

**Research Article**

## **THE EFFECT OF OPERATION MANAGERS' DIGNITY ON PRODUCTION WORKERS' JOB SATISFACTION IN PLASTIC INDUSTRY**

\* **Seyyed Mehdi Tofighi<sup>1</sup>, Mostafa Mohammadi<sup>2</sup>, Seyyed Abbas Tofighi<sup>3</sup>, Nematollah Arjmand<sup>4</sup>**

<sup>1</sup> BA of industrial engineering – system analysis – university of Elm-o-Sanaat

<sup>2</sup> MA of education management – olom-o-tahghighat University, Sari city

<sup>3</sup> MA student of industrial engineering, Amol city – the system and productivity of Shomal University

<sup>4</sup> MA student of operation management – University of Science and Research, Sari city

\*Author for Correspondence

### **ABSTRACT**

Today the importance of managers' personality on the development and stability of organizations is a well-known fact and lack of psychological balance, poor dignity and lack of job satisfaction could hurt the improvement of the organization. Thus having information about these personal and operational features of managers and employees is necessary, so that if there are problems with any one of these features, it will be sorted out with proper actions. In this research, with study on the dignity level of managers and workers' job satisfaction, we tried to answer the vital question of what are the effects of organization on workers' and managers' flawless and careful performance. The research is practical and is based on how to gather necessary information in descriptive studies (not experimental) and is a cooperative study which includes all the managers and workers of the plastic production company who have been working in 2013. With random sampling, 40 persons among the operational managers and workers have been selected. Two types of questionnaires have been used: job satisfaction questionnaire and dignity questionnaire. The job satisfaction questionnaire contains 30 questions with multiple choice answers and the dignity questionnaire contains 30 questions with Yes or No answers. The results show that there is a significant relation between operation managers' dignity and workers' job satisfaction in plastic industry.

**Keywords:** Dignity, job satisfaction, age, job history

### **INTRODUCTION**

The communities of today are called the organizational communities, because in these communities, wherever people live and whatever they do, they are connected to different organizations. Organizations are parts of people's everyday life. Now the question that occupied all industrial people's minds is that whether or not the managers are effective on forming creativity and productivity in workers. This will be achieved by the managers only when they are in good shape and have high dignity. That's when we can expect workers to perform with high job satisfaction. Therefore, data on personal and operational features of workers and managers is needed. So in this research, with study on the level of managers' dignity and workers' job satisfaction, we tried to answer the vital question of what are the effects of organization on workers' and managers' flawless and careful performance.

### **Importance of the issue**

The plastic industry was formed with the purpose of fulfilling people's needs and plays an important role in development of country's productive industry. Since the workers' job satisfaction is effective on the performance of an organization, it seems necessary that policy makers, programmers and managers of organizations, take it into account in their decisions, and for that they need data, which won't be achieved but with study and research. Analyzing the job satisfaction of the workers is important for 3 reasons. One is a personal feature that is related to the members and another is organization managers' view and the other is in high level which is the viewpoint of policy makers and programmers.

### **Research Article**

Improving the creativity and productivity – improving the organization’s production – improving the level of psychological and healthiness of the people of organization, performing the current study is important according to these. (Tahere Feizi, 2001)

### **Research history**

The results of Pierson’s correlation coefficient, the research of Elnaz Jalali with the subject of analysis of the relation of the dignity and personal characteristics of the teachers with their job satisfaction and the educational performance of the female students of the primary schools of Tabriz city showed that there is a significant relation among each of the extrovert personality variants and teachers’ dignity with their job satisfaction and the educational performance of the students. Also there is a significant relation between the teachers’ job satisfaction and educational performance of the students. But the results showed no relation between the teachers’ personalities and their dignity.

The research of Razie Sadat Hoseini, is the analysis of the level of job satisfaction, identification of the needs, expectations and the utilities of the organization and finding the solutions for the problems and shortages and improving everything and reaching the utilities proper to the workers’ needs and as a result the workers’ high job satisfaction. This is a descriptive and field research, and the statistical population is all the workers of chancellor for research and the propaganda of the central Bonyade Shahid, that totally adds up to 95 individuals, who were analyzed with total counting. The tool for data gathering was questionnaire and analyzing the data was done with descriptive statistics (including the two-dimensional tables, Kramer’s V and X<sup>2</sup> test). The results show that the factors for improving people’s job satisfaction include: content of the job, being worker-directed, the relationship between management and workers. There is a significant relation between the opportunity for promotion and progress and utilities with workers’ satisfaction. But the job major and the financial issues of the job has no significant effect on job satisfaction.

The research of Masoud Lavasani with the subject of, the analysis of the relation of job satisfaction, dignity and psychological well-being of the Tehran’s preschool instructors, was done and the study sample includes 35 female instructors who are employees of Tehran University. The result of dignity questionnaire showed that, except one of the instructors, the others had balanced dignities. The results of psychological comparison showed that generally there were no severe psychological symptoms. The result of job satisfaction questionnaires showed that the instructors were not satisfied with their jobs. The result of job fossilization showed that the instructors got high scores in three dimensions of job fossilization, including, spirit fatigue, poor personality and lack of success. In other words, most of them are suffering from job fossilization. The effect of their marital status and job history on their job satisfaction, job fossilization, dignity and their nine dimensions of psychological factors, have been also analyzed. The results showed no significant differences between the groups of married and single, high experienced, experienced and amateur instructors, in all comparisons other than lack of success.

### **Goals of the study**

Identifying the relation between dignified managers and job satisfaction of workers and understanding the effective factors on forming job satisfaction in workers and dignity in managers.

### **Research questions**

- 1- Are there any relationship between managers’ dignity and workers’ job satisfaction?
- 2- Is the age of the workers effective on their job satisfaction?
- 3- Are there any differences between the male workers’ level of job satisfaction and female workers’ level of job satisfaction in the organization?
- 4- Is the managers’ job history effective on their level of dignity?

## **Research Article**

### **Research hypotheses**

- 1- There is a significant relationship between the managers' dignity and the workers' job satisfaction.
- 2- The ages of the workers are effective on their job satisfaction.
- 3- There is a significant relationship between the job satisfaction of the male and female workers of the organization.
- 4- The managers' job history is effective on their dignity.

### **Research variants**

#### **Job satisfaction**

It is the amount of contentment that a worker achieves as a result of fulfilling his needs by his job, (Saatchi, 1993). Job satisfaction is a kind of feeling that a person has to his job. In other words, the whole positive effects on a person by his job, (Shafiabadi, 1992).

#### **Dignity**

The level of value that a person recognizes to himself, Dignity is referred to the feeling that a person has about his own qualities, (Wagfield and karpateen, 1991). Dignity is defined as the permanent evaluation of person on his own values, (Rogers 1990).

#### **The definition of dignity**

Dignity is referred to as, the feeling of being valuable. This feeling is extracted from our thoughts, dreams, senses and experiences during the life. We think that we are either an intelligent or an unintelligent person, we feel that we are whether a hateful or a lovely person, whether or not we are acceptable, or if we love ourselves or not. Dignity appears in different forms to us and others, but generally it could be identified in people's face expressions, actions, words and movements. Reacting to the criticisms with open face, easily confessing a wrong deed, are kinds of dignity. The words and actions of a dignified person have quality. In other words a dignified person is not in a battle with himself and he is not fighting with others either. The harmony of what a person says and does means that he doesn't cover anything and he doesn't fight with himself. There is no lie, secretiveness and hypocrisy, in people with high dignity (Biabangard 1994).

#### **Ideas about dignity**

Cooper Smith's idea

Mazlo's idea

William James's idea

George Mid's idea

A "healthy dignity" could be improved or it could be diverged from the main road. A person with strong dignity is almost able to perform the positive features of the five characteristics of a dignity. In the case of lack of these characteristics, a person would be unstable, disappointed and unable (Mir Ali Yari, 2000).

Five characteristics of dignity from the viewpoint of a generalist called, (Inroner 1982), which was formed according to his own views:

- 1- Security
- 2- Self acceptance
- 3- Friendly
- 4- Correspondence
- 5- Qualification

#### **Rogers's idea**

Rogers is one of the most effective and experienced psychologists. His method is realism and humanism. His name speaks for itself.

## **Research Article**

### **Job satisfaction**

Probably the most part of your daily life is spent with a work of some sort. The difference between your ideal job and the job that you desperately chose could be the difference between a satisfactory life and an unsatisfactory life. The case of an ideal job and a mandatory one is effective in most parts of your life, but is barely more effective than employment itself. Studies show that there is a relationship among job satisfaction, happiness, psychological health and life expectancy. Wilnet found out that good job performance is in relation with healthy performance in most parts of life.

### **Effective factors on job satisfaction**

- 1- Money
- 2- Security
- 3- Suitable job condition
- 4- Opportunity for improvement
- 5- Personal relations
- 6- Adaptation with a person's talent
- 7- Adaptation with will
- 8- Profession
- 9- Fatigue

### **Ideas about job satisfaction**

Cohlen's idea

Hapak's idea

## **METHOD OF RESEARCH**

This research, according to its goal, which is to analyze the managers' dignity and the workers' job satisfaction, is practical. It is on the basis of how to gather required data, and is classified as a descriptive and correlation research, (Sarmad & Hejazi 2001, P40). The aim of the correlation research is to compare the nearly changes of one or some variants with the nearly changes of one or some other variants, (Delavar, 1381, P34).

### **Statistic population**

It includes all the workers of plastic industrial company who worked in 2013.

### **Sample and sampling method**

A sample must have such characteristics that would be comparable with a larger scale. With random sampling, 40 individuals of the managers and workers of the plastic industry, has been chosen.

### **Study tools**

According to the goal of the research and its identity, the most proper method for gathering required data was questionnaire, and in the current research, some questionnaires have been used that we introduce them. For this study we used two types of questionnaires, including, a job satisfaction questionnaire and a dignity questionnaire. The job satisfaction questionnaire contains 30 questions with multiple choice answers, and the dignity questionnaire contains 30 questions with Yes or No answers. The suitability of the questionnaire was accepted by the experts of this industry and the stability of the questionnaire was calculated by Kranbach's Alfa coefficient, for the job satisfaction 0.87 and for the dignity questionnaire 0.75, which are more than 0.7 that shows the stability acceptability of the measurement tool.

### **Statistical analysis method**

In statistical studies, in order to change the quantitative data into the qualitative data, after gathering data, it is necessary to perform analysis on the data. Then we can understand according to these data, if the

**Research Article**

hypotheses of our study are accepted or denied. In this study, according to the hypotheses of the study, the descriptive statistic (frequency tables, frequency percent) and deductive statistic (the independent T test, Pierson’s cooperative), have been used. The data analysis was done by the SPSS software.

**RESULTS**

12/5 percent of the managers and workers were male and 87.5 percent of them were female. 35 percent were between the age of 27 to 31, and 65 percent were between the age of 31 to 35.

**Table 1, the correlation between managers’ dignity and workers’ job satisfaction**

	Pierson’s correlation	0/15
The level of significance		0/002
Amount		40

Description: the result correlation of managers’ dignity and workers’ job satisfaction is 0/015, which according to the level of significance 0/002 from 0/05, this relation is significant.

**Table 2, the relationship between a worker’s age and his job satisfaction**

Job satisfaction average	122
Age average	34
T	52/381
Level of significance	0/000
Freedom rate	79
The amount of evaluative entities	40

Description: according to the result of the table, the relation between the age and the job satisfaction is equal to 52/381, which according to level of significance which is 0/000, we can say that there is a relationship between the age and the job satisfaction. average point of a female worker’s job satisfaction is 152, and for a male worker, it’s 170 and the mean difference of the two groups, is 18, which according to the result T score (3/019), and its significance level, we can conclude that this difference is 95 percent significant, and females are more satisfied with their jobs than males. average point of the females’ dignity is (116), and the average point of the males’ dignity is (158), which according to the level of significance (0.000), it shows that there is a significant difference by 99 percent. the relationship between the job history and dignity is 44/984, which according to the level of significance (0/000), we can conclude that there is a relationship between the job history and dignity.

**DISCUSSION AND CONCLUSION**

Managers are effective on their workers’ job satisfaction and they are in fact among the most important factors in every working environment. In non-profit organs, managers play a more vital role in forming the job satisfaction and dignity among their workers. what they can do includes, Paying the workers’ incomes on time and fairly, making an environment proper for improvement and providing a friendly atmosphere in the working area. In Elnaz Jalali’s study, the significance level of the dignity and job satisfaction is 0/05, but in our study, the significance level is 0/00. This shows that in our study, there is more significant relationship between dignity and job satisfaction. As it was mentioned in several parts of this study, there is a relationship between the dignity and the job satisfaction. More dignity of the workers, results in more power and ability to react strongly in severe situation, which causes satisfaction in a worker. In our study, this relationship was recognized. On the other hand, there are differences between a man’s job satisfaction and a woman’s job satisfaction. That’s because parts of the satisfaction is determined by the culture. We live in a society in which the personal satisfaction is directly related to the feeling feedback that we receive from our society. Because we live in a society in which, there is sexual discrimination, its heavy overload suddenly becomes effective and the result is lack of job

### **Research Article**

satisfaction and every jobs are affected by that. Sometimes this effect causes enhancement in a person and makes him to be strong, but sometimes it deters the person from going on and slows the motion. This fact was recognized in our study.

#### **Some Suggestions to improve job satisfaction**

1. Always look at the bright side. Most of us are used to see the dark sides. A short relaxation or maybe a holiday could let you think more brightly about your job issues. You must analyze your actions toward your job. Sometimes stress makes you not to be able to identify every features. A positive attitude to everything makes your life easier and more satisfactory. So always be optimistic about the future.
2. Be friendly with your colleagues. One reason that makes a person lose his tendency to work is that he is not so friendly with his colleagues. People try to be serious in working areas, because they tend to be the best, but they don't know that it can make them solitary. One of the reasons that can bond you for years with your job is your colleagues. As long as you make a good friendship with your colleagues, you can maintain your eagerness to your job.
3. Talk to your major colleagues. If your only goal is improvement, your eagerness to your job becomes less. If you want to learn some of the policies of the company, you need to be able to talk freely to your majors and inform them about your views. This is one of the most effective ways to make a change in the current situation and improve in your job.
4. What if you lost this job? As you lose your eagerness to your job, one important question that you would ask yourself is what would happen if I didn't work here? People always to think that, if they didn't work here, they surely worked somewhere else. But this is not the truth. If you didn't work here, you might even be jobless.
5. Be cooperative in company's other activities. Volunteer for the company's special events. Setting up a party could be an interesting idea to make a change, and it can both soothe your fatigue and reinforce your interest to your job.
6. Trim your working area. For that you can use plants, pictures and other things. Being in a beautiful working area, makes you more interested in your job. You can have pictures of your family on your desk to remind you that you're not working just for yourself.

#### **Some suggestions to improve dignity**

1. Love yourself as a special person with special abilities
2. Be proud of your own abilities and talents that just you can do them, even if they are not so eye-catching.
3. To overcome your fears and worries try to face them.
4. Try not to cover your feelings and try to show them in proper situations
5. Be confident about yourself when you are doing daily activities
6. Try not to change other people's thoughts and beliefs
7. Have control over your job and social position, and don't let them to have control over you
8. As a human with special characteristics, make your job, major and status valuable and don't let them to make you valuable
9. Pioneer in making friends and relationships
10. Avoid rushed judgments about others
11. Have eye-contact while talking to others
12. Try to rate your life by yourself not be others

#### **REFERENCES**

Biabangard, Esmaeil, raveshhaye afzayeshe ezate nafs, Tehran, Anjoman Olia va Morabian Keshvar Publication, spring 1994. Poormoghadasian, Abdolmajid, 1994, Moghayese ezzate nafs va mafhume khod tahsili danesh amuzan, MA Thesis, Allame tabatabaei University



**Research Article**

- Delavar, Ali, 2001**, Mabani nazari va elmi pazhuheshi dar olum ensani va ejtemaei, Tehran, Roshd Publication
- Feizi, Tahere, 2003**. Mabani sazman modiriat, Payame nor University Publication,
- Hoffman, Karl, 2001**, General psychology, from theory to practice, translation: Siamak
- Morhed & Griffin, 2001**. Organizational manner, translation: Dr. Alvani, Dr. Eslami nasab, 6th ed, Tehran, Morvarid Publication,
- Naghshbandi et al, Tehran, Arasbaran, 2000,1st ed
- Rezaeian, Ali, modiriat rafter sazmani, Tehran, samt, 2001, 2nd ed
- Shoarinezhad, Ali akbar, Ravanshenasi omumi, Tehran, Tous, 1991, 4th ed
- Shafiabadi, Zhila, etemad be nafs va taghviat, Tehran Publication, 1993
- Sapington, Andrew, 2000**. psychological health, translation: Hamidreza Hossein shahi Baravati, Tehran, Ravan Publication, 1st ed
- Shafiabadi, Abdollah, 1996**, Pouyaei goruh va moshavere goruhi, Tehran, Rosh publication