INVESTIGATING FACTORS RELATED TO SOCIAL WORKERS' JOB SATISFACTION: PUBLIC AND PRIVATE HOSPITALS IN TEHRAN AND KARAJ PROVINCES

Untersuchung von Faktoren im Zusammenhang mit der Arbeitszufriedenheit von Sozialarbeitern: Öffentliche und private Krankenhäuser in den Provinzen Teheran und Karaj

Sosyal Hizmet Uzmanlarının İş Doyumları İle İlgili Faktörlerin İncelenmesi: Tahran ve Karaj İllerindeki Kamu ve Özel Hastaneler

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ABSTRACT

The job takes up more of an individual's time than any other activity and gives meaning to people. Various factors interact with each other to make someone satisfied or dissatisfied with the job. This study aims to identify the factors related to social workers' job satisfaction based on Herzberg's motivation-hygiene theory. The target population includes 180 hospitals located in Tehran and Karaj Provinces, Iran. Eventually, after two rounds of follow-up, 108 hospital social worker participated in the study, in 2021. As a result of this research, the overall level of social workers' job satisfaction is average. A significant positive correlation was identified between motivational and hygiene factors, and job satisfaction. Among the variables of motivational factors, recognition, achievement, growth, and responsibility, and among the components of hygiene factors, supervision, workplace policy, and interpersonal relationships correlated significantly and positively with job satisfaction. In addition, a statistically significantly greater role of motivational factors in explaining social workers' job satisfaction compared to hygiene factors has been proved.

Keywords: Job satisfaction, social work, Herzberg's motivation-hygiene theory, motivational factors, hygiene factors.

ZUSAMMENFASSUNG

Der Job nimmt den Einzelnen mehr Zeit in Anspruch als jede andere Tätigkeit und gibt den Menschen einen Sinn. Verschiedene Faktoren wirken zusammen und sorgen dafür, dass jemand mit dem Job zufrieden oder unzufrieden ist. Diese Studie zielt darauf ab, die Faktoren zu identifizieren, die mit der Arbeitszufriedenheit von Sozialarbeitern auf der Grundlage der Motivation-Hygiene-Theorie von Herzberg zusammenhängen. Die Zielgruppe umfasst insgesamt Krankenhäuser in den Provinzen Teheran und Karaj, Iran. An der Studie nahmen 108 Sozialarbeiter in Krankenhäusern teil. Die Daten wurden mithilfe eines Fragebogens zur Arbeitszufriedenheit erhoben. Als Ergebnis dieser Untersuchung ist die Arbeitszufriedenheit der Sozialarbeiter insgesamt durchschnittlich. Es wurde ein signifikanter positiver Zusammenhang zwischen Motivations- und Hygienefaktoren und der Arbeitszufriedenheit festgestellt. Unter den Variablen der Motivationsfaktoren Anerkennung, Leistung, Wachstum und Verantwortung sowie unter den Komponenten der Hygienefaktoren korrelierten Aufsicht, Arbeitsplatzpolitik und zwischenmenschliche Beziehungen signifikant und positiv mit der Arbeitszufriedenheit. Darüber hinaus wurde eine statistisch signifikant größere Rolle von Motivationsfaktoren bei der Erklärung der Arbeitszu-

friedenheit von Sozialarbeitern im Vergleich zu Hygienefaktoren nachgewiesen.

Schlüsselwörter: Arbeitszufriedenheit, sozialarbeit, Motivations-Hygiene-Theorie nach Herzberg, Motivationsfaktoren, Hygienefaktoren

ÖZET

İş, bir bireyin zamanının diğer tüm faaliyetlerden daha fazlasını alır ve insanlara anlam kazandırır. Çeşitli faktörler birbirleriyle etkileşime girerek kişinin işinden memnun olmasını ya da olmamasını sağlar. Bu çalışma, Herzberg'in motivasyon-hijyen teorisine dayanarak sosyal hizmet uzmanlarının iş doyumları ile ilgili faktörleri belirlemeyi amaçlamaktadır. Hedef kitle İran'ın Tahran ve Karaj Eyaletlerinde bulunan 180 hastaneyi kapsamaktadır. Nihayetinde, iki tur takipten sonra, 2021 yılında 108 hastane sosyal hizmet uzmanı çalışmaya katılmıştır. Bu araştırmanın sonucunda, sosyal hizmet uzmanlarının genel iş doyumu düzeylerinin ortalama düzeyde olduğu görülmüştür. Motivasyonel ve hijyen faktörleri ile iş doyumu arasında pozitif yönde anlamlı bir ilişki tespit edilmiştir. Motivasyonel faktörler arasında yer alan tanınma, başarı, büyüme ve sorumluluk ile hijyen faktörleri arasında yer alan denetim, işyeri politikası ve kişilerarası ilişkiler iş doyumu ile anlamlı ve pozitif yönde ilişkilidir. Ayrıca, motivasyonel faktörlerin sosyal hizmet uzmanlarının iş doyumunu açıklamada hijyen faktörlerine kıyasla istatistiksel olarak anlamlı derecede daha büyük bir rolü olduğu kanıtlanmıştır.

Anahtar Kelimeler: İş doyumu, sosyal hizmet, Herzberg'in motivasyon-hijyen teorisi, motivasyonel faktörler, hijyen faktörleri.

INTRODUCTION

In the world, all beings are always striving and active to achieve their specific goals. As one of the human activities in social life, a job has an important role in people's life. It takes up more of an individual's time than any other activity and gives meaning to people. As an immediate element of the organization, human resources are always greatly affected by their jobs, and on the other hand, the effectiveness of organizations depends on the employees' function. All people in their daily life deal with desirable or undesirable issues, and they feel satisfied or dissatisfied when dealing with it or doing it. The work environment and human activity also evoke different feelings in different people, one of the most important of which is the satisfaction or dissatisfaction that appears in a person (Allah Yaari and Miri Balchi, 2009). Job satisfaction refers to people's attitude toward multiple facets of work, such as quality of supervision, pay, promotion opportunities, and relationships with coworkers (Zheng et al., 2014).

People with high job satisfaction have a more positive attitude and motivation towards their work, and people with low job satisfaction have a negative attitude toward their job. Job satisfaction leads to the growth of efficiency, improvement of service quality, and physical and mental health of people, neglecting the employees' job satisfaction leaves harmful and undesirable effects on the organization and the individuals.

Social workers are one of the important agents of welfare systems and social services in society, during their professional activities, face different clients, and their job satisfaction affects different levels of the personal, psychological, and social life of themselves and others. It is obvious that the pressure caused by the job in the social work profession is more than in many other jobs. If these pressures are accompanied by dissatisfaction with the job, in the case of no resources to help reduce the pressures, the performance associated with Dissatisfaction of the social worker will not only hurt them but will also have negative consequences for the organization, the clients and ultimately the society and will make them suffer. If social workers provide professional and social services when dissatisfied with their job, it can be harmful to clients. In the shade of social workers' job satisfaction, not only they benefit, but society will also benefit from its effects, and it will indirectly strengthen the government's investments in the field of social welfare (Allah Yaari and Miri Balchi, 2009).

Some studies indicates that job satisfaction is related to overall happiness, mental health, and longer life expectancy (Kaheh and Heivadi, 2012). Job satisfaction as a dynamic concept is a combination of various components which have a positive or negative impact on them and are affected by them. Only one factor does not cause job satisfaction, but different combinations of various factors make a person feel satisfied with their job and profession at a particular moment. Several variables and factors may increase or decrease social workers' job satisfaction in organizations. Promoting job satisfaction in different countries requires different considerations, according to the conditions of each

country. Therefore, to make appropriate decisions to improve the job satisfaction of individuals in the diverse working field, including social workers, the relevant factors of job satisfaction need to be identified and analyzed.

Thus, we carry out research that identifies and examines the factors related to social workers' satisfaction with job, so by gaining knowledge and understanding the related factors, appropriate measures can be taken to improve or meet social workers' job satisfaction. In this regard, the present research seeks to answer the following question:

Which factors are related to the job satisfaction of social workers?

LITERATURE REVIEW

Concern about job satisfaction has appeared regularly in the scholarly press over the years. Researchers in different disciplines pay extensive attention to this topic (Bovier and Perneger, 2003; George and K.A, 2015; Zembylas and Papanastasiou, 2004). Job satisfaction literature has also addressed social workers practicing in various areas such as mental health (Yanchus et al., 2015), schools (Staudt, 1997), hospitals (Monroe and Deloach, 2004), child welfare (Lozano, 2017), prisons (Toi, 2015).

Some studies show that compared with other occupations, social workers have high job satisfaction (Gómez García, Alonso Sangregorio and Lucía Llamazares Sánchezb, 2016; Pinsker, 2013; Evans et al., 2006). However, research by Papadaki and Papadaki (2006) suggests that while social workers are generally satisfied, other job satisfaction indicators show a low degree of it. Job satisfaction predicts turnover and burnout (Bednar, 2003; Freund, 2005), which affects the interaction between social service providers and clients (Safadi, 2019). Social workers who are satisfied with their job are more likely to stay in their present careers and consider high-quality services for their clients (Acker, 2004). Research findings indicate that social workers' satisfaction with their job depends on a wide range of factors, such as satisfaction with financial rewards (Calitz, Roux and Strydom, 2014; Smith and Shields, 2013), quality of supervision, perceived workload (Choi, Koo and Fortune, 2020; Cole, Panchanadeswaran and Daining, 2004; Um and Harrison, 1998), support for creativity and innovation, promotional opportunities, work engagement (Calitz, Roux and Strydom, 2014), working relationship (Choi, Koo and Fortune, 2020; Hussein et al., 2013), length of practice (Mrhálek and Kajanová, 2018), level of education, autonomy (Abu-Bader, 2000), years of unemployment (Papadaki and Papadaki, 2006), and department structure, primary job function (Pugh, 2016). According to these researches, what makes social workers satisfied or unsatisfied with their job do not depend on the specified factors. Job satisfaction should be seen as a multidimensional concept. Based on the literature, factors related to job satisfaction can be classified into three major domains: Demographic characteristics, motivational factors, and organizational factors.

Demographic Characteristics

Demographic factors can be grouped into two subcategories: personal characteristics, including variables such as level of education, age, marital status, and gender, and job-related characteristics, such as the organization's size, job tenure, and contract type, and (Mor Barak, Nissly and Levin, 2001).

Many research reports mixed results about the relationship between demographic factors and social workers' job satisfaction. According to Several studies, no association was found between job satisfaction and demographic variables, including gender (Barth et al., 2008; Pugh, 2016; Lee and del Carmen Montiel, 2011; Ulricha et al., 2007), age (Aloisio et al., 2018; Choi, Koo and Fortune, 2020; Cole, Panchanadeswaran and Dainig, 2004; Petty and Brewer, 2005; Ulrich et al., 2007), marital status (Acquavita et al., 2009; Banyana Ramasodi, 2010; Gómez García, Alonso Sangregorio and Lucía Llamazares Sánchezb, 2016), level of education (Barth et al., 2008; Banyana Ramasodi, 2010; Troupe, 2016) and years of experience (Troupe, 2016). However, other studies report that age is statistically associated with job satisfaction (Lambert et al., 2012; O'Donnell et al., 2008); as age increases, satisfaction with a job also increases. The lack of other job alternatives for older people, less risk-taking than younger people, and looking for more stability in income due to family obligations may lead to more job satisfaction (Lambert et al., 2006; Safadi, 2019). Research also shows gender is related to job satisfaction; women are significantly more satisfied with their job than men (Lambert, Lynne Hogan and Barton, 2001). According to Acker (2004), social workers with a high level of education have less job satisfaction than their colleagues who have less education; expectations about a job in terms of salary, promotion, and job autonomy are likely to increase with the level of education (Safadi, 2019). In addition, some people with higher levels of education find themselves overqualified for their present positions, which negatively affects job satisfaction (Petty and Brewer, 2005). Lambert, Lynne Hogan and Barton (2001) point to the negative association between job satisfaction and tenure; social workers' job satisfaction decreases as tenure increases. Moreover, Gómez García, Alonso Sangregorio and Lucía Llamazares Sánchezb (2016) found no significant differences between job satisfaction and the organization's size and contract type.

Motivational Factors

Many researchers studied the association of job satisfaction with different variables of motivational factors (Acker, 2004; Banyana Ramasodi, 2010; DeLoach and Monroe, 2004; Gómez García, Alonso Sangregorio and Lucía Llamazares Sánchezb, 2016; Smith and Shields, 2013). In a quantitative study with 259 mental health social workers in New York, Acker (2004) reports that opportunities for professional development are positively correlated with job satisfaction. This is a similar finding in other studies; the promotion factor contributes to dissatisfaction when people have not experienced any upward changes in their job or do not receive an expected promotion (Banyana Ramasodi, 2010; Gómez García, Alonso Sangregorio and Lucía Llamazares Sánchezb, 2016). In addition, Task variety

and creativity were identified as strong predictors of job satisfaction among motivating variables (Smith and Shields, 2013). In the study by Lambert et al. (2012), autonomy and job variety also predicted job satisfaction strongly. Having freedom in the workplace and participating in job-related matters provides a more positive job experience, which makes people more satisfied with their job (Lambert et al., 2012).

Organizational Factors

The study findings highlight the greater role of organizational factors in increasing job satisfaction (Chamberlain, Hoben, Squires and Estabrooks, 2016; Collins, 2008). At the same time, there is evidence that motivation characteristics can predict job satisfaction more than organizational variables (Smith and Shields, 2013). In terms of factors related to an organization, multiple studies point to the relationships between the job satisfaction of social workers and the quality of supervision (Barth et al., 2008; Choi, Koo and Fortune, 2020; DeLoach and Monroe, 2004; Smith and Shields, 2013). Open, supportive, and motivating supervision help to develop positive attitudes toward the job (Lambert et al., 2012). Some of these studies indicate that job satisfaction is also associated with co-workers' relationships (Acker, 2004; Banyana Ramasodi, 2010; Choi, Koo and Fortune, 2020; DeLoach and Monroe, 2004). Additional research into organizational characteristics suggests that salary positively correlates with job satisfaction (Acker, 2004; Jang, 2018; Smith and Shields, 2013). However, the research of Choi, Koo and Fortune (2020), which involves MSW graduates of a north-eastern social work program in the U.S. from 2009 to 2012, notes that organizational variables such as salary are not related to job satisfaction.

In summary, from the literature, it is apparent that demographic, motivational, and organizational factors altogether contribute to the job satisfaction of social workers. Although a growing body of literature addresses this topic, few studies have examined social workers' job satisfaction in Iran. Therefore, to bridge this gap, this study aims to investigate factors related to social workers' job satisfaction based on Herzberg's motivation-hygiene theory.

THEORITICAL FRAMEWORK AND HYPOTHESIS

The study builds on Herzberg's two-factor theoretical framework, stressing that satisfaction and dissatisfaction with a job are on a different continuum. According to this theory, some factors entail satisfaction, while others may hinder dissatisfaction and will not be a source of satisfaction. Therefore, the factors related to job satisfaction categorized into two varied dimensions: motivation and hygiene. The factors leading to job satisfaction and dissatisfaction are divided into two distinct categories. Herzberg called the factors that make employees satisfied with their jobs and related to the work context "motivational factors", which provision motivate and satisfy people, but their absence produces only weak dissatisfaction. The motivators are not in the environment, but in the intrinsic

value gained from the job itself. They cover intrinsic needs such as recognition, growth, achievement, and responsibility. Also, "hygiene factors" will only prevent dissatisfaction, but their presence does not generate motivation. These are mainly related to environment, reflecting external aspects of the job such as workplace policy, supervision, and working condition. From this perspective, hygiene factors cannot motivate employees but can minimize dissatisfaction, if addressed properly. In other words, such elements prevent negative results in the workplace, but does not necessarily provide positive motivation. If these factors do not exist, it will lead to job dissatisfaction. In brief, motivators as an intrinsic factor make people satisfied with their job by fulfilling an individual's needs in terms of meaning and personal growth. The hygiene elements, On the other hand, prevent dissatisfaction and bad feeling in the workplace. In this study, we focused on two factors: motivational factors and hygiene factors to investigate social workers' job satisfaction (Gómez García, Alonso Sangregorio and Lucía Llamazares Sánchezb, 2016).

Accordingly, it is aimed to examine 12 hypotheses:

H1: Job satisfaction correlated significantly with motivational factors.

H1a: Job satisfaction correlated significantly with growth.

H1b: Job satisfaction correlated significantly with recognition.

H1c: Job satisfaction correlated significantly with achievement.

H1d: Job satisfaction correlated significantly with responsibility.

H2: Job satisfaction correlated significantly with hygiene factors.

H2a: Job satisfaction correlated significantly with workplace policies.

H2b: Job satisfaction correlated significantly with interpersonal relationships.

H2c: Job satisfaction correlated significantly with job security.

H2d: Job satisfaction correlated significantly with working conditions.

H2e: Job satisfaction correlated significantly with supervision.

METHODOLOGY

Study Design

The current study is framed under a quantitative research design to investigate factors related to social workers' job satisfaction.

Participants

The study population includes 180 public and private hospitals in Tehran and Karaj Provinces, Iran, which 160 hospitals located in Tehran and 20 of them in Karaj. After two rounds of follow-up, 108 hospital social workers participated in the study, in 2021. More than half of them were female (71%), and the rest were male (29%). The age ranges of participants included 20-50, and their mean age is 29.5 years. The mean length of work experience was 5.6 years, and the most frequent educational level was a bachelor's degree.

Measure

Data were collected via a job satisfaction questionnaire.

Job Satisfaction Questionnaire

The questionnaire used in this study, designed in 2004 by Foroughi, measures job satisfaction based on Herzberg's two-factor theory. It comprises 35 items asking social workers to determine the degree of their satisfaction in relation to each statement. Based on a five-point Likert Scale, a 1-5 score (1= too low to 5= too high) was considered for responds. The more scores show, the more degree of satisfaction with the job. Sample items included: "In case of illness, sick leave is agreed" and "My salary is fair according to the assigned responsibilities and duties". The second part of the questionnaire prepared by the researcher includes questions about demographic characteristics such as gender, age, marital status, degree, and job tenure. The measure's reliability was confirmed using Cronbach's α (0.87).

Data Analysis

Data analysis of this research has been done at two levels, descriptive statistics and inferential statistics, using SPSS version 26.0 for windows. Descriptive statistics, including frequencies and percentages, were used to describe participants in terms of demographic characteristics within personal and job-related aspects. We conducted Pearson and Spearman correlations to identify relationships between dependent and independent variables. Moreover, regression analysis was run to determine the value of independent variables, including hygiene and motivational factors, to predict a job satisfaction.

Ethical Consideration

Research ethics, such as anonymity, confidentiality, and informed consent, have been considered in the present study. Therefore, we outlined the purpose of the research verbally and in written form; as the first section of the questionnaire. It is also stated that participation is voluntary and personal

information will be kept confidential. In addition, all information collected will be used exclusively for the aim of this study.

RESULTS

Descriptive Statistics

The participants' demographics are shown in table 1: distribution in terms of gender presents that 71% are female, 29% are male, with an average age of 29.5. Their minimum age is 22 years, and the Maximum is 44 years. Regarding marital status, 54% (n= 58) are single, and 46% (n=50) are married. The largest group of participants has a bachelor's degree (82%), and most work full-time (93%). 54% of social workers have worked in a hospital for 0 to 5 years, and 41% for 6-10 years.

Table 1. Demographic Characteristics of Social Workers (N: 108)

Characteristics	N	%
Gender		
Female	77	71
Male	31	29
Age		
20-30	64	60
31-40	41	38
41-50	3	2
Marital Status		
Single	58	54
Married	50	46
Degree		
BSW	89	82
MSW	17	16
PhD	2	2
Job Status		
Full-time	100	93
Part-time	8	7
Job Tenure		
0 to 5	58	54
6 to 10	45	41
11 to 15	4	4
16 to 20	1	1

Inferential Statistics

The correlation of variables with job satisfaction is presented in table 2. According to the findings, motivational and hygiene factors are correlated significantly with job satisfaction ($P < 0.05$). Additionally, a significant positive correlation is identified between variables of motivational factors, including recognition, achievement, growth and responsibility, and job satisfaction. Regarding hygiene variables, supervision, workplace policy, and interpersonal relationships are significantly and positively related to job satisfaction. One variable, each of the motivational and hygiene factors correlated with job satisfaction to a higher degree: recognition (r> 0/284) and quality of supervision (r> 0/243). No significant correlation is found between job security, working conditions, and job satisfaction. Therefore, these hypotheses of the research are not supported.

Table 2. Analysis of Coefficient Correlation between job satisfaction and motivation and hygiene factors

Variable	Coefficient Correlation	P Value	Variable	Coefficient Correlation	P Value
Motivation Factors	**.342**	**.001**	*Hygiene Factors*	**.287**	**.001**
Growth	.245	.000	Workplace Policy	.231	.002
Recognition	.284	.005	Interpersonal Relationships	.214	.000
Achievement	.276	.001	Job Security	.169	.124
Responsibility	.237	.002	Working Condition	.156	.115
			Supervision	.243	.003

As seen in table 3, regression analysis shows that two motivational and hygiene factors significantly predicted job satisfaction. The motivational factors with a beta of 0.318 and a significant level of 0.000 have a greater role in explaining the dependent variable.

Table 3. Multiple Regression Analysis: Predictor of Job Satisfaction

Variables	B	SE	Beta	T	P Value
Motivation Factors	.318	.42	.293	6/345	.000
Hygiene Factors	.224	.63	.186	4/217	.002

DISCUSSION

The present study investigates the factors related to job satisfaction among social workers based on Herzberg's two-factor theory. According to the findings, most participants reported overall job satisfaction to a moderate degree.

First, our findings showed both motivational and hygiene factors positively correlated with job satisfaction. As these factors increase, satisfaction with the job increases. Among the hygiene factors, supervision, workplace policy, and interpersonal relationships are all positively linked to higher job satisfaction. Consistent with findings from previous studies, social workers are more satisfied with their job in the presence of high-quality supervision and co-worker relationships (Acker, 2004; Choi, Koo and Fortune, 2020; DeLoach and Monroe, 2004). Social support, including supervisors and co-workers, is protected from negative job attitudes, for instance, dissatisfaction (Safadi, 2019). Hombrados-Mendieta and Cosano-Rivas (2011) highlighted that increasing or decreasing workplace support can positively or negatively affect people's job satisfaction. Friendly and supportive co-worker relationships make them happy and reduce their job stress. In turn, this has a positive impact on employees' satisfaction with their job (Shalonda, 2019). Smith and Shields (2013) also concluded from their study of hospital social workers that supervision was the most significant hygiene factor with a strong correlation to job dissatisfaction. Workers with supportive supervisors are more satisfied, and the consequences of this situation can be seen in decreasing the turnover rate and increasing retention (Griffiths et al., 2017). Consistent with research conducted by Taduvana (2016), our study found no relationships between job satisfaction and job security. Further, despite spending most of the workers' time at the workplace, this study found no association was found between working conditions and job satisfaction. All variables of motivational factors, including recognition, achievement, growth, and responsibility, positively related to satisfaction with a job which has been reflected in prior studies (Lambert, Lynne Hogan and Barton, 2001; Papadaki and Papadaki, 2006). Similar to this finding, Smith and Shields (2013) reported that job creativity and variety was the strongest predictor of job satisfaction. Workers seem to be more satisfied with their jobs, when there is variety and creativity in the workplace. Furthermore, regarding other motivating variables, promotion opportunities lead to personal growth, more responsibilities, high social status, and a salary increase. As well as, equal opportunities for promotion and merit-based promotion contribute to experience job satisfaction among workers (Taduvana, 2016). Feeling valued, receiving positive feedback, and receiving recognition from supervisors, managers, and colleagues positivly influence job satisfaction (Griffiths et al., 2017; Jessen, 2010).

Secondly, we found that Motivational characteristics contributed most significantly toward explaining job satisfaction.

CONCLUSION

This study aims to investigate the factors related to social workers' job satisfaction in public and private hospitals in Tehran and Karaj Provinces based on Herzberg's motivation-hygiene theory. The data were gathered through a job satisfaction questionnaire. To examine the correlation between job satisfaction and motivational and hygiene factors, Correlation analysis (Pearson and Spearman correlations) was carried out. The share of hygiene and motivation variables in predicting job sat-

isfaction was determined via regression analysis. The result suggests that both motivational and hygiene factors are linked to the job satisfaction of social workers, while motivating factors explain the level of satisfaction to a higher degree. Our study has represented the necessity of intrinsic and extrinsic factors promotion in the workplace that improves job satisfaction, thus benefiting professional services to clients. Besides, it provides insights to enact workplace policies that encourage supervisors and managers to commit themselves to addressing both motivators and hygiene in the workplace. Also, additional research is needed to systemically review predictable factors of social workers' job satisfaction.

LIMITATION

Although the present study expands the identification of the factors contributing to the job satisfaction of social workers in Iran and it is the first to investigate the related job satisfaction factors among social workers based on Herzberg's theory in Iran, these findings cannot be generalized to other countries. Moreover, this research examined various variables concerning job stisfaction. However, because of the complexity and multidimensionality of job satisfaction research that cannot be included in one study, further research is required in this area to explore the multidimensional concept of job satisfaction.

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