

# Studying the Effect of Job Satisfaction on Increasing Employee Productivity



<sup>1</sup> DİLEK DURSUN

<https://doi.org/10.69760/aghel.025002115>

Keywords	Abstract
Job Satisfaction Productivity Employees	<p>Job satisfaction indicates the extent to which people are satisfied with their jobs. Some people enjoy their work and consider it the focus of their lives, while some do not feel good about their work and do it only because they have to. Studying the causes and important consequences of employees' attitudes towards job satisfaction is one of the main aspects of industrial-organizational psychology. Many studies have been conducted to identify the factors affecting job satisfaction and its effect on the main factor of productivity, namely employee productivity. The present article is descriptive-analytical, and its information has been collected in the form of libraries and documents.</p> <p>The purpose of this article is to identify the factors affecting job satisfaction and the effect of these factors on employee productivity with a review approach. Based on the results obtained, it can be said that people's satisfaction with their jobs is directly related to productivity. To better explain this relationship, it is worth mentioning the role of the huge and valuable capital of human resources in productivity. People are the center of productivity. Undoubtedly, paying attention to their needs and moving towards satisfying these needs is necessary and essential.</p>

## Introduction

In today's advanced world, human resources are considered one of the most important and valuable resources for production and management of an organization. In fact, it is the human factor and labor that are effective in achieving organizational goals and, in comparison with other factors of production, the amount obtained from them is more than the amount that is put into the production flow.

Because employees who have high morale, creativity and initiative are ready to acquire as many skills as possible and can easily facilitate the process of improving and improving the system's productivity, job dissatisfaction itself is the basis for lower productivity and perhaps it can be said that job dissatisfaction

<sup>1</sup> DİLEK DURSUN, Doctoral Candidate (PHD), BUSINESS ADMINISTRATION, INSTITUTE OF GRADUATE STUDIES AND RESEARCH, CYPRUS INTERNATIONAL UNIVERSITY, Mail: [22120942@student.ciu.edu.tr](mailto:22120942@student.ciu.edu.tr), Orcid: <https://orcid.org/0009-0008-4523-2530>



also provides individual dissatisfaction with life, because someone who does not like their job and does not feel good about it does not value their job very much (Mahdavi and Roohi, 2000).

### **Importance and necessity of the problem**

In every organization or government and private body, there are certain problems that lack of attention to them can be a factor in reducing the productivity of the system or paying attention to them can be a factor in achieving success in matters. However, if these factors are categorized and prioritized, the top of them can be seen as dissatisfaction or job satisfaction.

Giving importance to this issue, taking into account the writing of books and articles in this field and the lectures and conferences that have been held in recent years in this regard, is all It shows the attention and importance of the issue. Job satisfaction survey acts as a primary information gathering tool in organizations and enables managers to first compare departments or work groups with each other, secondly prioritize issues and problems, and thirdly identify employee perceptions and expectations so that they can improve the gap between the current situation and the desired situation.

### **Research Background**

In a study, the relationship between job satisfaction and productivity of employees working in the medical unit of Tashkent city was investigated. In terms of division based on purpose, it was of an applied type and the descriptive-correlation research method was used to conduct it.

The results of the study show that the observed correlation coefficients indicate a positive and significant relationship between job satisfaction and human resource productivity. As a result, it can be said that with increasing job satisfaction of individuals, their productivity increases.

As a result, by applying appropriate strategy and planning, the level of job satisfaction and productivity of employees working in the medical unit, which is at a high level, can be maintained and more fundamental measures can be taken to increase it (Mousavi and Rezghi, 2011).

(Tougia et al. 2000) used the “Employee Satisfaction Checklist” which includes 6 aspects of job satisfaction (working conditions, salary, promotion, nature of work, supervision, and organization) to investigate the level of job satisfaction among university librarians in Greece. Their research findings showed that these librarians were most satisfied with the nature of work, supervision, and working conditions, and least satisfied with salary and promotion conditions.

(Kohn, 2009) evaluated the level of job satisfaction of librarians working in the technical services, public services, and research departments of the National Library of the Islamic Republic of Iran who had university education. The results of his research showed that the level of librarians’ satisfaction with existing human relations and management policies and guidelines was above average, while satisfaction with other parameters including welfare, educational, and promotion facilities, job security, and social status was below average.

(Mohammadzadeh, 1999) also in a study titled “Investigating the Level of Job Satisfaction of Human Resources Working in Libraries Affiliated to Tehran Universities of Medical Sciences” The study measured the job satisfaction of 112 librarians working in the libraries under study.

The results of the data analysis showed that various job factors, including interest in the field of librarianship and working in the library, intimate and friendly relationships with colleagues and officials, the way in



which benefits and rewards are paid, job security, and welfare facilities, had an impact on librarians' job satisfaction. The results also showed that with an increase in the amount of salary received, as well as people's hope and confidence in their future careers, their job satisfaction increases.

In the 1970s and 1960s, many studies were conducted on existing literature, and many studies attempted to determine the relationship between job satisfaction and individual productivity. These studies failed to show the existence of a stable relationship between the two.

(Hognut et al. 2007) stated in a study that; In the early 1990s, according to research conducted in this field, some results could be reached about the relationship between the two. The first view that exists about the relationship between job satisfaction and performance can be summarized in this sentence: "The productivity of a happy and cheerful worker or employee is high." Another point about job satisfaction and productivity is the cause-and-effect relationship.

Higher productivity leads to job satisfaction (Azadikgah, 2011). Many researchers have tried to identify different dimensions of job satisfaction, because measuring each dimension of job satisfaction and examining its impact on employee productivity is very important (Hognut et al. 2007). Tatsu and Sin in a study in 2013 examined "Facts on Job Satisfaction by Examining the Status of Job Satisfaction in the World".

The main purpose of this study was to determine to what extent aspects of job satisfaction contribute to global job satisfaction. The results of this study showed; including aspects of job satisfaction that The factors that contribute the most to global job satisfaction are: interests and skills involved in the job and how those abilities are utilized in the areas in which they are performed, colleagues, job outlook, physical conditions, and pay.

## **Research Basis**

### **Job Satisfaction**

A job satisfaction survey acts as a tool for collecting basic information in organizations and enables managers to firstly compare departments and work groups with each other, secondly prioritize issues and problems, and thirdly identify employee perceptions and expectations so that they can improve the gap between the current situation and the future. From a theoretical perspective, job dissatisfaction is considered one of the most important factors in job failure.

However, job satisfaction is a factor that increases efficiency and a sense of individual satisfaction. Every manager or employer seeks to increase job satisfaction in the employees of his organization or institution in some way, to increase the productivity of his production unit or organization by creating satisfaction. In this regard, scientists have expressed several opinions, two of which are mentioned.

Hapak: considers job satisfaction to be a multidimensional concept and considers factors such as work environment conditions, income, and social value of the job to be effective in job satisfaction. In his opinion, job satisfaction is related to psychological, physical, and social factors. Chester Barnard: believes that job satisfaction causes the individual to continue working in the organization. The special satisfactions that motivate a person to direct his efforts to help an organization and arise from the positive benefits that arise from this cooperation against the losses arising from this cooperation, whenever the burdens that a person places on the shoulders of another person are high and abundant, its positive benefits must also be abundant and strong, so in general, job satisfaction causes productivity to increase and the person to commit to the



organization. The physical and mental health of the person is guaranteed, the person's morale increases and he is satisfied with life and learns new job skills quickly. Excessive emphasis on psychological issues and a one-sided view of the problem leads to neglecting other angles, because the person may not find the job desirable psychologically but may not have the desire to change his job in terms of social and economic issues.

About job satisfaction, theorists have discussed and exchanged opinions, some of which are mentioned here, the most common classification of human needs belongs to Abraham Maslow. He established a hierarchy of needs and believed that needs appear in the same order of precedence and backwardness that he states. Maslow called the first and second level needs of the individual and the third, fourth and fifth needs as higher-order needs.

**Hierarchy of Needs:** Physiological needs, the most basic level of the hierarchy of needs, are generally related to the primary unattainable needs, the needs of hunger, thirst, sleep and basic needs are satisfied and will no longer be a motivating factor.

Security needs are the second level of needs. Maslow emphasized that for emotional and physical security, the entire organism may become a security-seeking organism, as is true for physical needs, satisfied security needs will no longer be a motivating factor.

The third level of social needs, or the middle level of needs, can be equated with the needs for love and belonging with a little consideration. The need for esteem (self-esteem) represents the highest human needs. The need for power, achievement, and social status can be considered part of this level.

The need for self-actualization (self-discovery) This level represents the peak of all lower, middle, and higher human needs. Those who reach the stage of self-discovery achieve self-research and realize all their potential. Self-discovery is closely related to the concept of self. In fact, self-discovery is the driving force behind human beings in transferring their perception to reality. (Amini, 2000)

### **The concept of job satisfaction**

Numerous and sometimes contradictory views and conceptualizations have been formed and developed regarding the definition of "job satisfaction". Some experts, such as Herzberg, have considered it to have two dimensions. A group of factors and conditions whose absence causes dissatisfaction but whose provision does not create strong and powerful motivation, but only prevents the occurrence of dissatisfaction, which they call hygiene factors or factors effective in maintaining the status quo or survival factors.

Contrary to Herzberg, these factors include: the attitude and perception of employees, the way of managing affairs, the policies of the organization, the nature and extent of supervision, job security, working conditions, status and dignity, the level of salary and wages, the establishment of mutual relationships, supervisors and subordinates, and the personal lives of employees. The absence of these factors may make an employee so dissatisfied that he leaves the organization and jeopardizes its existence.

Therefore, Herzberg has considered these factors necessary to ensure and maintain the health and well-being of the organization. The second group of factors that are effective in creating motivation are those whose existence causes motivation and satisfaction of individuals, but their absence only produces weak dissatisfaction.



## Internal Satisfaction and External Satisfaction

1- Internal satisfaction is obtained from two sources. First, the feeling of pleasure that a person gets simply from working and doing activities. Second, the pleasure that a person gets from observing progress or fulfilling some social responsibilities and revealing individual abilities and interests.

2- External satisfaction that is related to employment conditions and the work environment and is changing and evolving at every moment. External satisfaction factors can be mentioned, for example, the conditions of the work environment, the number of wages and rewards, the type of work, and the relationships between the worker and the employer.

Thus, it seems that internal factors that include individual characteristics and factors are more stable compared to external factors such as work environment conditions. Therefore, it can be said that internal satisfaction is more stable than external satisfaction. Job satisfaction is the result of the interaction between internal and external satisfaction. Creating job satisfaction in employees may not be fast, but it will definitely disappear at a very high speed.

All the conditions for maintaining employee satisfaction may be excellent, but with just one inappropriate approach from the manager, the possibility of the effect of these appropriate conditions can noticeably decrease to zero.

Factors affecting job satisfaction Creating "job satisfaction" in an individual depends on several factors that together lead to the desired result, and the absence of one factor may place an individual in the category of people dissatisfied with their job.

Factors such as: income level, the nature and essence of the work and its social status, organizational image and reputation, job promotion, job safety, lack of ambiguity in the role, physical working conditions, organizational structure and culture, and communication with colleagues, attention to the individual's personality traits, performance evaluation, suitability, flexibility, innovation, and approaches, and we will briefly mention and review a number of them in this section.( Soltani,2005)

### Factors affecting job satisfaction

Creating "job satisfaction" in an individual depends on several factors that together lead to the desired result, and the absence of one factor may place the individual among those dissatisfied with their job. Factors such as: income level, the nature and essence of the job and its social status, organizational image and reputation, job promotion, job security, clarity of role, physical work conditions, organizational structure and culture, and relationships with colleagues, attention to the individual's personality traits, performance evaluation, suitability, flexibility, innovation, and approaches.

### Income or salary:

This factor is considered one of the most important influencing factors for almost all job groups. Considering individual differences and consequently differences in views on money, various situations can be imagined. It seems that this factor is more important for those who cannot achieve satisfaction in their work in other ways. In some cases, it has been seen that many people change their jobs due to low salaries, even with jobs with lower status.

### Job Safety:



This is an open access article under the  
Creative Commons Attribution-  
NonCommercial 4.0 International License

Acta Globalis Humanitatis et Linguarum  
ISSN 3030-1718

In general terms, the concept of job safety is interpreted as being free from danger, and any factor that can eliminate or minimize workplace hazards (physical, mental, and psychological) increases job satisfaction. Therefore, things like order, fairness, and emotional security are considered to guarantee job safety, while things like discrimination and favoritism are considered to guarantee job safety. By undermining safe organizational conditions, it can create a feeling of insecurity and ultimately job dissatisfaction.

### **Participation:**

Participation means the involvement and involvement of people in economic, political, social and cultural processes that affect their destiny. Participatory management is an operation in which employees of an organization are involved and participate in the decision-making process. This management style emphasizes the voluntary cooperation and participation of employees and wants to use their ideas, opinions and initiatives in solving the problems and issues of the organization.

Of course, the participatory system also improves employee motivation by increasing satisfaction. The greatest support for implementing participatory management is the commitment, faith and belief of the managers of organizations. If the management of the organization does not believe in employee participation, participatory management will not be realized.

There are different mechanisms for implementing participatory management, the main technique for employee participation is the establishment of a suggestion system in an organization.

A suggestion system is a technique that can use the thoughts and ideas of employees to identify problems, find solutions and solve organizational problems and issues. Based on the suggestion system, all employees from the highest organizational level to the lowest level can submit their suggestions, ideas, initiatives, and opinions to eliminate deficiencies in the work process, improve work methods, or increase production quality. Of course, the suggestion system is not just criticism but also provides solutions. (Soltani,2005)

### **Productivity**

The word productivity was first used by François Quesne, a mathematician and economist who supported the school of physiocrats (the government of nature). By designing an economic table, he considered the authority of each government to be dependent on increasing productivity in the agricultural sector. In 1887, another Frenchman named Littré defined productivity as the science and art of production.

With the beginning of the scientific management movement in the early 1900s, Frederick Winslow Taylor, and Frank and Lillian Gilbreth conducted studies on the division of labor, improving methods, and determining standard time to increase efficiency.

Efficiency was defined as the ratio of the actual time spent on work to the predetermined standard time. For example, if a person is expected to produce 100 units of product in 8 hours of work, but in practice he produces 96 units, his efficiency is said to be 96%.

In 1950, the Organization for European Economic Cooperation officially defined productivity as: Productivity is the fraction obtained by dividing the amount of work done by the amount of work done. Or the value of the product is obtained by the amount or value of one of the factors of production. In this regard, we can talk about the productivity of capital, raw materials and labor. The International Labor Organization has defined productivity as follows: Productivity is the ratio of one of the factors of production, namely capital, labor and management.





## The concept of productivity

The term productivity has various meanings in economic literature. Despite its widespread use, many of those who play a fundamental role in the productivity movement may still not have a clear understanding of it. The word productivity literally means "the power of production, fertility, and productivity."

The simplest definition of productivity is "the ratio of a certain amount of product to a certain amount of one or more factors of production." This criterion reflects the way in which resources and factors of production are used at a given point in time and includes the three effects of technological change, scale change, and change in the efficiency of using inputs (Amir Teymouri, 2016).

Productivity is the optimal, effective, and optimal use of a set of facilities, capacities, capital, resources, and opportunities. In other words, productivity is the effective and optimal use of time and the value derived from capital, life, thought, ideas, and abilities and talents in a unit of time and the optimal use of all moments. (Dari, 1995).

In this sense, productivity is an indicator of the useful and efficient use of various production resources (Taheri, 2009). Higher productivity means producing more goods with the same amount of resources or achieving a higher product in terms of volume and quality with the same amount of input (Propenko, 1993).

In general, productivity is not just a simple relationship; it is a set of methods To achieve a high standard of living. The concept of productivity does not differ in different economic or political systems, and according to Jean Forestier, the concept of productivity has no political or national color, and nations that are completely opposite to each other in terms of social ideology have accepted it equally.

## Productivity from different perspectives

Productivity is actually the most effective use of resources, including (labor, capital, land, materials, energy, machinery and tools, equipment and information in the production process of goods and services).

In other words, all systematic and structured efforts to eliminate or reduce losses caused by materials, machines, humans or improper interaction between them are called productivity improvement systems.

- From a system perspective: Productivity from a system perspective determines the relationship between data (inputs) and outputs (outputs). On this basis, productivity indicates the efficiency of the combination of factors in the production process. That is, if good facilities are used, productivity also increases.
- From the perspective of industrial engineering: Productivity from the perspective of industrial engineering is the relationship between the output values of the system and the input values to the same system, and from this perspective, productivity is a control criterion and determines the efficiency of the system.
- From the perspective of the International Labor Organization: Different products are produced by combining four main factors, which are land; capital; labor and organization (Management and Technology) The ratio of product (production or value added) to these factors is a measure of productivity.
- From the perspective of the United Nations Organization for Economic Cooperation and Development: Productivity is equal to the ratio of output (output) to one of the factors of production.
- From the perspective of the European Productivity Agency (EPA): Productivity is the degree to which each of the factors of production is used effectively. Productivity is primarily a perspective that always tries



to improve what currently exists. Productivity is based on the belief that man can do his work better than yesterday. In addition, productivity requires that continuous efforts be made to adapt economic activities to constantly changing conditions and to apply new theories and methods.

- From the perspective of the Japan Productivity Center: Productivity means maximizing the use of resources; manpower; facilities, etc. in a scientific way; reducing production costs; expanding markets; increasing employment and striving to increase real wages and improve living standards as is beneficial to workers, management and society. (Shahsavari,2012)

### **Job satisfaction and productivity:**

Based on what has been said, it is obvious that people's satisfaction with their jobs is directly related to productivity. To better explain this relationship, it is appropriate to refer to the role of the huge and valuable capital of human resources in productivity.

### **Human-centered productivity.**

All organizations, regardless of their mission, must allocate the most resources to the education and training of people from different dimensions, such as behavioral, occupational and specialized training, laws and regulations, and job description training, thinking training, self-education and other education, family education, in order to strengthen teamwork, mastery of the job, recognition inside and outside the organization, recognition of the limits and depth of tasks, innovation, the emergence and development of the principle of the individual and the learning organization, will lead to a mutual understanding between the families of employees and the organization, which will ultimately lead to the establishment, development, expansion, application and continuity of productivity and, in general, its promotion in the organization.

Therefore, a systematic and continuous approach of matching the right person with the right job at the right time, which includes both the concepts of job satisfaction and productivity, is considered the best option and solution.

By reflecting on the above-mentioned matters and considering the issue of coherent leadership and guidance of the organization towards goals, which is a reminder of the undeniable and important role of managers, and this is certainly highly effective in the success or failure of programs. (Hooman,2002)

### **The Importance of Productivity**

In the present era, productivity is called a method, a concept, and an attitude about work and life, and in fact, it is viewed as a culture and a worldview; productivity can be involved in all aspects of work and individual and social life and is a determining indicator of the per capita income of each country, and to increase the national productivity of each country, the per capita income of that country must increase.

## **5. Major Barriers to Workplace Productivity**

### **1. Process, System, and Policy Confusion**

No matter the size of your organization, we know that consistent, quality service is achieved when you have sound processes or systems that are well-implemented. Ideally, these systems should be based on sound policies and clear, actionable procedures that people can easily follow. Unfortunately, if these processes are not well-designed and documented, the policies and work methods that underpin these processes will not





be easily implemented, and chaos will quickly ensue. In these situations, individuals and teams will each be pulled in different directions, and team productivity will suffer greatly.

## 2. Unnecessary Communication (Emails, Meetings, etc.)

While clear and consistent communication is very beneficial for productivity, too much communication is counterproductive and harmful. We mean all types of communication, but studies show that the greatest decrease in productivity comes from email communication and meetings. Email is very convenient and fast to send and can be easily copied to many people, many of whom do not even need to receive it. Also, most emails are too long or poorly written, requiring additional explanation. Business meetings can also be easily held over the phone (whether in person or virtually). But often people are invited to meetings who do not need to be there. Even if the right people attend the meeting, their time is still wasted due to the large number of participants, poor organization, and poor execution of the meeting.

## 3. Distractions, interruptions, unnecessary multitasking

Many people think they can do several things at once. But research shows that most Productivity is achieved by single-tasking (doing only one thing at a time) and by focusing completely on it. Therefore, we should avoid distractions as much as possible and manage interruptions so that we can fully focus on the task at hand and prevent multitasking. Therefore, the more we plan our work and do things in a quiet and focused place, the more benefit we will get from our work.

4. Manually doing things that can be done automatically or by machine The repetition of an action is an integral part of a work process; a problem that has existed since the beginning of the industrial revolution. Although automation and the use of technology can reduce this repetitive work. Of course, provided that managers and team leaders know how to use it (whether in their industry or in other fields) and, in the next step, introduce it to their people with sufficient care and support and help them get rid of repetitive tasks and use their talents in other areas. In this way, managers kill two birds with one stone and increase team productivity in two ways.

## 5. Dealing with poor and toxic employees or office policies

Although not all workplaces have bad or toxic employees, where these conditions exist, productivity suffers greatly. Some employees are far less productive than they should be, and one or two other team members always have to pick up the slack to compensate for these shortcomings. Even worse, some employees may distract the rest of their colleagues or annoy them to some extent. Which will also reduce their profits. (Hooman,2002)

## Improving productivity through people

Organizations are a set of humans, technological, technical, structural, cultural and other environmental factors that interact to achieve predetermined and common goals. Undoubtedly, given that these goals and resources of individuals do not necessarily coincide, the way managers deal with them is important in creating balance, reducing conflict and optimally using the potential abilities of individuals and elements.

In this regard, the employees of any organization are considered the most important part of the organization, and paying attention to their needs and requirements is inevitable. To increase productivity in the organization, we need to provide several conditions, the most important of which is the human factor. Human resources motivated to perform their duties are the most important factor in productivity.



Human resources, which are considered one of the most valuable resources of any organization and have long been the main factor in the progress of various countries. A capable and efficient human resource is one that can make the organization efficient, profitable, and beneficial to society, and in general, the country prospers and frees it from dependence.

Low individual productivity in manufacturing companies causes more attention to be paid to the factor of human resource improvement, and one of the factors that has a significant impact on human resource improvement is employee performance evaluation. The first step in improving productivity is improving productivity at the individual level, and improvement is a path that leads to productivity. (Giri et al.2013)

### **What is job satisfaction and what factors affect it?**

Sociologists have provided numerous definitions for the concept of job satisfaction; based on these definitions, job satisfaction is a complex and multidimensional concept that is closely related to social, physical, and psychological factors, but to better understand this concept, it is enough to refer to ourselves and see how much positive feeling and dependence we have towards the work we are doing?! This report takes a look at what and why of the concept of job satisfaction and the factors that influence it, based on unofficial statistics that report high levels of job dissatisfaction in Iranian societies.

### **Factors affecting the increase in human resource productivity**

There are different opinions in determining the factors affecting productivity, and each of the scientists and experts has identified factors as effective factors, and in brief, factors such as continuous job training of managers and employees, promoting motivation among employees to work better and more, creating suitable grounds for the initiative and creativity of managers and employees, establishing an appropriate performance-based payment system and establishing a system of punishment and encouragement, conscientiousness and social discipline, changes in the system and methods that play a sensitive and key role, strengthening the governance and dominance of organizational policies over affairs, and thrift as a national duty are effective in productivity.

However, all authors in this field almost agree on this subject that only one specific cause cannot be presented to increase the level of productivity, but rather they state that improving productivity should be considered the result of a combination of various factors.

### **Desirable behavior and correct conduct of leaders and managers**

The serious responsibility of management and leadership should be entrusted to people who, while possessing specific personality traits, apply appropriate leadership and management methods and are also role models in terms of ethics. Providing the necessary conditions for career advancement for all individuals.

**In-service training courses and employee training:** In-service training courses and employee training should be considered a vital, continuous and ongoing matter, because only through training can the efforts of employees be coordinated with existing facilities and new scientific advances.

All tasks, instructions, regulations and laws should be clear and unambiguous for employees and there should be no room for ambiguity for them. Giving sufficient authority to employees so that they feel more responsible in carrying out their work. At the time of recruitment, efforts should be made to attract efficient



and specialized people. It is necessary to conduct oral and written tests to select them. Efforts should be made to involve employees in decision-making and the formulation of goals and programs.

The result of this action will make employees feel responsible in carrying out activities and show more effort in achieving organizational goals. High quality of work life: The concept of quality of work life expresses the importance of respecting people in their work environments. In short, it can be said that the things that should be effective in increasing the quality of work life are as follows:

1. Appropriate and fair payment for doing a job well.
2. Healthy and safe working conditions.
3. Possibility of learning and using new skills.
4. Creating social cohesion in the organization.
5. Preparing opportunities for growth, progress and advancement for employees.
6. Protecting individual rights.
7. Balance in dividing working time and permitted idle time.
8. Creating work and organizational pride.
9. Job rotation, job enrichment and career development programs should be used to increase the ability and skills of employees and to increase employee self-confidence.
10. Establishing an appropriate performance-based payment system and establishing a punishment and incentive system.
11. Transformation in systems and methods that play a critical and key role.
12. Work conscience and social discipline are the factors of self-control.

Improving and promoting productivity requires comprehensive planned efforts and efforts from relevant individuals and officials, which in turn requires improving working conditions and changing the incentives and motivation methods of employees, improving systems, laws, directives, instructions, methods, technology, etc.(Tatsuse and Sekine,2013)

### **The most important factors affecting productivity reduction**

The most important and major factor affecting the productivity of human resources is the imbalance of income and expenses, which is the most important factor in motivating human resources. After that, the most important factors affecting productivity reduction within an organization are as follows:

- 1 - The existence of discrimination between employees due to poor management.
- 2 - Job insecurity.
- 3 - Failure and reluctance to plan medium or long term (weak management).
- 4 - Unfavorable work environment.
- 5 - Lack of attention to the essential needs of employees.



- 6 - Lack of control (instability in control plans).
- 7 - Inconsistency between academic field and job.
- 8 - Failure to use expertise in relevant jobs (weak management).
- 9 - Lack of management planning.
- 10 - Lack of internship (weak management).
- 11 - Inconsistency between individual and job talents (weak management).
- 12 - Incompetence of supervisor.
- 13 - Disinterest in current work and continuous transfer of human resources.
- 14 - Human resource inflation.

Almost all factors that reduce human resource productivity are related to weak management. In the meantime, the relationship between the individual and the organization should be a mutual and two-way communication. (Zaki,2008)

A successful manager is someone who deeply understands and understands the cultural environment of his organization, which is a very effective factor in the behavior of employees and uses it to implement the organization's plans. Apply. The salaries and benefits of individuals should be determined based on the nature of the job, expertise, experiences, and performance of individuals in response to changes and programs.

If the performance of individuals is not carefully evaluated and they are not given points according to their merits, or in other words, competent individuals do not enjoy more privileges in the organization, a culture of underemployment will gradually emerge in that organization.

The low salaries and wages in developing and poor countries compared to the cost of living index in recent years have led to underemployment and finding second and third jobs, which ultimately has led to the workforce becoming more tired, reducing productivity, and causing mental and psychological problems for the workforce in their families, and consequently has had a negative impact on the productivity of the workforce.

If we cannot implement the welfare and livelihood needs of the workforce, the meritocracy system of justice and fairness based on a comprehensive performance evaluation system in organizations, there is no hope of increasing productivity. (Tats use and Sekine,2013)

## Conclusion

By reflecting on the above-mentioned material and considering the issue of coherent leadership and guidance of the organization towards goals, which is a reminder of the undeniable and important role of managers, and this is certainly highly effective in the success or failure of programs, from the author's perspective, the best option for managers to climb to the peak of success is to move based on a management style based on human dignity and productivity.



This type of management is based on principles such as: respecting people, having a positive view of people, establishing strong human relationships, practical participation of employees in decision-making, and the principle of comprehensive education and raising the awareness of all employees of the organization.

The results obtained from management based on human dignity can be summarized as follows:

1. Strengthening and improving attachment to work and the organization.
2. Strengthening and improving work ethics.
3. Strengthening multitasking (work culture).
4. The dominance of the continuous improvement strategy in the organization.
5. Strengthening spontaneous teamwork through a motivational system, establishing a suggestion system.
6. Reducing rumors and psychological tension in the organization through a mechanism for informing different levels regardless of their position and position.
7. Eliminating anxiety from the workplace through behavioral training and paying attention to employee job security and providing the opportunity to express opinions and integrate the organization formally and informally.
8. Reducing violations and accidents caused by work.
9. Replacing quality control with quality production.
10. Reducing the consumption of materials and energy (material and spiritual), all of which will lead to the creation and establishment, cultivation and expansion, application and continuity of productivity and, in general, improvement in the organization.

### **Suggestions**

A person's work environment is like their second home, and many people spend most of their time in their workplace. Therefore, it is obvious that the workplace should also be like a home that meets the minimum spiritual and psychological needs of individuals so that they can earn income and improve their level of knowledge and professional skills and provide honest and effective service.

This study has attempted to review the definitions of concepts such as job satisfaction and productivity and address the influential factors, as well as examine the relationship and proportion between the two and the extent of their role in achieving goals and programs and achieving organizational victory and success.

- 1 - Creating a sense of competence by accurately describing the duties of individuals within the framework of assigned activities and supporting and appreciating them.
- 2 - Conducting in-service training courses and paying special attention to the competencies of employees
- 3 - The value of believing in the theories proposed by colleagues and trying to actualize their talents by forming a committee for this purpose.
- 4- Providing the opportunity for employees to express their opinions and suggestions even in the event of their rejection.



- 5- Creating relationships based on trust between individuals and various departments of the organization and establishing a culture full of trust, with attention to sensitivity and sovereignty, especially in staff jobs.
- 6- Sharing organizational information with employees and paying attention to their success and prosperity.
- 7 - Efforts to create a culture of support through incentive and motivational systems (material and spiritual).
- 8 - Delegation of authority to the organization's deputies, general managers, heads of departments and groups, taking into account the wide range of activities and the breadth of academic activities, and assigning important responsibilities and duties to employees and instilling a spirit of usefulness and importance in employees.
- 9 - Creating a culture to promote activities and teamwork at various levels and forming self-managed teams.

## References

- Amini, Amrollah. (2000). Estimation and analysis of technical developments, efficiency and productivity in the Iranian automotive industry. PhD thesis in economics, Tarbiat Modares University. For access: <https://aris.atu.ac.ir/a.aminij>
- Propenko, Joseph, (1993). Book, Productivity and Quality Management: Modular Program. Translated by Mohammad Reza Ebrahimi Mehr, Publisher. Tehran Masters of Pen Publishing Company. For access: <https://tinyurl.com/2sf36w2b>
- Soltani-Iraj (2005), Human Resource Productivity Book, Isfahan Publisher, Arkan Publications, . For access: <https://tinyurl.com/mvjwyvb8>
- Shahsavari, Amir Ali, (2012), Studying the relationship between management style and human resource productivity in government offices in Mahabad city, Islamic Azad University, Master's thesis in public administration. For access: <https://tinyurl.com/2nyvy98j>
- Taheri, Shahnam. (2009). Book, Productivity and its Analysis in Organizations (Comprehensive Productivity Management). Tehran: Publisher: Hastan. For access: <https://tinyurl.com/mr34trv5>
- Kohn, (2009), Job satisfaction of librarians working in the technical services, public services, National Library of the Islamic Republic of Iran research in university education. For access: [https://lis.aqr-libjournal.ir/article\\_43631.html](https://lis.aqr-libjournal.ir/article_43631.html)
- Mohammadzadeh, (1999), Studying the level of job satisfaction of human resources working in libraries affiliated with universities of medical sciences, Publisher. Tehran, Shahid Beheshti, Iran. For access: <https://www.virascience.com/thesis/14366/>
- Mousavi, Mir Mohammad, Rezghi Shirsavar, Hadi, (2011), The relationship between job satisfaction and productivity of employees working in the Medical Unit of Islamic Azad University, Tehran, Publisher. Health and Treatment Management Winter 2011, Volume 3 - Issue 3,4, Scientific-Research (Ministry of Science/ISC (10 pages - from 19 to 28). To access: <https://tinyurl.com/56s28x9t>
- Mahdavi, Mojgan, Roohi Azizi, Maryam (2000), Investigating the Effect of Job Satisfaction on Increasing the Productivity of Employees of the Central Office of the Imam Khomeini Relief Committee,





- Publisher, Tawon Magazine, No. 997, pages 99 and 96. For access:  
<https://tinyurl.com/6wxm33um>
- Hooman, Heydar Ali, (2002), Book on Preparing and Standardizing a Job Satisfaction Measurement Scale, Tehran, Publisher. Public Administration Training Center,. For access:  
<https://tinyurl.com/msd7nz8t>
- Azadikgah Salimi M.(2011) Job satisfaction and affective factors, Age management, Fifth year.2011: Number 18 and 19. pp. 115-120
- Hognut, Alison E, While & Barribal, Louise K(2007) Job satisfaction and its related factors: a questionnaire survey of hospital nurses in mainland china, International journal of Nursing Studies.2007: vol. 44. No. 6, p. 574 – 588. Available at  
[http://www.sciencedirect.com/science?\\_ob=MImg&\\_imagekey](http://www.sciencedirect.com/science?_ob=MImg&_imagekey)
- Giri, Vijai N, Kumar B, Pavan.(2013) Assessing the Impact of Organizational Communication on Job Satisfaction and Job Performance, Psychological Studies (June) 2013:55(2):137–143
- Tatsuse Takashi and Sekine Michikazu(2013) Explaining global job satisfaction by facets of job satisfaction: the Japanese civil servants study, Environ Health Prev Med, 2013: 16:133–137.
- Tougia and others, (2000).Strategic Human Resource Management, LONDON INTERNATIONAL THOMSON BUSINESS PRESS.
- Zaki MA. Job Satisfaction Survey Research at the University of Imam Hussein University of Imam Hussein (AS) in Tehran, 2008
- Amir Teymouri, Somayeh,(2016) The role of educated labor force and total factor productivity growth in the agricultural sector, Iran, Publisher: Agricultural Educational Management Research. For access: [https://itvhe.areeo.ac.ir/article\\_106620.html](https://itvhe.areeo.ac.ir/article_106620.html)
- Dari Najaf Abadi (1995), The Necessity of Export Development, Publisher: Journal: Strategy »Fall 1995 - Issue 8 ISC (12 pages - from 1 to 12) For access: <https://tinyurl.com/3a5kjuym>

Received: 03.06.2025

Revised: 03.12.2025

Accepted: 03.14.2025

Published: 03.18.2025



This is an open access article under the  
 Creative Commons Attribution-  
 NonCommercial 4.0 International License

**Acta Globalis Humanitatis et Linguarum**  
 ISSN 3030-1718