypothesis)

Conclusion remarks

Analysis of the first hypothesis: The structural (organizational) factors have influence on the job satisfaction level of employees of Schering Drug Company Branch of Germany in Iran according to the three-dimensional model.

This hypothesis has been analyzed through a questionnaire with 23 questions including questions from 1-23. Considering the results achieved from chapter 4, the rate of df is equal to 4, the meaningful level is zero, and the number for chi-square equals to 1740.03.

Therefore, we accept H₀ hypothesis and we can conclude that the structural (organizational) factors have impact on the job satisfaction of the employees of Schering Drug Company Branch of Germany in Iran according to three-dimensional model and the hypothesis is not achieved by chance or casually.

Analysis of the second hypothesis: The content (behavioral) factors have influence on the job satisfaction level of employees of Schering Drug

Company Branch of Germany in Iran according to the three-dimensional model.

This hypothesis has been analyzed through a questionnaire with 21 questions including questions from 24-44. Considering the results achieved from chapter 4, the amount of df is equal to 4, the meaningful level is zero, and the number for chi-square equals to 1437.72.

Therefore, we accept H_0 hypothesis and we can conclude that the content (behavioral) factors have impacts on the job satisfaction of the employees of Schering Drug Company Branch of Germany in Iran according to three-dimensional model and the hypothesis is not achieved by chance or casually.

Analysis of the third hypothesis: The context (environmental) factors have influence on the job satisfaction level of employees of Schering Drug Company Branch of Germany in Iran according to the three-dimensional model.

This hypothesis has been analyzed through the questionnaire with 6 questions including questions from 44-50. Considering the results achieved from chapter 4 (the amount of df is equal to 3, the meaningful level is zero, and the number for chi-square equals to 239.55) we accept H_0 hypothesis and we can conclude that the context (environmental) factors have impacts on the job satisfaction of the employees of Schering Drug Company Branch of Germany in Iran according to three-dimensional model and the hypothesis is not achieved by chance or casually.

Therefore, generally, all of the three-dimensional factors (structural, behavioral, and environmental factors) have influence on the job satisfaction of the employees of Schering Drug Company Branch of Germany in Iran.

Recommendations:

Considering the importance of job satisfaction in the optimal utilization by the employees, it is suggested to study analyze the effect of the participatory management on the job satisfaction level.

All the organizational concepts, events, and phenomena can be studied in the theoretical mold of three-dimensional model (structure, content, and context). In this model, the relation between the structural, behavioral, and environmental factors is such that no organizational phenomena or event can be formed without having relation with the three aforementioned branches.

In other words, the relation between them is an integral and a close relation. This means that the type of the existing relation between them is the type of correlative relation and it resembles to three branches all coming out of the unit body of the organization. In such a relation, the structural, behavioral, and environmental factors are necessarily in a permanent relation with each other and they are three branches in one body. Therefore, the separation of said three branches is merely theoretical and for the analysis and recognition of organizational concepts and phenomena.

In this research, factors having influence on the job satisfaction (*Structural Element* such as salary and wages, promotion, organizational guidelines, job security, organizational structure, and culture; *Contextual Element* such as directing methods, labor group, desired work conditions, and social communication; and *Environmental Element* such as work environment, diversity of operations, company needs, application of skills, material conditions of the work, age, seniority, experience, personality, education level, and personal differences) have been studied through the combination of three-dimensional management model attitudes with purpose to reach sustainable competitive ability.

The results of this research represent despite the fact that some factors (such as making familiar with the specifications of the employees, interest for changing job, acting optional in the execution of tasks required, and the friendly relation between the co-workers) are in a desired situation, more endeavors are required for reaching the ideal job satisfaction considered by this research.

Of course, we should not forget that there are always better solutions for this. In case of the unclear objectives of the company and the management programs, lack of job security and disuse of the comment of employees, they should try to solve such difficulties by applying proper solutions such as conducting consultation meetings, activating employees, or the execution of the recommendation system for the participation of employees. Followings are recommendations coming out of the findings of this research.

Considering the fact that the highest impact on the job satisfaction status of the employees of Schering Drug Company Branch of Germany in Iran is related to the context (environmental) factors (49.17%) and then to the structural factors (47.66%) and in the lower steps to the context or behavioral factors, therefore:

A) Whereas among the context (environmental) factors the highest percentage (92.5%) of the statistical universe believe that "the official hierarchy is considered in their organization",

B) Whereas among the structure (organizational) factors the highest percentage (90%) of the statistical universe believe that:

- Payment of salary is in relation with the risk and creativity of the individuals
- Payment of the salary of employees is in relation with their performance, and
- Factors such as organizational promotions, structure, culture, and approaches have impact on the job satisfaction of employees

C) Whereas among the content (behavioral) factors the highest percentage (98.75%) of the statistical universe believe that "directors of their organization are apt for adopting changes and act opportunistically";

Therefore, it is recommended to;

1- Teach the employees to act according to the organizational hierarchy in times of dealing with emerged problems, offering recommendations, and optimizing the current situation in order to solve the said problems step by step, and in cases that the related managers fail to solve such problems, the matter should be transferred to the higher organizational levels for being tackled. Such proceeding will increase the cooperation between the managers from different levels.

2- Devise programs for making the employees with the culture of the related organization (manners, mores, and attitudes) in the very beginning of their entrance. Then they will realize that what is the favorite of the organization? What it seeks for and which matters it stresses out?

3- Endeavor to keep the salaries higher than the standard levels of the society, and still to allot a determined percentage for the creativity of the employees and invention of new approached for the execution of the tasks, etc.

4- Increase the salaries and premiums one in every 6 month considering the inflation rate within the state country

5- Adopt policies concerning the organizational promotions in regular and cyclic fashion, for increasing the incentive in employees.

6- Conduct short-term and long-term educational courses for reducing the problematic matters concerning the assigned duties, increasing the skill of managers and employees, and updating their information.

7- Bring the employees under the support of the company and devise on time policies such as retirement pension, due payment of salary in stagnation periods, etc in order to create the sense of inter and extra-organizational security for the employees.

8- Allocate special rewards for the creativity and innovation of the managers and employees to create motivation in them and increase their tendency to accept risks.

9- Strengthen the tendency for being forerunner in the employees by allotting special rewards.

10- Teach the managers to determine objectives of the organization in different years and to devise precise programs and approaches for the realization of such goals, and to

11- Teach the managers to adjust themselves with the applied changes and to be able to arrange the subordinates such that make them able for making due use of the existing opportunities.

Since the statistical universe populations were the holders of key and fundamental professions, the researcher faced with some difficulties concerning the distribution and collection of questionnaires.

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Appendix

Dear responder,

This is to inform you that the results of this questionnaire will aid us in the execution of a scientific research, and your comments and experiences will contribute us in determining the factors having impact on the job satisfaction level of the employees of Schering Drug Company Branch of Germany in Iran.

As you will observe in next pages, 5 options are considered for every question including weakest, weak, medium, high, highest, be kind enough to us in choosing one of them. You do not need to write down your name in the present questionnaire, and you are completely free in choosing options.

However, notes that precision in choosing the proper option will contribute the researcher in the execution of the research and reaching reliable outcomes.

Finally, hopes that this research to be whether small but positive step for making use of its results in solving the present insufficiencies in the field of the quality of services offered in Schering Drug Company Branch of Germany in Iran, and I hope to reach useful results in relation with this research by relying the power of almighty God.

With regards,

Research group

Part A- Personal Specifications:

Sex: Male Female

Age:

Post:

Service Records: year (s)

Name of the organizational unit:

Educations: Associate Degree Bachelor's Degree

Master's Degree Ph.D.

Part A- Personal Specifications:

No	Questions in relation with structural factors	lowest	low	Medium	High	Highest
1	To what extent can the salary and premium factors apply impact on job satisfaction?					
2	To what extent can the payment of fees (salaries) be in relation					

No	Questions in relation with structural factors	lowest	low	Medium	High	Highest
	with the risk and creativity of individuals?					
3	To what extent can the payment of fees (salaries) be in relation with the performance of employees?					
4	To what extent are payments variable and in adjust with the needs of employees?					
5	To what extent can the work experience years (salaries) be in relation with job satisfaction level?					
6	To what extent can the organizational promotions influence the job satisfaction level?					
	To what extent are your company employees fulfilled with the following specifications?					
7	a: tendency to do tasks with the achievement incentive					
8	b: tendency to accept risks and enterprise					
9	c: attributing successes and failures to yourself					
10	d: need to independence					
11	e: delivery of new ideas and creativity					
12	f: dealing with ambiguities					
13	g: responsibility					
14	h: caution foresight					
	To what extent does your organization enjoy each one of the organizational cultures?					
15	a: behavior, honesty, confidence,					

No	Questions in relation with structural factors	lowest	low	Medium	High	Highest
	and credibility					
16	b: the education of people, is what the organization seeking for					
17	c: sense of commitment and confidence of members					
18	d: people look at work as recreation					
19	e: providing opportunity and chance for creative and innovative individuals					
20	To what extent can the professional security factor influence the job satisfaction level?					
21	To what extent can the organizational structure factor influence the job satisfaction level?					
22	To what extent can the organizational culture factor influence the job satisfaction level?					
23	To what extent can the organizational guideline factor influence the job satisfaction level?					
	Questions in relation with behavioral factors					
24	To what extent can the skills application factor influence the job satisfaction level?					
	How much are your organization managers are satisfied with you?					
25	a: acceptance of changes and opportunism					
26	b: audaciousness and accepting risks					
27	c: ability to work for long hours					
28	d: creativity and innovation					

No	Questions in relation with structural factors	lowest	low	Medium	High	Highest
29	e: foresight and tendency for being a forerunner					
30	f: accepting challenges and team work					
31	g: having suitable organizational skill					
32	h: the ability to discuss					
33	i: diligence					
34	To what extent is your organization of income variation?					
35	To what extent can the physical conditions influence the job satisfaction level of employees?					
36	To what extent can the age situation of employees have impact on the job satisfaction level?					
37	To what extent do the managers of your organization assign their tasks to creative and innovative individuals?					
38	To what extent do the personal differences factors influence the job satisfaction level?					
39	To what extent does the "Seniority" factor influence the job satisfaction level?					
40	To what extent does the "participatory needs" factor influence the job satisfaction level?					
41	To what extent does the "Personality" factor influence the job satisfaction level?					
42	To what extent does the "Education" factor influence the job satisfaction?					
43	To what extent does the "work					

No	Questions in relation with structural factors	lowest	low	Medium	High	Highest
	environment" factor influence the job satisfaction?					
44	To what extent does the "diversity work" factor influence the job satisfaction?					
No	Questions in relation with Environmental Factors	Weakest	Weak	Medium	High	Highest
45	How much the official hierarchy is considered within the organization?					
46	How much influence does the management method have on job satisfaction?					
47	How much influence does the work group factor have on job satisfaction?					
No	Questions in relation with Behavioral Factors	Weakest	Weak	Medium	High	Highest
48	To what extent are the organizational activities done through self-management independent teams?					
49	How much influence does the desired work situation factor have on job satisfaction?					
50	How much influence does the social communication factor have on job satisfaction?					