



THE STUDY OF THE RELATIONSHIP BETWEEN JOB SATISFACTION AND MANAGERS' EFFICIENCY FROM COLLEAGUES VIEWPOINT

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ABSTRACT

Not only is job satisfaction important per se, but, according to its effect upon other aspects of career perspective, it also possesses investing value. As a matter of fact, through increase in job satisfaction, other aspects of job perspectives such as organizational commitment, job involvement and organizational atmosphere are improved. Job satisfaction is included among important factors in job success and it results in a boost in efficiency and also a sense of personal satisfaction. In accordance with the results and the research findings of the most of experts and thought leaders, neglecting and underestimating the motivating factors among managers strongly reduces their efficiency capabilities and job satisfaction. This study aimed at determining the degree of the relationship between job satisfaction and efficiency of managers at guidance schools in Qom, Iran. The statistical population of this survey included 71 managers (both men and women) of the schools under study, chosen through random sampling. The approach of the study was causal- comparative correlation in a couple of descriptive and analytical levels. In the descriptive statistics level, the frequency, percentage, mean, median were being used, while in inferential statistics the research makes use of Pearson correlation coefficient, Spearman and t-test with two independent groups. The testing instrument was Job Descriptive Index (JDI, including 40 questions) and management performance questionnaires (including 81 questions) which is codified by Visouki and Chrome in 1991. Analyzing the information achieved from 71 questionnaire (36 men and 35 women) on the basis of the goals and testing the study hypotheses we found there was a relationship between job satisfaction and management efficiency; however, this relationship is not meaningful.

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Keywords: Job satisfaction, Job satisfaction components, Efficiency, Managers, Possibility of promotion, Education, Guidance schools.

Contribution/ Originality

The present research project contributes significantly the way educational activities could be internalized to help the progress of organizational aims. Understanding the attitudes and the strengthening the skills of human resources help the facilitation of educational processes.

1. INTRODUCTION

Today, the Ministry of Education, as one of the most critical institutions of the society, plays a determinative role in the development process. If the development components are considered in different political, cultural, social, economic and educational dimensions, in the meanwhile, the role of Ministry of Education cannot be neglected. As a result, such an institution which creates development and works as the driver engine of development process is in urgent need for internal development.

It is acceptable that, despite performed measures during recent years, and following the conquest of the Islamic Revolution in Iran, there is not still secular and spiritual charisma to engage most qualified potential personnel to executive positions in education system. Consequently, engaging talented, capable and competent personnel requires some measures including encouragement, secular and spiritual charisma, proper wages and benefits, increasing the authorities, facilities, conditions proper to work place and possibility to improve. Thus, a large part of very important and effective school activities belong to the tasks of managers and their assistants. Therefore, according to the importance and the valuable role of managers and their assistants in educational system, and particularly in educational units, this survey considers the factors affecting their job satisfaction.

1.1. Statement of the Problem

Presently, the organizations have come across diverse problems. Parts of these complications are resolved through utilizing different methods and approaches; however, some others, dealing with humane aspects, for the complexities in human behavior, have different requirements which are not easily met. The educational system and particularly, the ministry, based on the number of human resources, needs a high effort to solve the problems and better managing the issues.

One of the significant problems of education in Iran is the lack of necessary and sufficient attraction to attract talented, capable and experienced people in the management of schools. The first step in this regard is to create different moral and material motivations, and to prepare proper conditions for activities in schools. Directing and managing the school and educational institutions throughout the country is a very complex, and at the same time, sensitive and critical art; that's because, in these institutions and upon their managers' supervision, there are hundreds of thousands of teachers and millions of people, and billions of dollars of capital and national income are utilized to educate and train the effective women and men for the country's future. As a result, every effort to better management of human beings requires discovering of basic needs, understanding the motivation of people's behavior and reflecting toward different working groups. For this, the organization must make use of drives which lead to increase in effectiveness and efficiency, and therefore in their job satisfaction (Safi, 1998). In their daily life, people encounter

numerous issues each of which can turn pleasant or unpleasant to them. Individual, particularly, in his/ her workplace and in interaction to others, achieves different feelings which may result in satisfaction or dissatisfaction.

Nayeli (1994) considers the job satisfaction as a set of compatible and incompatible feeling through which the staffs look their work; that is, in fact, job satisfaction is a type of conformist attitude to work and duty which is upon the employee. Morhead and Griffin (1995) with other perspective also knows the job satisfaction as a type of attitude, and says that job satisfaction regards individual's general attitude toward work. The topic of the relation between job satisfaction and function is one of the most disputable issues in terms of job satisfaction. There are three attitudes in this regard: 1- the job satisfaction leads to increase in function. 2- job function results in job satisfaction. 3- there is no intrinsic relationship between function and job satisfaction, but different rewards interfere (Moghimi, 1998). Job satisfaction is known as one of the motivating factors in work.

Stephen P. Robins defines job satisfaction as "individual's general intention to its work"; whoever possesses high job satisfaction, also possesses positive attitude toward it; on the other hand, if one is not satisfied with its job, it leads to its negative attitude to job. Fundamental Question: "According to educational colleagues, is there any relationship between job satisfaction and management efficiency in guidance schools in Qom?" Additionally, it is attempted to answer the specific questions in terms of "five factors of job satisfaction" and their relationship with "job satisfaction" and some variables such as gender, years of experience and the type of educational license.

1.2. Specific Questions

1. Is there any relationship between the job satisfaction component of "job nature" and the managers' efficiency?
2. Is there any relationship between the job satisfaction component of "supervisors" and the managers' efficiency?
3. Is there any relationship between the job satisfaction component of "colleagues" and the managers' efficiency?
4. Is there any relationship between the job satisfaction component of "possibility of promotion" and the managers' efficiency?
5. Is there any relationship between the job satisfaction component of "wages and benefits" and the managers' efficiency?

1.3. General Purpose

The study of the relationship between job satisfaction and managers' efficacy from colleagues' viewpoint

1.3.1. Specific Purposes

1. Estimating the relationship between the component of "colleagues" job satisfaction and managers' efficiency.

2. Estimating the relationship between the component of “supervisors” job satisfaction and managers’ efficiency.
3. Estimating the relationship between the component of “wages and benefits” job satisfaction and managers’ efficiency.
4. Estimating the relationship between the component of “possibility of promotion” job satisfaction and managers’ efficiency.
5. Estimating the relationship between the component of “work essence” job satisfaction and managers’ efficiency.

1.4. Significance of the Study

Since the educational system generally, and schools in particular, are completely humane systems, and also, among their important duties is included providing the aspects of personality development in children and adolescents. On one hand, it carries the training of healthy, faithful, creative, mature, balanced and skilled human beings, and on the other, is responsible for their education to begin higher levels to help community excellence through suitable employment. According to the increasing development of the country and the variety of individual and social needs, the development of science and technology, the necessity of promoting public knowledge and culture and welcoming the study at different levels has increased. Every day, the number of the schools and the students is increasing. This indicates the importance and complexity of wide mission of this system in which the role of school managers and their representatives is a pile in directing the school system, and its significance is illustrated. In this regard, concerning the importance of the staff job satisfaction, specifically, that of managers and their representatives possesses fundamental necessity.

1.5. Study Variables

In this study, the independent variable is job satisfaction and the managers’ efficiency is regarded as dependent variable.

1.6. Review of Internal Literature

Heydari (1994) had a research entitled as “A Study of factors affecting job satisfaction among managers of primary school in Kohkiloyeh” in which the following results were made:

- A) There is a meaningful relationship between job satisfaction and educational license.
- B) There is a meaningful relationship between job satisfaction and proper salary. (Heydari, 1994)

Paydaar (2002) in a research entitled as “The Comparison between the efficiency of managers educated in Educational Management and other managers” studied this hypothesis: the managers educated in Educational Management possess better efficiency and efficiency. Through investigating the information data and utilizing statistical methods, he concluded that there is a direct and undeniable relationship between education in Educational Management and managers’ efficiency.

1.7. Review of Foreign Literature

One of the studies on the influential factors on the job satisfaction was done by Lawrence (1949, as cited in Hersey and Blanchard (1989) on industry staff. The managers were asked to be in workers shoes and do it according to their hierarchy and the importance of their major of study to describe the requirements of the workers from their job. It was underlined to level the managers based on what the workers want rather than what the managers prefer. The workers were also asked to make levels based on what they want from their job. The results of this study indicated that, the managers, in general, gave the higher level to the workers' request for good wages, job security, promotion and favorable conditions of work. On the other hand, the workers considered more than other things, Full appreciation for work, Feeling of being involved in the work, and Empathic understanding of personal problems. The interesting point in this study is that what the workers consider more was less considered by the managers.

Fitch (1998) performed a study entitled as "the study of updating the job satisfaction of Library support staff", and revealed that 18% of the participants expressed they had conditions to assert their opinions. They were dissatisfied with the absence of challenge and repetitive activities. They introduced internet as a means to create challenges in work. Generally speaking, the librarians were dissatisfied for financial and wages issues, the absence or lack of respect and appreciation, others' negative attitude towards them, lack of opportunity for advancement in their career as librarian and the lack of sufficient knowledge about their job. At last, most of personal features had 95% probability of meaningful effect upon the librarians' job satisfaction.

Pors (2001) in cooperation with Danish Institute Library, has made a research entitled as "Job satisfaction among Danish Managers" which has taken place through analytical survey, and the data is collected through questionnaire. The results of this survey indicate that the managers in high rank are more satisfied than the managers in lower ranks; the least satisfaction belongs to the average managers. There is no meaningful difference in the satisfaction between men and women. There is a meaningful relationship between job satisfaction and independent decision making. Those managers who are more considered with development plans, workloads and challenging issues are more satisfied with their job. There is a meaningful relationship between job satisfaction and authority. The managers with higher level of job satisfaction have more effect upon the staff and the users from different aspects. The managers with higher job satisfaction a) less prefer to talk about their wages, b) work for longer time, c) there is a balance between their life and job, d) are so much interested in the development of libraries. The general conclusion of this study suggests that the managers of Danish general libraries and colleges are satisfied with their work. Rohl and Conie (1993) in their studies concluded that the managers, more than any other time, need to evaluate their staff's needs, and that they must be sensitive to them. Rollinson *et al.* (1998) in their study indicated that wage is an aspect of job which is the reason for the most part of staff dissatisfaction; this issue accords with Hersberg's theory based on which the wages theory is a health factor whose shortage can make dissatisfaction; however, its abundance does not result in job satisfaction. This attitude neglects many of symbolic meanings of wages level (such as symbols of progress, identify, appreciate and value the staff) which can affect job satisfaction.

2. METHOD

The method of the study is a correlation – causal comparative survey.

2.1. Statistical Population

The statistical population of this survey includes 229 people of women and men managers working in four areas of Qom in 87-88 educational years each of which working in one of the guidance schools in Qom Education.

2.2. Sampling and its Method in this Study

To evaluate manager's efficiency according to single level clustering sampling method, 96 schools (24 schools for each area, 12 boy schools and 12 schools for girls), and 3 teachers from each school (including 96 managers and 288 teachers, through attendance list) were chosen by random sampling, with the cooperation of Education office in Qom.

2.3. Collecting the Data

To collect the required data in this survey, first, 96 schools (including 24 schools for each area, 12 girl schools and 12 boy schools) were chosen randomly; through the attendance list, 3 teachers were chosen randomly to answer the questionnaire of manager's efficiency.

2.4. Descriptive Statistics

How much is the managers' efficiency from teachers' perspective based on gender?

Table-1. Managers' efficiency based on the gender of the teachers

Gender	N	Percentage M	SD
Men	128	73.69	9.18
women	90	79.14	6.58
Total	218	75.94	8.62

Data in table 1 shows the efficiency percentage for managers based on the responses of male and female teachers. According to the results, the efficiency of male managers was 73% from teachers' perspective, while the efficiency of female managers was 79%. Therefore, from the female teachers' perspective, managers were more efficient in their job.

Table-2. Job satisfaction based on relationship between nature of job, colleagues, supervisors, promotion possibility, and salary and managers' efficacy

Job satisfaction	Managers' gender	number	Mean	Sum	SD	Total
Nature of job	Male	43	81.62	84.97	14.25	13.76
	Female	28	90.29		11.25	
supervisors	Male	43	72.58	75.35	14.36	15.11
	Female	28	79.77		15.50	
colleagues	Male	43	66.51	69.48	15.21	15.47
	Female	28	74.22		14.94	
						<i>Continue</i>

promotion & growth	Male	43	58.79	62.28	17.44	17.11
	Female	28	67.85		15.27	
Salary	Male	43	88.27	91.54	19.15	19.49
	Female	28	96.74		19.24	

Based on the responses given by male and female managers, it was revealed that job satisfaction in female managers was more than that in male managers. The results revealed that female managers were more satisfied than male managers in terms of their job nature, colleagues cooperation, possibility of promotion, and salary system.

3. RESULTS

3.1. Major Hypothesis

There is a meaningful relationship between job satisfaction and the managers' efficiency. To study this relationship, Pearson Correlation Coefficient was used.

Table-3. Mean, standards deviation, job satisfaction and managers' efficiency

Factors	M	SD	Number of Answers
Job satisfaction	150.15	24.72	71
Efficiency	307.24	34.76	233

Table-4. Pearson Correlation Coefficient for job satisfaction and the managers' efficiency

Variables	Correlations	p	N	Result
Job satisfaction/ efficiency	0.025	0.83	71	No relationship

3.2. Question-1

There is a relationship between the component of "nature of job" job satisfaction and managers' efficiency. Pearson Correlation Coefficient was used to study the relationship between of "nature of job" job satisfaction and managers' efficiency.

Table-5. Mean, standard nature of job and benefits job satisfaction and managers' efficiency.

Variables	M	SD	Number of responses
Nature of job	42.54	6.85	71
Managers' efficiency	307.24	34.76	233

Table-6. Pearson Correlation Coefficient test for nature of job in job satisfaction and managers' efficiency

The study variable	Correlation	α level	N	Results
Nature of job in job satisfaction and managers' efficiency	-0.014	0.908	71	No relationship

3.3. Question-2

There is a relationship between the component of "supervisors" job satisfaction and managers' efficiency. Pearson Correlation Coefficient was used to study the relationship between of "supervisors" job satisfaction and managers' efficiency.

Table-7. Mean, standard deviation of supervisors’ job satisfaction and managers’ efficiency.

Factors	M	SD	Number of responses
Colleagues job satisfaction	34.02	6.83	71
Managers’ efficiency	307.24	34.76	233

Table-8. Pearson Correlation Coefficient test for supervisors job satisfaction and managers’ efficiency

Variable	Correlation	α level	N	Results
Supervisors job satisfaction and managers’ efficiency	-0.049	0.687	71	No relationship

3.4. Question-3

There is a relationship between the component of “colleagues” job satisfaction and managers’ efficiency. Pearson Correlation Coefficient was used to study the relationship between of “colleagues” job satisfaction and managers’ efficiency.

Table-9. Mean, standard deviation of colleagues job satisfaction and managers’ efficiency.

Factors	M	SD	N
Colleagues job satisfaction	34.94	7.86	71
Managers’ efficiency	307.24	34.76	233

Table-10. Pearson Correlation Coefficient test for colleagues job satisfaction and managers’ efficiency

The study variable	Correlation	α level	N	Results
Colleagues job satisfaction and managers’ efficiency	0.058	0.632	71	

3.5. Question-4

There is a relationship between the component of “promotion” job satisfaction and managers’ efficiency. Pearson Correlation Coefficient was used to study the relationship between of “promotion” job satisfaction and managers’ efficiency.

Table-11. Mean, standard promotion and benefits job satisfaction and managers’ efficiency.

Factors	M	SD	N
Promotion	15.66	4.31	71
Managers’ efficiency	307.24	34.76	233

Table-12. Pearson Correlation Coefficient test for promotion job satisfaction and managers’ efficiency

Variable	Correlation	α level	N	Results
Promotion job satisfaction/ managers’ efficiency	0.106	0.381	71	No relationship

3.6. Question-5

There is a relationship between the component of “wages and benefits” job satisfaction and managers’ efficiency. Pearson Correlation Coefficient was used to study the relationship between of “wages and benefits” job satisfaction and managers’ efficiency.

Table13. Mean, standard deviation of wages and benefits job satisfaction and managers' efficiency.

Factors	M	SD	N
Wages and benefits	22.97	4.89	71
Managers' efficiency	307.24	34.76	233

Table-14. Pearson Correlation Coefficient test for wages and benefits job satisfaction and managers' efficiency

Variable	Correlation	α level	N	Results
Supervisors job satisfaction and managers' efficiency	0.029	0.810	71	No relationship

4. DISCUSSION AND CONCLUSION

4.1. Major Question

The first question regards the relationship between job satisfaction and managers' efficiency. According to its results, there is a relationship between job satisfaction and managers' efficiency; this relationship, on the basis of statistical findings was calculated as 0.02, which is not statistically meaningful.

Gharaei (1999) in a research entitled "relationship between job satisfaction and managers' efficiency in high school" indicated that there is a linear, direct and positive relationship between job satisfaction and teachers' efficiency. Tirandaz (1997) in his research "a study of job satisfaction and its effect upon the staff of Islamic Azad University- Central Tehran Branch" showed that:

1. There is a positive and strong relationship between job satisfaction and staff efficiency.
2. In the correlation between these two variables of job satisfaction and staff efficiency, the factor of gender is not effective.

The results of the study by Qaraii and Tirandaz did not accord the results of the present survey. Among the studies constant with the present research is that of Goshani (1998) under the topic of "the study of the relationship between job satisfaction and efficiency. The findings of this research indicated that: there is a direct and relative relationship between staff job satisfaction and their efficiency; and that also the factors (environmental content) have relatively equal influence upon job satisfaction of the staff. Naabdel (2003) in a study as "the relationship between job satisfaction and efficiency, and life satisfaction in the lab of Tabriz University of Medical Sciences" indicated that, there is a positive average relationship between two variables of job satisfaction and efficiency, and life satisfaction, and the (%26) variance of life satisfaction among men and women is determined in both variables. The relationship between job satisfaction and job efficiency among men and women is positive, but weak. The following are regarded among the reasons for the weakness of the relationship between two components:

1. This fact must be accepted that presently, compared to many other professions, Educational system, in our country, has no proper attraction in educational roles to attract neither managers not the staff.
2. Job satisfaction possesses numerous components; however, in educational system, the effective managers are not appreciated fully. Consequently, there is no sensible difference between an efficient person and a non-efficient one; because, neither of the components of promotion or

increase in wages and benefits is used for an efficient manager. They (managers) solely work efficiently to attract the attention of the supervisors who are considered as disturbing factors, to show themselves efficient. Therefore, these seemingly efficient managers do not enjoy job satisfaction.

4.2. Question-1

There is a meaningful relationship between “nature of job” and managers’ efficiency. It can be concluded from the test results that there is no meaningful relationship between job satisfaction and managers’ efficiency based on nature of job.

Askari (2004) in a research called “The relationship between working life and job satisfaction of school managers in secondary schools of Hamedan”, concluded that the highest job satisfaction relevant to nature of job for the managers possesses the mean of (3.89), and among the colleagues it is (2/68). Askari (2004) believed that colleague relationship is the most effective factor in determining satisfaction and efficiency. Baoush (2000) in a survey entitled as “a study of (female and male) sports trainers’ relevance with the factors influencing efficiency in Bijaar” showed that most of the sports trainers believe that providing appropriate context for understanding and appreciation of their work in the community leads to increase in their effectiveness.

The nature of the job deals with job fundamental characteristics, and as Herzberg (1959, cited in Askari (2004)) believed, if the job leads to success, recognition, responsibility, and individual’s position, it will be associated with increase in job satisfaction. Also, Koll and believed if people have access to great positions, then their responsibility and functions increases. Work, as a factor for income, satisfies external rewarding, and meets higher levels of requirements. But, work also creates some internal rewards for the employee which is under his/her control (as cited in Seyed Javadin (2002)).

One of the absence of any relation between managers’ efficiency and nature of job are: 1. According to the promoting and enhancing the luxury culture and welfare of people’s life, respect, human dignity and value of their job depends on the amount of income. 2. People and society as components of the external factors influence the nature of the jobs. Social perspective to the employees of educational system, due to their low income, shows less importance and respect to them, because everything is evaluated by secular viewpoint. Thus, only those people are efficient enough who solve the external problem of their job nature personally.

4.3. Question-2

The results of the third question indicated that there is an inverse relationship of (%4) between job satisfaction according to “supervisors” and managers efficiency, and this is not a statistically meaningful relationship. The results of the test convey that there is no meaningful relationship between job satisfaction according to “supervisors” and managers efficiency.

In a research entitled as “Factors affecting recruitment, development and maintenance of secondary school principals in Qazvin from perspective of managers and teachers”, Jaafari (1998) showed that to retain managers of the schools it is important to due to their social standing, promote managers in higher positions, devolution to them, let them choose the manpower and set

a school capital, enrich their leisure time and increases hyper-wage for their job and the responsibility. Among the ideas of managers and teachers, there is a meaningful different in terms of factors affecting recruitment, development and maintenance of managers, in a way that the managers regard the severity of the above factors more upon the managers than upon the teachers.

Tirandaz (1997) in his research “a study of job satisfaction and its effect upon the staff” showed that:

1. Among environmental factors of job, “participation in decision making” is much more effective upon staff dissatisfaction than wages.
2. Among content factors of job, “Authority and freedom” is the most important factor leading to dissatisfaction in organization.

The results of the most studies indicate that as much as the supervisors use connection-oriented method in schools, for the participation of their teachers in decision making, favorable attitude toward the teachers, confidence and motivate them to work, respect for their personality and attention to their needs resulted in higher teacher efficiency; however, the managers utilizing task-oriented style in their schools, for their concentration upon decision making, determining the career duties limit, detailed and precise control over staff, and disregarding the humane relationships lead to less efficiency in teachers.

Among the causes of the absence of relationship between the component of supervision and managers’ efficiency are included: 1) numerous meetings are held in today’s educational system to utilize people’s opinions and their partnership in decision making; however, such opinions and suggestions are less used. 2. Our educational system works so limited that the managers have no necessary authority and freedom in managing their schools. 3. Choosing the managers does not rely upon efficiency and meritocracy, but upon relationships and incontestable efficiency of tasks during educational year. Therefore, the managers who possess high marks in the component of supervisors, are not efficient.

4.4. Question-3

Studying the fourth question indicated that, according to the component of “colleagues”, there is no meaningful relationship between job satisfaction and managers efficiency. These results accord the results of a study by Hasanzadeh (2001) entitled “the relationship between leadership styles (connection oriented, task oriented) of schools managers and the teachers efficiency in the schools of Bookan”. In this study, the managers using connection-oriented method in schools, for the participation of their teachers in decision making, favorable attitude toward the teachers, confidence and motivate them to work, respect for their personality and attention to their needs resulted in higher teacher efficiency; however, the managers utilizing task-oriented style in their schools, for their concentration upon decision making, determining the career duties limit, detailed and precise control over staff, and disregarding the humane relationships lead to less efficiency in teachers. If the members of one group share common features (shared norms), there will be an atmosphere in which job satisfaction is created. One of the factors influencing the increase in efficiency is to provide support opportunities and possibility to promote for the members of working group. In groups enjoying friendly air, people can support each other when necessary,

and help in enhancement of the ability of group members through consult. Working in such groups is favorable, because, through it the higher levels of human needs are met. Thus, developing homogeneous and univocal groups will improve staff's attitude to their work, and will lead to better personal efficiency (Moghimi, 1998).

A direct and at the same time meaningless indicates that almost the component of "colleagues" has no relationship with managers' efficiency; that is because it plays no role in selection, removal and installation of both the managers and the teachers, and the bilateral relationship between manager and the teacher has no effect upon their efficiency and efficiency. Each, separately and independently do their tasks. Also, for the absence of coherent and satisfactory working groups, job satisfaction of colleagues has little, if any, relationship to managers efficiency.

4.5. Question-4

The fifth question of this paper investigates the relationship between promotion and managers efficiency. It is concluded from the results that there is (0.10) direct relation between promotion and manager's efficiency. This relation is not statistically meaningful.

Mohajer (1995) in a survey as "the relation between Job satisfaction and the needs of managers and teachers in Tehran" had a regression survey indicating that throughout the study group, among the factors effecting job satisfaction and efficiency, need to promote possesses the higher effect and importance. Akhoondi (1998) in a research called "Factors increasing the job satisfaction in the perspective of nurses of the hospitals in Rafsanjan" showed that in prioritizing the motivational factors, in accordance with male respondents, sharing the nurses in works which directly relate to them possessed (254) scores and for female nurses job promotion regardless from personal comments and opinions caught (53) scores. In prioritizing health factors affecting job satisfaction, most of the respondents were male preferring the increase in salary and benefits commensurate with the cost of their life by the score of (260) and according to female respondents (321) scores went on work security in workplace. Thus, the results of researches and of Maslow's hierarchy of needs indicate that development and promotion are in high levels of the pyramid.

In fact, promotion means changing one's current post to a higher one. Accordingly, the income increases. This results in higher motivation in staff for work, and appropriate morale for work and effectiveness.

Providing opportunities for advancement within the organization has significant effect on increasing the staff's job satisfaction. If employees feel that their competence and excellent efficiency, improve and promote the organization, their job satisfaction increases and their personal efficiency improves. On the other hand, if employees feel that the promotion is not according to the personal merit and other factors such as discrimination and inequality, seniority, are effective, their job satisfaction decreases.

4.6. Question-5

The results in the fifth question indicated that there is a direct relationship of (0.03) between "wages and benefits" and managers efficiency; however, this relationship is not statistically

meaningful. It is concluded from the results of the test that there is not a meaningful relationship between job satisfaction based on wages and benefits and efficiency.

Vahidnia (1995) in his study as “a study of the factors affecting job satisfaction of Educational staff in Qom” in terms of the component of wages and benefits showed that: The vast majority of respondents considered the issue of low wages and benefits for this class. Noting that the staff salary does not meet the inflation rate, number of dependents, children's education expenses, rental housing, to compensate for the constraints of life, they have to work in two shifts or in another job, and due to the hardship and exhausting feature of their work, usually they come across physical problems which result in early disability.

Most of the former studies illustrate that there is a meaningful relationship between efficiency and income. Heydari (1994) in a survey called “Factors affecting the efficiency of the primary school teachers in Kohkiloyeh” has found meaningful relationship between job satisfaction and income. Zoraqi (1996), in a similar study confirms the same conclusion which says there is a meaningful relationship between job satisfaction and income. The more income increases, the more satisfaction enhances. Most of the former researches represent that there is a meaningful relationship between efficiency and income. In terms of low wages and benefits people tend to make a second job. Absence of relationship between wages and benefits and efficiency in this study is perhaps because high efficiency has no effect on wages and income. In other words, there is no difference between efficient and non-efficient people. after 30 years of work, an efficient person solely achieves a rewarding group which has tiny effect on increasing the income. The people with high efficiency are not looking for more wages and benefits.

5. CONCLUSION

The researcher believes that by studying the motivational behaviors and the reasons for the tendency of the people and the nature of the behavior might increase the efficiency of the organization. Based on research results, simplification of the motivational factors decreases considerably the efficiency and satisfaction of the staff in an organization. Based on the variables of the present study, there existed a correlation between job satisfaction and the efficiency of managers, but the relationship was not statistically significant, the job satisfaction among women was more than men managers. Based on the data collected, factors like attraction and job variety, respect and appreciation, considering education and empowering, educational degree and job security can be effective in organization efficiency.

So, meritocracy based on ethical, scientific, educational, and job qualifications must be taken into account. We need to plan familiarization and empowering the managers with new issues in accordance with the organization objectives. Considerations must be taken in making a balance in the degree of salary based on job activities, and equalizing with other institutions and organizations. The employment and keeping the efficient managers must be done with the prediction of their social status.

Based on the results of the study, the following might be suggested. The study of job satisfaction of education managers with managers from other organizations and institutions, the study and comparison of teachers job satisfaction and efficiency longitudinally over different

years, the study of the employment techniques and keeping efficient managers and increase in their efficiency, the comparison of job satisfaction of school managers in other levels all over the country.

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