



## Structural Model of Job Satisfaction in Agricultural Research, Education and Extension Organization (AREEO) Staff Based on Herzberg Motivational Theory

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### Abstract

This study intends to draw a structural model of job satisfaction from the perspective of Herzberg's hygiene-motivation theory. The study was conducted on 528 staff of Research, Education and Extension Organization (AREEO), Iran. The sample size was determined by the Cochran method (n=222) and the data collection tool was a questionnaire which was a combination of Minnesota questionnaire and researcher-made. Panel of experts and Cronbach's alpha coefficient (0.89) indicated the validity and reliability of the questionnaire. Descriptive and inferential analyses were performed using SPSS software. According to the results of the correlation, the effect of individual characteristics on staff job satisfaction showed that 10% of the variance (variance) of staff job satisfaction was explained by them. Average satisfaction with hygiene factors and average satisfaction with motivational factors of AREEO staff were lower than average the job satisfaction rate. Amos software tested the theoretical model of research that showed that job satisfaction has both motivational and hygiene factors in the target population. The unique result of this paper was extracted the fitting model that indices were used to check the fit of the model (RMSEA=0.137; GFI=0.808; CMIN; 145.297), and the fitting values obtained for the research model as a whole confirm the suitability of the model.

#### Keywords:

Job Satisfaction, Structural Model, Agricultural Research Education and Extension Organization, Herzberg Motivational Theory

### 1. Introduction

The Agricultural Research, Education and Extension Organization (AREEO) were formally established in 1973 with the important task of agricultural research, education, and extension.. Part of organizational tasks includes:

- Study and research for the economic, social and cultural development of the agricultural sector and its promotion in the national economy and rural and nomadic development,

- Conducting all scientific, applied research and training on the missions, goals, tasks and activities of the Ministry of Agriculture Jihad.

- Organization Management by collecting, informing, research, disseminating statistics, information, and educational findings.

- Perform other related and relevant tasks within the organization's goals and missions.

- Conducting training programs for reforming the pyramid of human resources in the agricultural sector and other set of tasks that each of these tasks requires a capable, intelligent, and decision-making staff (AREEO, 2019).

Obviously, a promotion organization fulfills its mission with the staff 's ingenuity, good human relationships, ethical and human commitment, and an interest in working and developing consistent services and efforts. (Blanni & Radhakrishna, 1991). The main source of a successful promotion system is the large number of employees with job satisfaction that are interested in the job (Karami & Fanaee, 1994). In the other hand, the most important problem of extension organizations in developing countries is the lack of motivation and job satisfaction among staff. Most countries agricultural extension departments do not have a precise definition of human resource management (Babu et al, 1997).

During a century, researchers and scholars such as Herzberg et al (1959), Locke(1976), Maslow(1943), McClelland(1965), Moxley(1977), Wood(1976); have been curious about the motivation and job satisfaction of employees(Giese & Avoseh,2018). Employers understand is very important that having workers who are dedicated to their role, effective in their labor, and productive with their time. In addition, supervisors and organizations have a moral responsibility to care about the welfare and health of their employees. Employees who are satisfied with their jobs are better performers, go beyond the assigned responsibilities and expectations of their role, and have better overall well-being. In contrast, employees who are dissatisfied with their jobs are more likely to experience burnout, look for alternative employment, experience increased absenteeism, and other withdrawal behaviors (Spector, 1997). Willingness to do work or motivation is a key factor in creating the individual's efforts and activities. Motivation is one of the important tools in inducing employees to produce effective, efficient and successful implementation of anticipated programs. Obviously, in order for an organization to be able to fulfill its mission and mission, it requires employees with characteristics such as ingenuity, good human relationships, ethical and human commitment, an interest in working and developing services and consistent efforts (Bessell, 2012). Human interactions and their inter-organizational relationships with peers or supervisors is the key to job satisfaction (Chandrasekar, 2011). If employees are satisfied with their jobs, the performance result will be increased though employees would like to stay with the organization, ultimately, lower turnover results in decreased hiring cost which will directly impact the profitability of the organization. So organizations are most concerned with their workforce to enhance productivity and profitability (Chambers, 1989; Deeter-Schmelz & Sojka, 2003). Providing the opportunity to employees to have a greater impact on how they carry out their job and encouraging their inputs are believed to be valuable for both organizations and employees (Kim et al., 2010). The purpose of this study was to design a structural model of staff job satisfaction based on Herzberg's theory in the headquarters of the Agricultural Research, Education and Extension Organization in Tehran and to investigate the motivational and hygiene factors that are effective in creating and enhancing employee satisfaction. Knowing this could be provided staff job satisfaction.

### 1.1 Job satisfaction

Job satisfaction had many different definitions. Locke (1976) states that Job satisfaction refers to how much employees like or dislike their

job and many faces of it. Ashwathapa (2008) sited that it is the main element that leads to appreciation and the accomplishment of objectives which lead to fulfillment feelings. Apparently, if employees like their job strongly they are expected to experience higher job satisfaction, whereas employees who do not like their job will feel dissatisfied Hulin and Judge (2003), provided a different interpretation of job satisfaction that it consists of multidimensional psychological responses to an individual's work, then these individual responses have rational, emotional, and behavioral aspects. Rich et al. (2010) introduced it as Emotional reactions and responses to the job and the job dimensions. Hussein et al. (2013) indicated that job satisfaction is a reason that it is anticipated to achieve a better workforce retention rate and better-quality service delivery. Job satisfaction distresses organizational managers and leaders for the reason that it has an impact on significant organizational results (Sinha and Shukla, 2012). As argued by De Grip et al. (2009), employee's satisfaction at their job is considered a valuable element for organizations. In fact, satisfaction reveals the employee's emotional state and beliefs and can improve or deteriorate through mental and emotional reactions to the job and the job dimensions. Employees tend to view their work with unfavorable and favorable feelings (Rich et al, 2010).

Job satisfaction is a kind of positive feeling about one's job which is the result of factors such as working environment, working environment, type of management, salary (Shafi Abadi, 2005). Studying job satisfaction is important from two aspects. The first is the human dimension that deserves to be treated fairly and respectfully by employees, and the second is behavior that focuses on job satisfaction that can guide employees' behavior in a way that positively affects the functioning of their organizational tasks. One of the problems of government agencies in Iran is the low salaries of employees, and since salaries and benefits are one of the main drivers, it seems that trying to motivate employees and increase productivity will not work. However, research by Herzberg and colleagues suggests that the job itself is the most important motivating factor in the workplace (Herzberg et al., 1959).

### 1.2 Herzberg's theory

Herzberg's motivator-hygiene theory has been addressed by many scholars in order to examine job satisfaction (Temple, 2013; Steingrimsdóttir, 2012; Rahman et al., 2017; Alfayad & Arif, 2017; Giese & Avoseh, 2017).

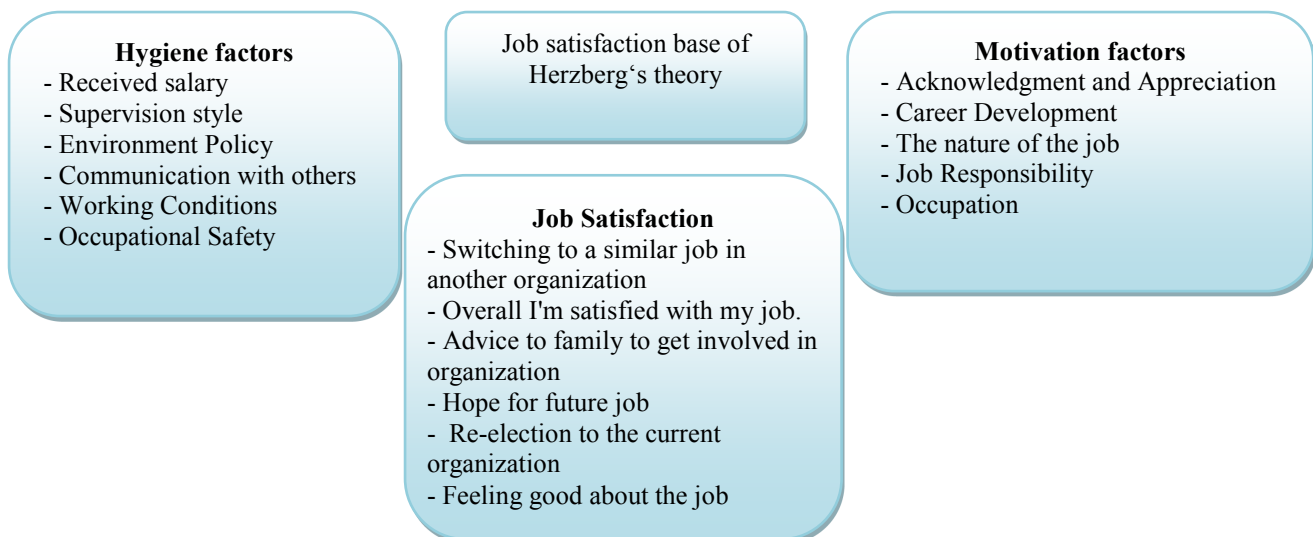
This theory determined that different aspects cause job satisfaction/dissatisfaction, also the emphasis on recognizing the individual's needs and

the strengths they identify with the purpose of satisfying these needs, therefore which can be useful for the outcome of this study. Herzberg's theory categorizes the factors, which affect job satisfaction into hygiene, and motivational factors. The hygiene factors such as (organization policy, pay, supervision and co-workers relationships, job security, working conditions) can lead to job dissatisfaction, on the other hand, do not upsurge the level of job satisfaction. Whereas the motivational factors such as (recognition, achievement, promotion, growth, work, and responsibility) can lead to job satisfaction, however, do not reduce the level of dissatisfaction (Herzberg et al. 1959). They added that, however, it is essential to fulfilling the hygiene elements to reduce job dissatisfaction, it is more necessary to concentrate on the motivational elements in order to improve and escalate job satisfaction. Satisfiers or motivators contain the factor or aspects, which are built on the nature of the job itself, whereas hygiene aspects are related to the environment surrounding the job such as supervision and company policy. Hygiene aspects are essential to avoid the bad and negative feelings at the workplace. In contrast, motivational aspects are the actual factors, which motivate employees at the workplace (Herzberg, 1966). In brief, hygiene factors specify aspects of work, which retain employees from being unhappy or dissatisfied. On the other hand, the motivational factors specify aspects of work that provide the employees the feeling of being content and satisfied.

Baah and Amuvako (2011) recognized that motivational factors such as work self, sense of

accomplishment, sense of responsibility, cognition, job growth, progress, and development opportunities help employees recognize their value in the organization. Therefore, they emphasized that motivation is a source of internal satisfaction that leads to greater satisfaction while hygiene factors are external happiness but are much more powerful than motivational factors. But hygiene factors are still important for employee satisfaction because Herzberg suggests that these motivational and hygiene factors are intertwined. They explained that hygiene factors eliminate the element of dissatisfaction among employees, while ultimately motivational factors lead to satisfaction. To examine the relationship between workplace risk and their job satisfaction, Sell and Cleal (2011) found that the workplace and psychological factors such as workplace self, reward, and social security were directly related to job satisfaction. Bakotik and Babik (2013) supported these findings by stating that difficult working conditions can lead to job dissatisfaction. Therefore, improving employee performance, improving working conditions, managerial support and a better reward system can play a key role. Tariq et al., (2013) stated that workload, wages, stress in jobs and family conflicts are caused by job dissatisfaction among employees and lead to more turnover in the organization. Razig and Moulabakhsh (2015) also found that these working conditions are the opportunities for growth and improvement and advancement, the key players in job satisfaction and employee motivation (Fig 1).

Figure 1. Theoretical framework of research



### 3. Materials and methods

In this study, two methods have been used include documentary method (for studying theories and information acquisition) and survey (for measuring and analyzing information and statistical operations). Surveying is the most common type of social research for data gathering in which certain groups of people are asked to answer a number of specific questions that are all the same (Robertson, 1998). The present study was conducted in 2019. The statistical population of the study consists of all the staff (N=528) of the headquarters of the Agricultural Research, Education and Extension Organization. We used simple random sampling and Cochran formula to determine the sample size:

$$n = \frac{(N \times t^2 \times p \times q)}{(N \times d^2 + t^2 \times p \times q)}$$

In the above formula, usually, the maximum allowed error (d) was 0.05, confidence coefficient 0.95, t = 1.96, p and q values were equal to 0.5 and community volume (N = 528).

$$n = \frac{(528 \times 1.96^2 \times 0.5 \times 0.5)}{(528 \times .05^2 + 1.96^2 \times 0.5 \times 0.5)} = 222$$

The data collection tool was a questionnaire which is a combination of Minnesota and researcher questionnaires. In general, the questionnaire consisted of three parts, the first part consisting of hygiene and motivational factors items, the second part related to job satisfaction items and the third part containing demographic characteristics of the statistical population of the research that are age, gender, marital status, and ...

Panel of experts and Cronbach's alpha coefficient test was used to determine the validity and reliability of the questionnaire. The coefficient of the Cronbach's alpha was 0.89. Research variables in this study include job satisfaction, remuneration, supervisory style, communication with others, work environment, job development, policies, recognition and appreciation, job security, job nature, job responsibility, and job position. Data were analyzed by SPSS software and the model was designed by Amos. At first, descriptive statistics was used to show the frequencies distributions and the Spearman correlation coefficient was used to show the relationship between independent and dependent variables. One-dimensional tables and graphs, central index (mean), and dispersion index (standard deviation) were used to describe the variables. The regression model was used to predict the role and impact of independent variables on the dependent

variable. In follow, the structural model of variables was designed.

### 4. Results and discussion

Since the descriptive findings in one study examined the distribution of sample traits and characteristics in relation to a particular topic, then the present study examined the individual characteristics of the respondents so that the findings from the age measurement indicated 35.1% of the respondents were female and 64.9% were male. In terms of marital status, 89.2% of respondents were married and 10.8% were single. Also, 4.3% of the respondents had undergraduate, 5.7% diploma, 8.6% postgraduate, 57.1% bachelor degree, 21.4% master degree and 2.9% doctorate. Regarding the job title, the majority of respondents (45.8%) were experts, 32.2% were employees, 16.9% were supervisors/administrators and 5.1% were faculty members. Regarding work experience, we can also say that 5.4% between 30 and 35 years, 20.3% between 25 and 29 years, 29.7% between 20 and 24 years, 25.7% between 15 and 19 years, 216.1% were between 10 and 14 years old and 2.7% were between 5 and 9 years old. The findings also showed that 7.1% of their incomes were less than 500,000 Tomans, 12.5% of their income was between 501 to 600,000 Tomans, 14% between 601 and 900,000 Tomans, 30.4% between 901 and 1 million 100 thousand Toman and 35.7 percent have income above 1 million 100,000 Tomans . According to the Table 1, respectively, the variables of the present study are listed as follows: salaries, Supervision, Communication, Workplace Conditions, Job Development, Environmental Policy, Recognition and Appreciation, Occupational Safety, Job Nature, Job Responsibility, Job Position and job satisfaction.

In the inferential statistics section and testing the research hypotheses, the research results show that:

There is a significant relationship between salaries, supervisory style and supervision, organization colleagues, communication, workplace environment, job development, environmental policy, recognition and appreciation, job security, job nature, job responsibility, and job position as independent variable and job satisfaction of AREEO staff as dependent variable (Table 2).

Also, there is a significant relationship between age, education, work experience, gender, and job hierarchy and job satisfaction of AREEO staff with a significance level of 1% (sig = 0.000).

Table 1. Frequency distribution of respondents according to the variables

Variables	Mean	Average score	Standard deviation	Min	Max
Salary	15.62	18	5.01	6	29
Supervisory Style	22.72	21	6.002	9	34
Communication	22.79	21	5.91	7	33
Workplace Conditions	7.25	9	3.12	3	15
Job Development	8.80	12	3.59	4	18
Environmental Policy	10.43	12	3.58	4	20
Recognition and Appreciation	11.76	15	5.33	5	25
Job Safety	10.12	12	3.51	4	20
Job Nature	9.02	9	2.83	9	15
Job Responsibilities	7.54	9	3.16	9	15
Job Position	4.43	6	1.53	2	9
Job Satisfaction	17.16	18	4.62	7	30

Table 2. Correlation coefficient variables

Variable 1	Variable 2	r	Significant
Salary	Job satisfaction	0.736 **	0.000
Supervisory Style		0.788 **	0.000
Organization Colleagues		0.644 **	0.000
Communication		0.644 **	0.000
Workplace Environment		0.558 **	0.000
Job Development		0.843 **	0.000
Environmental Policy		0.819 **	0.000
Recognition and Appreciation		0.868 **	0.000
Job Safety		0.865 **	0.000
Job Nature		0.735 **	0.000
Job Responsibilities		0.840 **	0.000
Job Position		0.840 **	0.000

According to the research findings, the mean score of job satisfaction among faculty is equal to (17.50) which is higher than the average of other job hierarchies. Therefore, the observed difference between the mean scores of job satisfaction in each job position based on F test (6.02) is at least 99% significant. In other words, the job satisfaction of AREEO staff is significantly different from their level of education. The average satisfaction with the hygiene factors of AREEO staff is too low. Based on the results, the actual mean satisfaction from Herzberg's hygiene factors was extracted from 31 questions of the questionnaire. The actual mean was obtained 89.46 which are lower than the assumed mean (93). Therefore, it isn't significant and the hypothesis has been rejected, as the mean satisfaction of hygiene factors of AREEO's staff is below average and this result will be true not only in the statistical sample but also in the statistical population.

The average satisfaction with the motivational factors of AREEO staff is too low. Based on the results, the actual mean satisfaction from Herzberg's motivational factors was extracted

from 17 questions of the questionnaire. The actual mean was obtained 41.98 which is lower than the assumed mean (51). Therefore, it isn't significant and the hypothesis has been rejected, as the mean satisfaction of motivational factors of AREEO's staff is below average and this result true not only in the statistical sample but also in the statistical population. Also, based on the findings of this study, income and age as personal factors were effected on employees' job satisfaction. The effect of both variables on job satisfaction is increasing. The income ( $\beta=0.341$ ) is more effective than age ( $\beta=0.224$ ). The general model of the research in order to determine the severity and impact of independent variables on job satisfaction of Research, Education and Extension (AREEO) staff in Figure 2 and the variables and drawing symbols in the model are presented in Table 3).

According to the results of the model, a significant relationship with positive coefficients (0.60), and (0.69) shows that the higher the satisfaction in hygiene and motivational factors leads to higher job satisfaction.

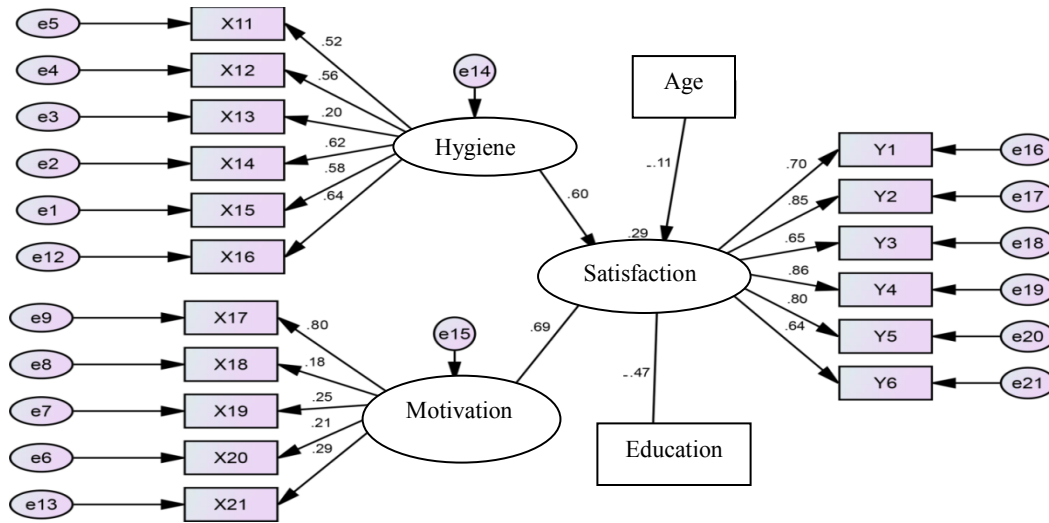


Figure 2. Standard Coefficients of the Structural Equation Model for Job Satisfaction among AREEO's Employees

Drawing symbols in the model	variables	Indicators
Satisfaction with Herzberg hygiene Factors	Received salary	X11
	supervision style	X12
	Environment Policy	X13
	Communication with others	X14
	Working Conditions	X15
	Occupational Safety	X16
Satisfaction with Herzberg's Motivational Factors	Acknowledgment and Appreciation	X17
	Career Development	X18
	The nature of the job	X19
	Job Responsibility	X20
	Occupation	X21
Job Satisfaction(JS)	Overall I'm satisfied with my job.	Y1
	Switching to a similar job in another organization	Y2
	Advice to family to get involved in organization	Y3
	Hope for future job	Y4
	Re-election to the current organization	Y5
	Feeling good about the job	Y6
Education degree	Education degree	
Age	Age	

Negative coefficients show that with an increase in age and education, job satisfaction declines. Also, regression results show the coefficient of determination ( $R^2$ ) is set to the model (0.29). It means that all independent variables can determine 29% of job satisfaction variation. Table 4 shows the regression weights of the model variables with Amos software. The table displays the un-standardized estimate, its standard error (abbreviated S.E.), and the estimate divided by the standard error (abbreviated C.R. for Critical Ratio). The probability value associated with the null hypothesis that the test is zero is displayed under the P column. All of the regression coefficients in this model are significantly different from zero beyond the .01 level.

Standardized estimates allow you to evaluate the relative contributions of each predictor variable to each outcome variable. The standardized estimates for the fitted model appear below. There is not much difference between the standardized and un-standardized coefficients, probably because the units are derived from survey measurement items. By contrast, variables with very different measurement scales entered into the same model can result in sharp discrepancies between the standardized and un-standardized regression coefficient output. In Table 5, the results of the first-order factor analysis for the four-factor structure are shown. In general, the fit indices indicate that the model is suitable and suitable for the research model.

Table 3. Drawing variables and symbols in the model

Drawing symbols in the model	variables	Indicators
Satisfaction with Herzberg hygiene Factors	Received salary	X11
	supervision style	X12
	Environment Policy	X13
	Communication with others	X14
	Working Conditions	X15
	Occupational Safety	X16
Satisfaction with Herzberg's Motivational Factors	Acknowledgment and Appreciation	X17
	Career Development	X18
	The nature of the job	X19
	Job Responsibility	X20
	Occupation	X21
Job Satisfaction(JS)	Overall I'm satisfied with my job.	Y1
	Switching to a similar job in another organization	Y2
	Advice to family to get involved in organization	Y3
	Hope for future job	Y4
	Re-election to the current organization	Y5
	Feeling good about the job	Y6
Education degree	Education degree	
Age	Age	

Table 4. Regression weights of model variables with Amos software

		Estimate	S.E.	C.R.	P
JS	R hygiene	.130	.128	1.015	.040
JS	R Motivational	3.055	.802	3.810	***
JS	Education degree	.188	.086	2.193	.028
JS	Age	.106	.075	1.423	.155
X11	R hygiene	1.000			
X12	R hygiene	1.022	.134	7.599	***
X13	R hygiene	.444	.145	3.059	.002
X14	R hygiene	.759	.106	7.185	***
X15	R hygiene	.813	.119	6.862	***
X16	R hygiene	.928	.120	7.761	***
X17	R Motivational	1.000			
X18	R Motivational	1.115	.380	2.933	.003
X19	R Motivational	.827	.329	2.511	.002
X20	R Motivational	.371	.271	1.370	.007
X21	R Motivational	1.258	.402	3.129	.002
Y1	JS	1.000			
Y2	JS	.798	.061	13.147	***
Y3	JS	.980	.051	19.211	***
Y4	JS	.848	.049	17.270	***
Y5	JS	.691	.054	12.752	***
Y6	JS	.810	.056	14.482	***

Table 5. Fitness Indicators

Quantity	Indicator	Quantity	Indicator	Quantity	Indicator
0.828	NFI	0.808	GFI	145.297	CMIN
0.823	RFI	0.769	AGFI	0.137	RMSEA
33	HOELTER	0.791	CFI	5.588	CMIN/DF

The Fit Indicators confirm the suitability of model. The sample size has a significant effect on chi-square values and degree of freedom of the model, also there are indices that fit the sample size to the model, such as Helter Index at two significant levels of 5 and 1% error.

In this model, 1% error, (99% confidence) is considered for accuracy. This indicator indicates how much sample volume is sufficient for the model. According to the Helter Index at a 99% confidence, the sample size of 33 seems sufficient, but the research model results from the analysis of 222 cases of the sample size, which means the model has good fitness in terms of sample size and other indices.

Based on the findings of the study, it was found that the level of satisfaction with the salary received is significantly higher than the assumed average and can be a factor in increasing the job satisfaction of employees. also, it was Considered other conditions such as the proportion of wages with ability, experience and work skills, education level, workload, non-discrimination of employee wages, the proportionality of overtime, the proportion of opportunity to earn as much as other colleagues in this field.

The result is the same as Herzberg's two-factor theory, which states that material conditions such as increases or decreases in salaries, wages, benefits, and rewards can affect job satisfaction. Income is also one of the factors that can be fulfilled to satisfy individuals. The results of many internal researches such as Zahedi et al. (2000), Rafiei et al. (2011), Safi et al. (2010) and Jahani et al. (2009), point to the positive relationship between salary and job satisfaction. Research corresponds. External research, such as Stuart's Camp (1991), also points to the positive relationship between salaries and employee satisfaction.

Another finding was that supervisory style can be a factor in promoting job satisfaction. As outlined in Herzberg's two-factor theory, the method of managing the staff by the boss or supervisor, the amount of boss support from the staff, the ability and skill of the manager or supervisor in managing the organization, how the manager and supervisor interact and behave, The boss's approach to dealing with complaints and the personal communication that exists between the manager and staff has an impact

on employee job satisfaction. Also, external or social factors such as organizational and workgroup system and working environment conditions effect on job satisfaction. other findings of the research show the impact of control and supervisory style as the social factors on personnel job satisfaction.

Findings of the present study that there is a positive relationship between ethical behavior among managers, accountability, fairness, and trustworthiness of managers with job satisfaction of employees, are match with Beheshti Far and Nekoui Moghadam (2010), Gholizadeh et al. (2010), Jahani et al. (2009) and Nogani et al. (2007) researches.

The results of international research, such as Robbins (1995), also show that if the boss is intimate with the staff and hears from them, he obtains good performance and respect from staff, and ultimately, Job satisfaction will increase.

It is worth noting that the findings of the study showed that one of the strongest correlations among the research variables is the relationship between supervisory style and control with job satisfaction, which is match with the findings of Ranjbar and Vahidshahi (2007).

Workplace conditions are the most effective factors in job satisfaction, and factors related to the organizational position (communication and how employees are supervised) are less relevant. Also, the findings of this study showed that providing educational facilities and job promotion has a significant significance with a hypothetical mean. Paying attention to things like holding conferences and seminars, how the organization deals with continuing education opportunities, upgrading to higher positions, providing conditions for creativity and innovation, and creating opportunities for growth and advancement in an organization can increase employee job satisfaction Be influential. This conclusion can also be drawn from Maslow's needs theory. It has been argued that self-actualization (such as maximizing the potential of potentials) is one of the needs that must be met. More satisfaction has accessed with more desirable organizational conditions for self-actualization in the workplace and the greater the opportunity for individuals to express and express their thoughts and beliefs. In this regard, Herzberg's theory of motivational factors refers to the possibility of growth and promotion in the job and



considers it one of the influential factors in increasing job satisfaction. This research finding is also consistent with many internal studies such as Rafiei et al. (2011) and Jahani et al. (2009).

The results of this study showed that the satisfaction of communication that dominates in the organization is higher than average. Discussion of human relations such as ethical behavior of the manager with staff, interpersonal relationships and intimate relationships with colleagues, the spirit of cooperation among colleagues, the opportunity to develop close relationships with colleagues, etc. These factors are in general conditions. They create for the person in the organization that will affect their level of job satisfaction. The result of this research is a confirmation of the biological theory of growth, accrual and acquired needs theory that expresses a desire to cultivate intimate friendships with others that express a desire to satisfy interpersonal relationships, including the needs that are inherent in each human being and fulfilled. It strengthens one's sense of satisfaction. Internal research findings, such as Joulaie et al. (2011), also refer to the influence of the atmosphere and the relationships that govern the organization and consider it to be an effective factor on employee satisfaction.

We also found that job satisfaction was related to income and age. The higher level of income equal to the higher the satisfaction. Older employees are also more satisfied with their job status. It is worth noting that the findings showed that the level of job satisfaction is different between male and female employees, indicating that even in an organization, the manager must also consider their gender in order to satisfy their employees. In the same situation among women, job satisfaction may be high, but in the same situation men will have low job satisfaction. But Ghasemi Nejad (2002) in his study, contrary to the findings of this study, has shown that there is a significant difference between men and women in terms of organizational climate and stress, but there is no difference in job satisfaction between men and women. Farhaniyah (2001) also found no relationship between gender and job satisfaction in his research. But Korman said in his study that job satisfaction varies between the sexes. The results show that management style has an impact on job satisfaction. Also, it is suggested to conduct research on the types of management styles that govern research organization, agricultural education and extension and its impact on employees' job satisfaction. There aren't any researches that stated this finding directly. Also, the quality of human relationships has an impact on job satisfaction. Investigating the types of formal and informal relationships between employees and their

impact on employees' satisfaction level can also be a topic for future research. Measuring job satisfaction by considering psychological and environmental factors and family circumstances can enhance the power of generalizing research results. Therefore, it is suggested to investigate the impact of intra-organizational and extra-organizational factors (including environmental and family factors).

## 5. Conclusion and Recommendations

Based on the findings of the study, the following suggestions are suggested to increase employee satisfaction.

- Since the results of this study suggest that supervisory and control style and the way managers treat employees are influenced by job satisfaction, managers' involvement in employee affairs should have a boundary and framework and it's better than avoid interferes with employees in manager tasks.

- The results of the research show that providing job promotion conditions to employees will increase their job satisfaction. Accordingly, it is suggested that the employees of the organization be offered the opportunity to be promoted to higher positions based on their abilities and competencies, as well as to provide creativity for the development of their talents.

- The quality of human relationships in the workplace is one of the other factors that have a significant impact on employees' job satisfaction. It is suggested to identify the most ethical employee of the organization during the month and to be honored and honored during the ceremony. Holding weekly or monthly happy competitions between employees and awarding prizes can help to productive interaction between employees.

- Choosing the right people to recruit and train them for specialized posts (based on age, experience, education)

- Revising posts and redefining organizational ranks can be effective in enhancing employee satisfaction.

- Eliminate discrimination in the workplace, pay salaries and benefits, and provide job incentives (encouraging the financial benefits of job promotion), paying benefits in terms of workload and inflation.

- Modifying the workload Due to the reduced work hours, the importance of quality rather than quantity is also suggested to increase employee satisfaction.

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