
The Effect of Mental Health on Job Satisfaction of Principals (Case Study: Islamic Azad University of Tehran-East Branch)

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ABSTRACT

The main goal of current research is the effect of mental health of principals in Islamic Azad University of Tehran-East Branch on their job satisfaction. In order to reach goals of the research, theoretical basics and the research background inside and out of the country, were studied and then a set of theories, concepts, background, definitions and symptoms related to lack of mental health and job satisfaction. Then, the researcher has studied the job satisfaction by means of a mental questionnaire and a general health questionnaire consisting 30 four-choice questions. The statistical population of current research consists of all principals in Islamic Azad University of Tehran-East Branch whom some of them were selected as statistical sample. Data collected from questionnaires was analyzed by means of descriptive statistics and also by using the inferential statistics. The results show that mental health of principals affects their job satisfaction. Also various components of mental health of principals are effective on their job satisfaction. Another side mental health and gender of principals have influence on their job satisfaction. Major of study and mental health of principals are effective on job satisfaction and education level and mental health of principals affect their job satisfaction are other result of this research as well.

Keywords: Mental Health, Job Satisfaction, Various Components, Major of Study, Education Level.

Introduction

Nowadays, one of the problems and issues is the risk of reduction in mental health. Whether in past centuries, human being was exposed to contagious diseases; today he faces less, with such hazards. Today, excessive existence of mental disorders with various types and different severities is more dramatic. One of the matters which

is noticed by human in achievement of bliss and perfection is having soul health, calmness and in modern science, mental health. Mental health was always noticed by human being as a goal and an essential tool for his movement to achieve perfections and high positions. Without management and leadership, educational

system won't be able to respond his increasing responsibilities. They will be highly sensitive when the importance of higher education becomes apparent and so, some inquiries will be made about the type of education and training and the performance method of schools (Etemadi Ahari, 2005, p.63). Thus, thought healthiness of school principals is important more than any other matter in order to fulfill the higher education goals. In the current situation of our country, it is said that stress is undoubtedly one of the common features between employees of the organizations which is experienced with a noticeable percentage of them. Principals of the organizations are under increasing stress because of many reasons and as they don't acquire emotional cognitive skills and necessary behaviors in order to deal with inter- and intra-organizational pressures, they get involved in physical and psychological problems of stress and also, they will become a factor who puts pressure on people that are working under their supervision. When employees have mental, personal, domestic and organizational problems, they transfer some of their destructive effects to the work place principal and this defective cycle continues (Saatchii, 2008, p.9). The effect of stress from modern life and changes in the social, political, cultural and economical conditions is undeniable in mental health and life quality. In developing countries, behavioral problems are increasing and inattention to this causes irrecoverable effects on personal, domestic and social aspects. A large group of people, who attend health and medical clinics, suffer from emotional and mental problems. In the research done by health center (2011) and with cooperation of medical research institute, special attention was paid to maintenance factors of human resource; In this way,

researchers emphasize that medical benefits(organizational factors, job factors) are one of the most important factors for maintaining the human resource. They studied 65 retired elderly men in Puerto Rico Institute of Technology and understood that health benefits play decisive role in maintaining the human resource and are considered as the most important maintenance factor for elderly human resource. Therefore, researchers consider medical benefits as one of the most important indicators of maintenance factors of human resource and they did the future planning based on its improvement (Fathi, 2009, p.20). Spread of the aspects of this matter expresses that large group of work force suffers from mental disorders which can easily lead the comprehensive development of our country to face with serious problems; While, increasing requirement of the society to health, treatment services and their limitation, demands the necessity of attention to the economic aspect of planning(Salehi, 2002, p.33-40).

Research Goals

Determining the effect of mental health of principals on their job satisfaction.

Determining various components of mental health and their impact on job satisfaction.

Determining the effect of mental health and gender of principals on their job satisfaction.

Determining the effect of major of study and mental health of principals on their job satisfaction.

Determining the effect of education level and mental health of principals on their job satisfaction.

Presenting the applicable suggestions to principals according to the results of current research.

Presenting the applicable suggestions to higher education officials according to the results of current research.

Importance and Necessity of Research

Healthy, thoughtful and creative human resource should be used in all fields in order to achieve progress and growth in our country because utilizing physical and mental healthy work force in economical, service, educational and industrial institutes has tremendous impact on increasing efficiency. Because of different reasons, industrial-organizational psychologists pay particular attention to causes and effects of stress work. Two of most important reasons are 1) stress decreases individuals' self-esteem and their interest to their job. 2) These pressures are extremely harmful to profitability of organizations. When principals and employees of an organization are under stress, their physical power reduces; they lose their interest to their job. There will be an increase in their mistakes and also in their work incidents and accidents. All these factors also cause a reduction in individuals' performance and effectiveness and as a result, their work place won't achieve efficiency (Saatchii, 1997, p.86). It is possible that all costs related to complications of stress in employees will be more than costs of incidents and accidents at work. More than 960000 workers in America and Sweden were studied and the result has shown that people whom are responsible for stressful jobs will suffer from cardiovascular diseases four times more than individuals whom don't have stressful careers (Saatchii, 1997, p.87). Conscious organizations know that the main task of their principals is coordinating the activities of individuals whom are working under their supervision in order to achieve

their objectives that are determined previously. Due to this, only physically and mentally healthy principals can coordinate the activities of individuals whom are working under their supervision. However, if principals suffer from one or more common behavioral or mental disorders, they cannot carry out their tasks properly. On the other hand, the theory of multifactor productivity has been emphasized in psychology of productivity and especially in the systematic model of selection and utilization of human resources in organizations. Numerous factors are effective on productivity of each organization. These factors have mutual influence on each other and in order to reach the higher levels of productivity, they should be optimized and in the same direction. In this model, it is obvious that one of the effective inter-organizational factors on productivity of each organization is mentally healthy principals. So, it is essential to pay particular attention to the work place mental health of this group and to try maintaining the healthiness of organization by evaluating the destructive factors of mental health related to principals and their effects on principals' job satisfaction and to discover a solution in order to overcome these factors.

Research Background

Most of the programs designed and performed in order to increase the quality of professional life in organizations have some similar features. Some of them are: Improvement in job conditions of employees (safety, healthiness and physical environment) Fulfilling conditions that employees' satisfaction becomes desirable from their job, the work place and the conditions in which they are working and its maintenance at the same level.

When employees have mental, personal, domestic and organizational problems, they transfer some of their destructive effects to the work place principal and this defective cycle continues (Sa'atchi, 2008, p.9).

Mental health has 3 steps:

- A) Prevention from mental disease
- B) Prevention from its spread
- C) Its treatment

In each of these 3 steps the higher education organization or on the other hand the relevant organization plays vital and fundamental role. The remarkable point is that no one is protected from mental disease. It is possible that some people are protected from physical diseases or some diseases are particularly related to a special group such as men, women, and children and so on. On the other hand, it is possible that someone suffers from a physical disease however he does his task easily and on one will be informed except for his relatives. While, someone without mental health, prevents himself and also others from doing tasks.

People without mental health lose their memory because of two reasons:

Depression that is an internal and emotional stimulus and includes all spiritual, mental, motion and characteristic modes.

Anxiety which is external stimulus has biological base and is a cause of worry, agitation and etc in sick people (Salehi, 2002, p.32).

There are two points of view about the nature and strategies of improvement in the quality of professional life: in one of them the quality of professional life equals a group of organizational, safety and employees' mental health situations and conditions that should be fulfilled.

In another point of view, the concept of quality of professional life means that employees should be rather satisfied of

their jobs and continue their growth as a human if they are interested in their jobs. In this viewpoint, the quality of professional life will improve when all fundamental, healthy and moderate needs of employees are satisfied work.

Mostly, the concepts of both viewpoints are close in quality of professional life. In this way, it will be believed that when a worker, employee, expert or a principal is interested to his profession, he will feel that his job fulfills his needs. Anyway, the quality of professional life can be defined as the understanding of employees from their physical and mental healthiness at work (Khalaj Asadi, 2007, p.32-33).

Educational principals are not accepted from this matter. Therefore, due to responsibilities and objectives of all education and training principals, destructive factors of mental health and the lack of job satisfaction can harm their effectiveness and efficiency and also organizational goals. As a result, it is essential to study the destructive factors of mental health and its effect on principals' job satisfaction.

The studies of several researchers (Ross M. Stolzenberg, 2008; Gunn Johnsson, 2007; Malin Josphson, 2007; Arikan, Koksall, Gokce, 2003; Charles Scott Turner, 2006; John Lyndon Long, 2006; Fathi, 2009; Khalaj Asadi, 2007) emphasize on the repetition of research around mental health in other statistical populations.

It is obvious that variable dependent to the character, marital status, job experience, job dissatisfaction, heavy load of work, being interested in doing the job, working relationships with colleagues, age, experience, job features, responsibilities, work load and the control of strategies, affects directly the job satisfaction of principals and employees. Despite this, about the effect of other variables such as mental health, fewer studies are done on

various components (biological, cognitive, personal, environmental, social, cultural and professional factors), major of study and level of education.

Research Hypotheses

Mental health of principals affects their job satisfaction.

Various components of mental health of principals have influence on their job satisfaction.

Mental health and gender of principals is effective on their job satisfaction.

Major of study and mental health of principals influence their job satisfaction.

Education level and mental health of principals affects their job satisfaction.

Research Methodology

This research is a field one in the domain of applicable researches because the results can only be generalized to the studied population and field tools are used for data collection. The research methodology is descriptive survey method as the researcher did not change the measurement of variables. He has just observed the existing measurements and described them, in time. This description is done from the view of principals in Tehran-East Branch; thus, it is a survey method.

Research Statistical Population:

The statistical population studied in this research included 50 of both male and female principals of Tehran-East Branch whom were all working there.

Sample Size and Sampling Method:

The sample size of current research is chosen by means of Krejcie and Morgan table and equals with 50 individuals whom are selected by cluster and random sampling method; so that, the mean is calculated by cluster analysis.

Research Tools (Data Collection Tools):

In this research, questionnaire was the data collecting tool. The questionnaires were consisted of an introduction which familiarized users with the research type, goals and research application in the field of mental health and job satisfaction of educational principals. In this part, the respondent has given some information about her/his gender, marital status, major of study, education level and the management experience to the researcher. The second part of the questionnaires was consisted of 30 standardized questions about general health and 19 standardized questions about job satisfaction.

A) Standardized general health questionnaire. Bengamin et al (1982).

B) Standardized job satisfaction scale. Bray Field & Roth (1951).

Table 1. Number and kind of questions

Derived scale	Questions	Content of questions related to each subscale
A:biological	1-6	Feeling of requirement to boosters, weakness feeling...
B:personal	7-12	Feeling of being useful, feeling of sensitivity and irritability...
C:invironmental	13-17	Feeling of disappointment from life, problems of relatives...
D:social	18-22	Lack of coordination of some of the principals, employers, students...
E:professional	23-27	Lack of training equipments and tools, lack of financial facilities...
F:cultural	28-30	Increase of educational level, use of cultural facilities...

Data Analysis

For data analysis, descriptive and inferential statistics are used. According to descriptive

statistics, data was described by frequency distribution table, percentage frequency,

mean, standard deviation, skewness and kurtosis and then, in inferential statistics independence samples *t*-test was used for first hypothesis test, one-sample *t*-test is utilized for second hypothesis test and in order to test the third, fourth and fifth hypotheses, two-way analysis of variance test is used to determine the significance of variables. When required data was collected by means of prepared questionnaire, statistical processes are performed on data obtained by SPSS software.

Hypotheses Test:

First hypothesis: Principals' mental health is effective on their job satisfaction.

In order to respond the hypothesis above, independence samples *t*-test is used which is described in table below;

Due to variances equality test (Levene test) and its significance level (0.460) which is greater than 0.05, variances are equal. Thus, the amount of *t* statistic is accepted in

equality level of variance and is equaled with 1.976 that its significance level equals with 0.049. As, significance level is less than 0.05, so the test is significant. Therefore, null hypothesis is refused; on the other hand, there is a significant difference between the average of job satisfaction of principals and the average of their mental health. It means that mental health is effective on principals' job satisfaction. Comparing the means, it can be expressed that principals with mental health average greater than average of job satisfaction, are satisfied of their jobs more than other principals. On the other hand, there is a difference between their job satisfaction and mental health. Second hypothesis: Different components of mental health affect the principals' job satisfaction.

In order to respond the hypothesis above, one-sample *t*-test is used which is described in table below;

Table 2. Independence samples *t*-test

	Levene test		t	Degrees of Freedom	Independence samples <i>t</i> -test				
	F	Significance Level			Significance Level	Average difference	Difference from Standard Deviation	Confidence Interval 0.95	
							Lower	Upper	
Equality Level of Variance	0.546	0.460	1.976	294	0.049	0.142	0.072	-0.001	0.286
Inequality Level of Variance			3.456	180.07	0.003	0.142	0.041	0.041	0.229

Table 3. One-sample *t*-test in various components of mental health

Components	t	Degrees of Freedom	Significance Level	Means' Differences	Confidence Interval	
					Lower	Upper
Biological	36.559	50	0.000	1.167	1.105	1.230
Personal	46.826	50	0.000	1.218	1.167	1.269
Environmental	33.292	50	0.000	1.006	0.946	1.065
Social	14.956	50	0.000	0.697	0.606	0.789
Professional	9.945	50	0.000	0.519	0.417	0.622
Cultural	25.278	50	0.000	1.029	0.949	1.109

Due to data obtained from table above and significance level of all 6 tests (≤ 0.000) which are less than (0.05), it is concluded that the test is significant. So the null hypothesis is refused; which means that there is a difference between 6 components of principals' mental health and the average of each component index (3) and it can be said that different components of mental health have influence on job satisfaction of principals. Therefore, as a result it can be mentioned that in all 6 components the average of principals' mental health is greater than the average of each component (3). Personal and professional components have respectively the greatest and the least amount of averages (4.218) and (3.519); on the other hand, from principals' standpoint personal and professional components have the most and the least effect on job satisfaction.

Third hypothesis: Principals' mental health and gender affect their job satisfaction.

In order to respond the hypothesis above, two-way analysis of variance test is used which is described in table below and as the result it can be mentioned that significance level of two-way analysis of variance test is less than 0.05 for gender influence on principals' job satisfaction (0.000). Thus, mental health is effective on principals' job satisfaction. However, significance level for interaction of gender and principals' mental health on the extent of their job satisfaction is greater than (0.992) so, there is no significant difference between interaction of gender and principals' mental health on the extent of their job satisfaction. It means interaction of gender and principals' mental health does not make them satisfied of their jobs.

Fourth hypothesis: Principals' major of study and mental health is effective on their job satisfaction.

In order to respond the hypothesis above, two-way analysis of variance test is used which is described in table below and as the result it can be mentioned that significance level of two-way analysis of variance test is less than 0.05 for mental health influence on principals' job satisfaction (0.000). Thus, mental health is effective on principals' job satisfaction. Also, significance level of two-way analysis of variance test is greater than for major of study effect on principals' job satisfaction (0.098). Thus, major of study cannot effect on principals' job satisfaction. However, significance level for interaction of major of study and principals' mental health on the extent of their job satisfaction is less than (0.001) so; there is significant difference between interaction of major of study and principals' mental health on the extent of their job satisfaction. It means interaction of major of study and principals' mental health makes them satisfied of their jobs.

Fifth hypothesis: Principals' level education and mental health affect their job satisfaction.

In order to respond the hypothesis above, two-way analysis of variance test is used which is described in table below and as the result it can be mentioned that significance level of two-way analysis of variance test is greater than 0.05 for level of education influence on principals' job satisfaction (0.830). Thus, level of education is not effective on principals' job satisfaction. Also, significance level of two-way analysis of variance test is less than for major of mental health on principals' job satisfaction (0.000). Thus, mental health can effect on principals' job satisfaction. Results of table 4-12 confirm this point. However, significance level for

interaction of education level and principals' mental health on the extent of their job satisfaction is greater than (0.069) so; there is no significant difference between interaction of

education level and principals' mental health on the extent of their job satisfaction. It means interaction of major of study and principals' mental health does not satisfy them from their jobs.

Table 4. Two-way analysis of variance

	Sum of Squares	Degrees of Freedom	Mean of Squares	F	Significance Level
Corrected Model	12.575	31	0.262	7.669	0.000
Intercept	1928.456	1	1928.456	56451.024	0.000
Mental health	0.002	1	0.002	0.058	0.810
Major of Study	10.927	8	0.390	11.423	0.000
Major of Study * Mental health	0.247	9	0.013	0.380	0.992
Error	8.438	48	0.034		
Total	4584.748	50			
Corrected Total	21.013	50			

Table 5. Two-way analysis of variance

	Sum of Squares	Degrees of Freedom	Mean of Squares	F	Significance Level
Corrected Model	12.665	39	0.422	13.401	0.000
Intercept	1798.536	1	1798.536	570921.296	0.000
Mental health	10.813	8	0.386	12.259	0.000
Major of Study	0.087	1	0.087	2.760	0.098
Major of Study * Mental health	0.341	1	0.341	10.812	0.001
Error	8.438	49	0.032		
Total	4584.748	50			
Corrected Total	21.013	50			

Table 6. Two-way analysis of variance

	Sum of Squares	Degrees of Freedom	Mean of Squares	F	Significance Level
Corrected Model	12.673	30	0.422	13.422	0.000
Intercept	1566.775	1	1566.775	49781.061	0.000
Level of Education	0.001	1	0.001	0.046	0.083
Major of Study	10.745	17	0.398	12.644	0.000
Level of Education * Mental health	0.146	1	0.146	4.633	0.069
Error	8.438	49	0.031		
Total	4584.748	50			
Corrected Total	21.013	50			

Conclusion

Total conclusion for each of the hypotheses can be expressed like this: In the first hypothesis, there is a significant difference between the average of

principals' job satisfaction and the average of mental health. It means that the extent of principals' mental health affect their job satisfaction. On the other hand, there is a

difference between the extent of principals' mental health and their job satisfaction.

From the second hypothesis test, it is concluded that from principals' point of view, personal and professional components have respectively the most and the least effect on job satisfaction.

From the third hypothesis test, it is concluded that there is no significant difference between the interaction of gender and principals' mental health and the extent of their job satisfaction; which means that interaction of gender and principals' mental health does not satisfy them from their jobs.

From the fourth hypothesis test, it is concluded that there is significant difference between the interaction of major of study and principals' mental health and the extent of their job satisfaction; which means that interaction of major of study and principals' mental health satisfies them from their jobs.

From the fifth hypothesis test, it is concluded that there is no significant difference between the interaction of education level and principals' mental health and the extent of their job satisfaction; which means that interaction of education level and principals' mental health does not satisfy them from their jobs.

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