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Article

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The Relationship between Organizational Support and Job Satisfaction of Experts and Managers of Islamic Azad University of Qeshm and Subsidiaries (International Units, Medical, Sama, Hormuz and Khamir)

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ABSTRACT

This study was conducted to investigate the relationship between organizational support and job satisfaction of experts and managers of Islamic Azad University of Qeshm and subsidiaries (international units, medical, Sama, Hormuz & Khamir). The study was descriptive and correlational research. The statistical population was 90 individuals of experts (70) and managers (20), who were selected by simple random sampling. Research tools include job satisfaction and perceived organizational support questionnaires. Cronbach's alpha coefficient was used to examine the reliability of questionnaires. The results showed that all instruments have good reliability for use in this research. Data analysis showed that there was a significant and positive relationship between organizational support and job satisfaction. Regression analysis indicated that organizational support was able to predict 40 percent of job satisfaction of Islamic Azad University of Qeshm and subsidiaries. Also, perceived organizational support of experts was more than managers.

Keywords: organizational support, job satisfaction, Islamic Azad University

INTRODUCTION

Regardless of the financing, work can satisfy some basic human needs, such as mental and physical activity, social interaction, feelings of self-worth, confidence. But, it can also be a major source of stress. It is possible that a satisfactory job over time become a source of frustration and lead person in job dissatisfaction. Researchers believe that if the organization wants to have a clear mission, optimal strategies, efficient organizational structures and appropriate job designing to meet fully its goals, needs efficient and committed manpower which benefits from desirable job satisfaction (Rezaeian, 2008). Job satisfaction is a factor that enhances the performance and individual satisfaction. Every employer is in an attempt to increase job satisfaction among employees of his institution. Many people believe that job satisfaction is strongly associated with psychological factors (Shafiabadi, 2004) considered job satisfaction as a psychological factor and mean it a kind of emotional compatibility with jobs and employment conditions (Shafiabadi, 2004). On the other hand, new theorists, divided factors affecting job satisfaction into two categories: individual and situational factors. Individual factors such as demographic variables, personality characteristics and coping styles, and situational factors such as the characteristics of the organization, including organizational commitment and organizational support, expectations and motivation, to be included (Mezlach, 2001). This research aims to discuss situational factors such as organizational support. Despite the

Table 1. The correlation between organizational support and job satisfaction (N= 90)

	Abundance	Average	SD	df	correlation coefficient	P-Value
Organizational Support	90	55.89	10.03	89	0.437	0.000
Job Satisfaction	90	103.01	10.70			

Table 2. Relationship between fairness and equality and job satisfaction

Variables	Number of Data	Correlation coefficient	P-Level	Level of Errors	Result
Fairness and equality and satisfaction	90	0.171	0.020	0.05	H0 rejected

Table 3. Relationship between protection of supervisor and job satisfaction

Variables	Number of Data	Correlation coefficient	P-Level	Level of Errors	Result
Protection of supervisor and job satisfaction	90	0.190	0.009	0.05	H0 was rejected

importance of this issue, especially in organs such as higher education institutions to provide effective services to students, according to what was said above, it can be said that this study was conducted to investigate the relationship between organizational support and job satisfaction of experts and managers of Islamic Azad University of Qeshm and subsidiaries (international units, medical, Sama, Hormuz & Khamir).

METHODOLOGY

The research method was descriptive - monitoring. In this research, organizational support variables have been considered as independent variables (predictor) and job satisfaction have been considered as the dependent variable (criterion). The statistical population of the research includes 90 individuals of all the managers and experts of Islamic Azad University of Qeshm and its affiliated universities, including vocational and technical school of Sama, Islamic Azad University International unit, International School of Medical Sciences, the center of Hormuz and center of Khamir, which are working in different areas of the university. The sample of the study was identical to the community of all people.

RESULTS

The main hypothesis: There is a significant positive relationship between organizational support and job satisfaction of Islamic Azad University of Qeshm and subsidiaries. To investigate this hypothesis, according to data normality test, Pearson correlation coefficient was used and results are shown in [Table 1](#).

The figures in [Table 1](#) indicate that a significant level (P-Value) of the relationship between organizational support and job satisfaction was zero ($P= 0.000$) and was smaller than the amount of errors ($\alpha= 0.05$). Thus, the first hypothesis was confirmed with 99% confidence, which means there was a significant positive relationship between organizational support and job satisfaction of Islamic Azad University of Qeshm and subsidiaries ($r=0.437$). This means that institutional support can affect job satisfaction.

Data related to Subsidiary Hypotheses of Research

First subsidiary hypotheses: There is a significant relationship between fairness and equality and job satisfaction of managers and experts of Azad University of Qeshm and its subsidiaries.

H0 = there is a relation

H1 = there is not a relation

To investigate this hypothesis, according to normality of data, the Pearson correlation coefficient was used. The results are reflected in the [Table 2](#).

According to results from SPSS, because a significant level of error level was lower than 0.05, it can be said with 95 percent certainty that H0 was rejected and H1 was accepted, which means there was a significant relationship between fairness and equality and job satisfaction of managers and experts of Azad University of Qeshm and its subsidiaries ($r = 0.171$). Second subsidiary hypotheses: There is a significant relationship between protection of supervisor and job satisfaction of managers and experts of Azad University of Qeshm and its subsidiaries.

H0 = there is a relation

H1 = there is not a relation

To investigate this hypothesis, according to normality of data, the Pearson correlation coefficient was used. The results are reflected in the [Table 3](#).

Table 4. Pearson Correlation

Variables	Number of Data	Correlation coefficient	P-Level	Level of Errors	Result
Organizational rewards and job satisfaction	90	0.175	0.009	0.05	H0 was rejected

Table 5. Test of Normality

Variables	Groups	Circumstantial statistic	df	P-Level
Organizational Protection	Women	0.127	68	0.200
	Men	0.129	19	0.200
Job Satisfaction	Women	0.111	68	0.200
	Men	0.087	19	0.200

Table 6. Comparison the variables in the two groups

Variables	Groups	Average	Standard deviation	F of Levin	P- Level	Variance	T	P- Level
Organizational Protection	Experts	54.33	9.82	0.258	0.612	Equal	-1.041	0.301
	Managers	56.67	10.13					
Job Satisfaction	Experts	103.53	10.79	0.001	0.971	Equal	0.376	0.745
	Managers	102.75	10.74					

According to results from SPSS, because of significant level of error level was lower than 0.05, it can be said with 95 percent certainty that H0 was rejected and H1 was accepted, which means there was a significant relationship between protection of supervisor and job satisfaction of managers and experts of Azad University of Qeshm and its subsidiaries ($r = 0.190$). Third subsidiary hypotheses: There is a significant relationship between organizational rewards and career fields and job satisfaction of managers and experts of Azad University of Qeshm and its subsidiaries.

H0 = there is a relation

H1 = there is not a relation

To investigate this hypothesis, according to normality of data, the Pearson correlation coefficient was used. The results are reflected in the **Table 4**.

According to results from SPSS, because a significant level of error level was lower than 0.05, it can be said with 95 percent certainty that H0 was rejected and H1 was accepted, which means there was a significant relationship between organizational rewards and career fields and job satisfaction of managers and experts of Azad University of Qeshm and its subsidiaries ($r = 0.75$).

Normality of Data in Two Groups

To search for normality of the data from the questionnaires, Kolmogorov-Smirnov test was used to compare the two groups which is shown in the **Table 5**.

The figures in **Table 1** indicate that a significant level (P-Value) was bigger than the amount of errors ($\alpha = 0.05$). Normality was approved; therefore T-test can be used. Comparison of two groups of women and men experts and managers of Azad University of Qeshm and subsidiaries are reflected in **Table 6**.

The figures in **Table 6** indicate that there was not any different between women and men experts and managers of Azad University of Qeshm and subsidiaries, because the P-Level for organizational protection was 0.301 and P-level for job satisfaction was 0.745, which were bigger than 0.05.

CONCLUSION

Results showed that there was a significant relationship between organizational support and job satisfaction. Shaw (2003) explains it this way, organizations, in which human resources are employed on a contract basis and not permanent, employees experience job insecurity and unfavorable conditions and that has negative effect on their behavior. In these conditions, if employees have organizational support and understand that organization and on the top of it, management expresses special interest to them and is concerned. In addition, the relationship between organizational support and job satisfaction, according to the study of Ferrie et al (2000), it can be said, in circumstances in which employees are supported by the organization, employees experience job security so they are satisfied with their job and do not arise to leave the work.

First subsidiary hypotheses: There is a significant relationship between fairness and equality and job satisfaction of managers and experts of Azad University of Qeshm and its subsidiaries. The results obtained are consistent with the results of Ferrie et al. The relationship between job satisfaction and organizational justice is rooted in the theories that they can be placed under the theory of substantive response. The theories are concerned on how

people respond to unfair treatment and practices. Employees show against unfair relationships, certain negative emotions.

Second subsidiary hypotheses: There is a significant relationship between protection of supervisor and job satisfaction of managers and experts of Azad University of Qeshm and its subsidiaries. The results obtained are consistent with the results of Luck (1969). According to Research increased support of supervisor causes that people have more belonging to the organization and have more satisfaction of job and thus more willing to stay in the organization.

Third subsidiary hypotheses: There is a significant relationship between organizational rewards and career fields and job satisfaction of managers and experts of Azad University of Qeshm and its subsidiaries. Results show that organizational rewards and career fields are effective tools in the management of human resources, which by doing it right and logical, not only the organizations reach their goals, but also interests of employees also can be provided.

Practical Suggestions

- It is recommended that management consider the factors affecting organizational support people. And by holding didactic training courses, improve these variables, in order to increase employees' satisfaction.
- It is proposed to act managers in order to improve the perception of individual and environmental support.
- regarding to the research limitations, it is recommended that to do further studies in other communities, such as industry organizations, so that we can generalize the results.
- And to take attention on the role of personality traits and work experience of staff on job satisfaction.

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