

## Studying the Effect of Privatization on Employees' Job Satisfaction in Communication Center (A Case Study in Kerman (Iran) Province)

Zeinab Qasemi Dehnavi

A student of Financial Management (M.A), Islamic Azad University, Rafsanjan City  
Email: ghasemi\_374@yahoo.com

Masoud Pourkiani (Ph.D)

Management Department, Islamic AZAD University, Kerman Branch, Kerman, Iran

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### Abstract

"Privatization" is one element of dynamic economics and also a factor of economic development in the world developed countries. Privatization is the process of leaving priorities in hands of their market and commercialism mechanism and it includes an expanded spectrum for which perfect privatization is in one side and restructuring governmental agencies is in other hand.

The main purpose of this research is studying the effect of privatization on employees' job satisfaction in Telecommunication Company (Kerman case study. Statistical society of the research includes all Kerman telecommunications' employees from which 262 people are selected by random sampling method proportionate to society size and using Cochran formulation. Data collection instruments of the research are two questionnaires of privatization and job satisfaction. Validity and reliability are accounted 0.78 and 0.97 for privatization questionnaire and 0.76 and 0.94 for job satisfaction questionnaire respectively. In order to describe and analyze collected data by questionnaires, different kinds of abundance distribution table, curves, average and middle, bi variant Kai independence test were used and all statistical analyses were done by computer and SPSS software. Results show that:

Increasing degrees of privatization that includes cultural, institutional, structural, managerial and executive components raises degrees of job satisfaction. So there is a direct meaningful relationship between two variables. As results show there is a meaningful relationship between privatization and components of job satisfaction (wage and salary, promotions, co-workers communication, directory style and job nature) in Kerman Telecommunication Company. In this regard increasing privatization rate raises job satisfaction rate. So managers

are suggested to provide requirements of perfect privatization in this company to increase job satisfaction.

**Keywords:** Privatization, Satisfaction, Job satisfaction

## 1. Introduction

The most important substructure factor of designing economic development policies of a country is determining limits and prominence of public and private section's role in process of economic transitions. Therefore, framework of these areas and weight of every section in several economic activities should be determined before choosing several development policies. Determining weight of every section in every kind of activity depends on several internal and external factors that the most important winning ideology, government related goals and economic conditions include world and its poles, capacity and abilities of country's public and private sections and development degree of economy. Manufacturers can be forced to produce and sell minimally by privatization and making a competitive environment. Advantage of private section is that it can be under the pressure to produce products with minimum price by competition- not by controlling regulations. It is impossible in governmental system. So, privatization causes to decrease costs and grow innovation and finally decrease products' prices. In other side, inflation is controlled because of cost pressure and society drives a benefit from it; in addition export will be facilitated because such a product is exportable which is produced by competitive price (Motallebi Asl, 42: 2007).

It is experimentally approved that organizations' success or failure depend on employees' work quality and effectiveness directly (Mahmoodi, 1:2007).

Since a long time ago, managers and management researchers have believed that organization's goals can't be achieved without strong commitment of organization members. One effective factor on job satisfaction is their job content. Employees mainly seek for a job which confronts challenge, they are totally committed to do it themselves and are enough authorized to do it; also, employees are satisfied about their job content when organization needs services presented in that job and satisfied people are necessary for organization (Shafee Abadi, 99:2004).

In countries with low legal capacity or in markets where inherent attitudes to limitation for competition are shown, privatization is more difficult. In contrast as market is more competitive for institutions which will be transformed, economic macro-environment is better and legal capacity of country is higher, conditions of privatization will be probably more successful and as conditions of market and country are worse, it is more necessary to put off privatization- until when problems are solved. In developing countries with low income where defined legal capacities are low, capital markets are weak and great foreign investors are less interested in. governmental institutes' sale may be difficult even in competitive parts and policies of temporary privatization such as management contracts and rent should be replaced by package transfer as a main option. However, as privatization of institutes is presented in non-competitive markets- usually governmental institutes which act as natural monopolies such as supplying water, electricity and telephone- a legal and lawful system is necessary to support consumers (Motallebi Asl, 44:2007).

## 2-Research literature

### 2-1 Privatization

Privatization follows some goals such as decreasing government's financial load, increasing economic efficiency and competition, increasing investments' yield, using country's facilities optimally and.... . Government or private section can't have needed efficiency lonely. Private section can be effective as, first, competitive market and necessary institutes are formed and second, private section is available as its economic meaning. Therefore a combination of government and private section is necessary in

economy and while orienting country to economic development role of government decreases and private section expands. Recognizing dimensions of government interference in economy plays an efficient role in performance of private section (Moradi, 180:2006). Privatization appeared after primary sale of governmental properties in Britain by other program of privatization in other countries since early 1980 (Brune et al, 198:2004). Today there are a few countries found through the world which aren't executing program of privatization and certainly privatization is one of the most important economic components in 21st century (Rezaee Dolatabadi et al, 98:2012). Third world countries' tendency to privatization before being really necessary from their economic texts is resulted from environmental pressures and tendency to be accompanied by world economy. These countries expected privatization to change governmental management to private management which decides based on personal benefits, replace official objectives based on political problems by commercial goals and proficiency motivation, and allocate financial resources to investment based on their efficiency, decrease chances of exploiting privileges by stakeholders, decrease corruption in managing firms, developing facilities to accelerate economic growth and development. Word of privatization was first issued and approved formally in English new university dictionary, Webster in 1983. Different meanings are imagined of "privatization". One way to explain this word is denoting it to government's activities to supply products and services. However privatization can be defined as following:

A-Privatization is defined as turning management from governmental system to private system in great parts of industry.

B- Privatizing governmental firms means changing space of firm's activity while keeping main texture of activity, as mentioned space changes and market conditions affect firm's function and finally motivations and mechanisms of private section become base of making decision.

C- Privatization is a trend in which government studies transforming its tasks and facilities from public section to private one while recognizing necessity of doing such a transformation (Khorshid, 43:2008). In Adaner's idea, privatization is a set of activities controlling increase of activities from private section by adopting current techniques and technologies in this section from governmental section that finally leads to increase efficiency of governmental section. Privatization is considered as a set of activities by which control, ownership or management is transformed from governmental to private section. Finally range of influencing government on economic activities directly is limited and concentration of activities increases in private section. In fact privatization advocates believe that private section is more efficient than governmental one and to supply new resources, profit available resources more and increase products' quality, governments should take an action towards privatization (Baratti, 21:2005). Several designs of privatization may be evaluated and decided based on how it affects different beneficiary groups. For example Baise Lee and Little Child analyze its effect on potential consumers; although privatizing an industry affect tax payers, work force suppliers, shareholders and investors. Firms' privatization has many advantages for consumers and analyzing profit and loss of consumer can be a base to make decision. Private firms are more motivated to present several products and services regarded for consumer. Market's order forces firms to create new needs to survive, explore new advantages, innovate new manufacturing methods and finally exploit resources and allocate them to consumer's choice but not based on political pressures. Also, private firm thinks about maximizing profit, uses all opportunities to make explosive power and control market, it doesn't supply non-economic products and services and employ work force based on its yield (Motavasseli, 219: 1995). Iran government has played a great role in economic activities during years and one reason of government's strong role in economic activities is presence of great gas and oil resources. In fact relying on oil incomes government plays the role of most important investor in the country. After Iran revolution and going investors and owners of private industries out of the country and taking their properties by government size of government's economic activities increased more and emerging war between Iran and Iraq reinforced governmental sections. But weak performance

of economic agencies and their low level efficiency caused to form idea of privatizing governmental agencies. After war and by first program of economic, social and cultural development through 1990-1994 reforms program such as privatization took a priority in top of government's policies (Barati, 23:2005). In many world countries, privatizing governmental firms is regarded as a way to promote efficiency, increase productivity, use country's facilities and applying skills optimally as well decrease government's financial load because of competition (Taqizadeh et al, 202:2010). From authorities' point of view results of conducting questionnaire of privatization components in the country approve 10 dimensions and 190 components as effective dimensions and components on promoting and developing privatization in the country. From viewpoints of authorities, the most important dimensions which play roles in country's privatization effectively are prioritized as following: Universal and international dimension, 2- political dimension, 3- lawful and legal dimension, 4- institutional and organizational dimension, 5- dimension of designing and executing disposal, 6- economic dimension, 7- managerial and executive dimension, 8- social and cultural dimension, 9- virtual dimension and 10- dimension of privatization methods (Heidari, 10: 2008).

### *2-2- Job satisfaction*

Role of human factor in developing society affairs is so important and is regarded as the most important element of economic, social and cultural transitions. Economic and social developments need special attention to educating committed, skillful and expert human force and trying to increase effective factors on his job satisfaction. Human is the most important capital for organization. If human factor is excluded from organization, some facilities such as building, machineries, facilities, materials and... will remain which aren't usable without human force and are invaluable things. Human survives things and use them to improve and develop his life. Human is biggest and most valuable property of organization which is never reflected in firms' balance sheets and profit & loss sheets. Although organization's proficiency depends on human and human supports organization's success. Therefore human factor is greatly honorable because several year time and capital of organization are consumed through the society to educate expert, educated and committed people to get their top yield after many years programming. They won't be easily replaceable in a short time if they vacate for lack of job satisfaction in organization and losing them hurts organization increasingly. In other words, supplying capable and efficient human force is limited, time consuming and costly and needs to consume great time, force and money. Organization committed human force can compensate material losses soon by his proper manner and making suitable and on time decisions. In fact human force ever creates added value, wealth and advantages for organization and increases organization material capitals. Committed human force creates advantages and values for organization more than cost consumed to educate him. In contrast unsatisfied, uncommitted, inefficient and unconscious human force may increase problems of organization by his false decisions and behaviors. However recognizing effective factors on organization employees' satisfaction is so important and several studies have been conducted by researchers in management field and human resources and different presented in this regard. It seems that organizations' managers should prevent unreasonable decrease of organization capitals and resulted losses by being conscious about these ideas and employing them properly (Yazdani rad, 2:2006). Job satisfaction is a kind of individual feeling to his job. In other word, it is total rate of positive effects which people have on their jobs, for example when it is said that a person is satisfied about his job it means that he likes his job and has positive feelings to it (Shafee abadi, 25:1993). Ivanowich & Ranli define job satisfaction as a total meaning and evaluate one's attitude to job as a total attitude (Locke, 172:1969). Fisher & Hanna consider job satisfaction as an internal factor and imagine it an emotional agreement with job and employment conditions, it means if related job makes a suitable pleasure for a person, he is satisfied about his job. In contrast if related job doesn't give a suitable pleasure and satisfaction for a person, in this regard he doesn't enjoy his job and decides to change it (Yazdani rad, 5:2006). Ginzberg et al divide job satisfaction to two groups:

#### 1-Internal satisfaction

#### 2-External satisfaction

Internal satisfaction is resulted from two resources. First pleasure feeling that human gets merely from employment and activity in job. Second pleasure received by observing development or doing some social responsibilities and emerging individual abilities and desires for human. External satisfaction which relates to job conditions and work environment is ever changing. Some factors of external job satisfaction include conditions of work environment, wage and reward rate, kind of job and relationships between employee and employer. It seems that internal factors which contain individual characteristics and factors are more constant than external factors such as conditions of work environment. Therefore it can be said that internal satisfaction is more constant than external satisfaction. Job satisfaction is as a result of reaction between internal and external satisfaction. Creating job satisfaction in employees isn't probably fast but certainly lost in high speed. All conditions may be extreme to keep employees' high satisfaction but effect of these suitable conditions may move to zero by manager's unsuitable behavior (Yazdani rad, 7:2006). Hapack defines job satisfaction as a complicated and multidimensional meaning which relates to mental, physical and social factors. Just a factor doesn't lead to job satisfaction but a certain set of several factors lead one to feel satisfied about his job in a certain time and by emphasizing on several factors such as income, job social value, work conditions, and job products in several time he feels satisfied about his job through several ways (Kahnouji, 10:2008).

#### Motivation and its basic role in job satisfaction

Why motivation is the most important subject in discussing human resources management and organizational behavior management? (Latham 3:2007). In spite of several ideas and views about motivation its place and importance in management and psychology in general as well human resources management and organizational behavior especially isn't ignorable. Studying motivation and behavior needs to find answers to questions related to human (Hersi, 135:2009).

Motivation means reacting to do job based on one's ability by which a kind of need is met (Rabinz, 2:2000). Motivational theories about job satisfaction are divided to two groups:

#### 1-Content theories

#### 2-Process theories

Than in view point of Alvani (2005) in his "General management" content ideas try to recognize some factors exactly by which one is motivated to work. In these theories some needs and motives are accounted which lead to motivation and manner of meeting them is often explained in organization. But process theories emphasize on flow and process of people's motivation and in other word they determine how people are motivated.

Content theories such as: Herzburg two-factor theory- need meeting theory- job properties theory- needs hierarchy

Process theories such as: aim theory- Koorman reference group theory- difference theory- Adamz equality theory and...

In discussions about management and organizations what is more evident is that most managers are effective to show employees' weakness but not the same effective to find reason of the weakness; in other words they are strong tools to recognize but weak to determine reason and analyzing it, then presenting correct method to do job; this is the same lack of correct determination and evaluating problem solution in organization and employees show their satisfaction or dissatisfaction by several methods (Hooshangi 11:2004). To be successful a firm needs employees who step towards organization's goals and strongly desire to stay in firm. This kind of loyalty and commitment may create by motivation. In addition motivation aims to achieve job productivity and satisfaction (Huddleston et al, 383:1999).

Furnham believes that "many people believe that jobs are instruments to get aim (result) and strongest people are motivated to do job (Furnham, 272:1997).

Results of job satisfaction: Job satisfaction leads to physical and mental health and increasing one's spirit in addition to increasing productivity. Some parameters of job satisfaction include: One's productivity increase: people's satisfaction about their jobs relates to productivity directly; happy worker or employee's yield is high (Parsian & Aarabi, 299:2000). Increasing one's spirit: spirit is a state which one has to help in his work place and its advantages and moves towards his work place's desires. In other words spirit means being satisfied about organization goals and being interested in moving to that route and achieving a determined organization or group's goal. There is a direct relationship between one's spirit and his satisfaction. One's organizational commitment: organizational commitment refers to one's general attitude to organization. It includes adopting goals and values of organization, desire to try for organization and staying in organization as a member (Qolipour, 26:2008).

One's physical and mental health assurance: researches show that satisfied employees possess well-being. People unsatisfied about their jobs and organization are more talent to get mental and physical pains and mental pressures resulted from work are factors for employees to get physical diseases. One person who is satisfied about his job tries to satisfy citizens and helps society's mental health by his positive attitude. Increasing life satisfaction: job satisfaction is a part of life. Environment out of workplace affects human feelings in work. So, because job is a great part of life job satisfaction influences human general satisfaction. Therefore there is a big effect between job satisfaction and life which develops in both sides. As a result, managers should not only study environment around job and control it but also they should pay attention to their employees' attitudes to other parts of life (Toosi, 168-182, 1997). Increasing education speed of new job skills: job studies are a useful method to determine a part of educational needs. Generally employees get a chance to emerge their feelings about supervisors' method of work. Because employees experience this kind of supervision manner directly, their perceptions can provide useful data about their supervisor's educational needs.

#### Job satisfaction and function

Job satisfaction that is either as an important organizational result or related to motivation can be interpreted as one's feeling reaction to work several dimensions (such as wage, supervision and advantages) or to job's role. Word of spirit usually a synonym for job satisfaction such as motivation is a complicated approach which is appeared in several people by different ways. Being high or low job satisfaction depends on several factors such as rate and quality of meeting individual needs and desires by job, work conditions, extent in which a person explain himself by job and one's personal characteristics. One challengeable subject of job satisfaction is relation to that function. There are three several viewpoints in this regard:

1-Job satisfaction causes to increase function.

2-Job function provides necessities of job satisfaction.

3-There is no inherent relationship between job satisfaction and function, but some parameters are interfered.

Many researches show relationship between job satisfaction and function according to above viewpoints: First two viewpoints are supported weakly. Twenty conducted researched in this field show that there is a weak relationship between job satisfaction and function and explain that satisfied employee necessarily doesn't have high function. But results of researches show that second viewpoint is relatively supported and high function is followed by higher satisfaction. Then third viewpoint which introduces factor of reward as an interferer variable in relationship between function and job satisfaction is more supported. It means that function isn't as a result of job satisfaction and job satisfaction isn't also as a result of function. Brieffield & Krooket (1955) review literatures of relationship between job satisfaction and function and conclude that there is less direct relationship between both events (Shafee abadi, 82:1998).

### 3. Research theoretical framework

There are many evidences based on effectiveness of job satisfaction for managers. Satisfied employees grant more productivity and finally more advantages for society because of low absenteeism period and finally constancy to do job. Rabinz believes that effects and results of job satisfaction are transformed to employees' work life. Then trying to increase job satisfaction is accountable (Parsian, 65:2004). Several studies in the field of job satisfaction show that there are many variables related to job satisfaction which can be divided to four groups:

- a- Organization
- b- Environment
- c- Job nature
- d- Individual factors
- e- Organization: some organizational factors which are resource of job satisfaction include: Wage and salary, promotions and organizational policies.

Wage and salary: wage and salary is usually regarded as one of most important job conditions almost for all job groups. Being relative satisfaction about wage is agreed to equality and wage theory. This factor is regarded of the most important effective factors for almost all job groups. Regarding individual difference and based on it different viewpoints to money, numerous states can be imagined. It seems that this factor is more important for people who can't make themselves satisfied in other ways. In some cases it is observed that some people change their jobs to even low level jobs because of low wage (Hooman, 40-43:2003).

Promotions: one constant finding shows that higher job level increases job satisfaction. In one hand because people often like and want to promote their place and development in job, an exact programming should be conducted to increase satisfaction in organization and provide conditions in which employees in several levels are promoted in a framework of logical process. Job satisfaction will be higher if promotion chances are high and fair. Because promotion, especially in higher levels, shows person's rate of value for organization, one's promotion causes to increase his spirit (Kahnnooji, 25:2008).

Environment: environmental factors include following cases:

Supervision style

Job group

Suitable job conditions

Supervision style: technical abilities of supervisors and some considerations which advisors show for employees' interests affect job satisfaction.

Supervision as an important job dimension relates to two dimensions of interpersonal support and technical support as well supervisor's behavior (Hooman, 52:2003).

Job group: size of group and quality of personal mutual communications in group play important role in employees' satisfaction. Bigger job group decreases job satisfaction, because, personal mutual communication and correlation feeling become weaker and finally recognizing all people is difficult. Workplace should supply people's social needs (Parsian & Aarabi, 298: 2000).

Job nature: many people know job nature as an important effective factor that includes several items such as diversity, action freedom and reaction. It is effective on people's life (Saadat, 51-53: 2007).

Job plays an important role in determining job satisfaction level. Job content contains two dimensions: a) job limits including work responsibility and measures b) work diversity that in higher degree causes to ambiguity and stress.

Individual factors, for example people with negative attitudes to everything related to job. For these people job isn't important but finding sufficient excuse for complaint and reproach (Kahnnooji, 28: 2008).

Executing article 44 of fundamental law needs all dimensional cooperation of nation and government in establishing mental-theoretical and experimental substructures in Islamic economy framework and provide some opportunities to grow and promote all people and society. Guidance of executing article 44 is divided to four cultural, institutional, structural, managerial and executive dimensions (Khorshid, 48: 2008). Cultural-social dimension: introduces value, cultural systems, development beliefs and finally defining and institutionalizing value and thought systems of development sample based on Islamic principles and national nature. Josef Spangler respects nation's culture and society's values as motivation of human behavior and factor determining economic and political development and says that "where development values are dominant, development is achieved and while lacking of these values economic development is impossible" (Khorshid, 48:2008). Institutional dimension: institutional life cycle includes forming (innovation, growth), spreading, lawfulness, constancy and restructuring (Taslimi et al, 11: 2004). Structural dimension: organization structure as legal and formal distribution of job, responsibilities, power and manner of coordination and making communication is recognized towards achieving organization main goals (Ramezani, 17:1994). Managerial and executive dimension: management is a process during which one or more people act in order to coordinating individual activities to achieve certain goals which a person can't do lonely (Asemi pour, 52:2004).

#### 4. Research methodology

This research studies effect of privatization on employees' job satisfaction in Communication Center (a case study of Kerman Province). From objective points of view this research is operational and from methodology's point of view is descriptive and of analytical ones. Needed information is gathered by field researches method from employees in Kerman Communication Center. Statistical society of the research includes all employees of Kerman Communication Center. Using classification sampling method proportional to society size and using Cochran formulation the research select 262 people as sample size. Data gathering instruments of the research are questionnaire and two questionnaires are used in order to gather research needed data.

Questionnaire A, privatization, includes 29 five-option questions. To measure related dimensions Likert five-option scale from completely agreed and completely disagreed is used.

Questionnaire's questions

Questions 1 to 6	cultural dimension
Questions 7 to 13	institutional dimension
Questions 14 to 20	structural dimension
Question 21 to 29	managerial and executive dimension

And questionnaire B, job satisfaction, includes 24 five-option questions. To measure related dimensions Likert five-option scale from completely agreed and completely disagreed is used.

Questionnaire's questions

Questions 1 to 4	wage and salary
Questions 5 to 9	promotion
Questions 10 to 14	colleagues
Questions 15 to 19	supervisor
Questions 20 to 24	job nature

#### Research hypotheses:

##### A-Research main hypothesis:

Privatization affects employees' job satisfaction in Communication Center.

**B-Research secondary hypotheses:**

Privatization affects employees' wage and salary in Communication Center.

Privatization affects employees' promotions in Communication Center.

Privatization affects colleagues' relationships in Communication Center.

Privatization affects supervision style in Communication Center.

Privatization affects job nature in Communication Center.

**1-4-Studying normal assumption**

To study normal assumption of studied variables one-sample Kolmogorouf –Smiernof test is used. Based on results presented in table of one-sample Kolmogorouf –Smiernof tes, normality assumption is established for job satisfaction variable ( $p > 0.05$ ). That is normality assumption is supported by 0.95 percent confidence. But normality assumption isn't established for variable of privatization ( $p < 0.05$ ). Results of this test are presented in table 1.

Table 1: Results of Kolmogorouf –Smiernof test to study option of normality

Variable	Numbers	Mean	Standard deviation	Z statistics	Significance
Privatization	262	3/55	0/91	1/606	0/011
Job satisfaction	262	2/81	0/86	0/807	0/533

**2-4 Studying research hypotheses**

Main hypothesis: Privatization affects employees' job satisfaction in Communication Center.

H0: Privatization doesn't affect employees' job satisfaction in Communication Center.

H1: Privatization affects employees' job satisfaction in Communication Center.

To study the effect of privatization on employees' job satisfaction in Communication Center two-variable Kai 2 independence test is used. Results of this test are presented in table 2.

Table 2: Table of agreement between two variables of privatization and job satisfaction

Privatization	Privatization					Kai2 statistics	Freedom degree	p-value
	Completely disagreed	Disagreed	Almost agreed	Agreed	Completely agreed			
Completely disagreed	8	5	2	0	0	105/89	16	<0/0001*
Disagreed	10	11	2	1	0			
Almost agreed	5	26	25	2	1			
Agreed	6	21	40	22	5			
Completely agreed	2	11	25	19	13			

\*In 0.05 significance level ( $p < 0.05$ )

Based on the results of two-variable Kai2 independency, as significance level is less than 0.05 (Kai2 statistics=105.89;  $p$ -value< 0.05), so zero hypothesis is rejected and opposite hypothesis that is privatization affects employees' job satisfaction in Communication Center is accepted.

Also according to abundances, increasing privatization of communication Center increases employees' job satisfaction.

Secondary hypothesis1: Privatization affects employees' wage and salary in Communication Center.

H0: Privatization doesn't affect employees' wage and salary in Communication Center.

H1: Privatization affects employees' wage and salary in Communication Center.

To study the effect of privatization on employees' wage and salary in Communication Center two-variable Kai 2 independence test is used. Results of this test are presented in table 3.

Table 3: Table of agreement between two variables of privatization and wage and salary

Privatization	Privatization					Kai2 statistics	Freedom degree	p-value
	Completely disagreed	Disagreed	Almost agreed	Agreed	Completely agreed			
Completely disagreed	12	2	0	1	0	27/500	16	0/036*
Disagreed	20	2	2	0	0			
Almost agreed	33	11	11	3	1			
Agreed	50	15	11	12	6			
Completely agreed	27	14	13	9	7			

\*\*In 0.05 significance level (p<0.05)

Based on the results of two-variable Kai2 independency, as significance level is less than 0.05 (Kai2 statistics=27.500; p-value< 0.05), so zero hypothesis is rejected and opposite hypothesis that is privatization affects employees' wage and salary in Communication Center is accepted. Also according to abundances, increasing privatization of communication Center increases employees' wage and salary.

Secondary hypothesis2: Privatization affects employees' promotions in Communication Center.

H0: Privatization doesn't affect employees' promotions in Communication Center.

H1: Privatization affects employees' promotions in Communication Center.

To study the effect of privatization on employees' promotions in Communication Center two-variable Kai 2 independence test is used. Results of this test are presented in table 4.

Table 4: Table of agreement between two variables of privatization and promotions

Privatization	Privatization					Kai2 statistics	Freedom degree	p-value
	Completely disagreed	Disagreed	Almost agreed	Agreed	Completely agreed			
Completely disagreed	13	0	1	1	0	67/159	16	<0/0001*
Disagreed	17	4	2	1	0			
Almost agreed	23	26	10	0	0			
Agreed	26	23	28	12	5			

Completely agreed	12	22	18	10	8
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\* In 0.05 significance level (p<0.05)

Based on the results of two-variable Kai2 independency, as significance level is less than 0.05 (Kai2 statistics=67.159; p-value< 0.05), so zero hypothesis is rejected and opposite hypothesis that is privatization affects employees' promotions in Communication Center is accepted. Also according to abundances, increasing privatization of communication Center increases employees' promotions.

Secondary hypothesis3: Privatization affects colleagues' relationships in Communication Center.

H0: Privatization doesn't affect colleagues' relationships in Communication Center.

H1: Privatization affects colleagues' relationships in Communication Center.

To study the effect of privatization on colleagues' relationships in Communication Center two-variable Kai 2 independence test is used. Results of this test are presented in table 5.

Table 5: Table of agreement between two variables of privatization and colleagues' relationships

Privatization	Privatization					Kai2 statistics	Freedom degree	p-value
	Completely disagreed	Disagreed	Almost agreed	Agreed	Completely agreed			
Completely disagreed	10	0	3	1	1	64/697	16	<0/0001*
Disagreed	7	7	6	3	1			
Almost agreed	9	10	22	13	5			
Agreed	7	18	31	24	14			
Completely agreed	5	9	15	20	21			

\*In 0.05 significance level (p<0.05)

Based on the results of two-variable Kai2 independency, as significance level is less than 0.05 (Kai2 statistics=64.697; p-value< 0.05), so zero hypothesis is rejected and opposite hypothesis that is privatization affects colleagues' relationships in Communication Center is accepted. Also according to abundances, increasing privatization of communication Center increases colleagues' relationship.

Secondary hypothesis4: Privatization affects supervision style in Communication Center.

H0: Privatization doesn't affect supervision style in Communication Center.

H1: Privatization affects supervision style in Communication Center.

To study the effect of privatization on supervision style in Communication Center two-variable Kai 2 independence test is used. Results of this test are presented in table 6.

Table 6: Table of agreement between two variables of privatization and supervision style

Privatization	Privatization					Kai2 statistic s	Freedom degree	p-value
	Completel y disagreed	Disagree d	Almost agreed	Agreed	Completel y agreed			
Completely disagreed	8	3	2	0	2	83/210	16	<0/0001 *
Disagreed	7	6	8	2	1			
Almost agreed	11	21	20	2	5			
Agreed	14	13	17	31	19			
Completely agreed	5	6	16	13	30			

\*In 0.05 significance level (p<0.05)

Based on the results of two-variable Kai2 independency, as significance level is less than 0.05 (Kai2 statistics=83.210; p-value< 0.05), so zero hypothesis is rejected and opposite hypothesis that is privatization affects supervision style in Communication Center is accepted. Also according to abundances, increasing privatization of communication Center supervision style will be better.

Secondary hypothesis5: Privatization affects job nature in Communication Center.

H0: Privatization doesn't affect job nature in Communication Center.

H1: Privatization affects job nature in Communication Center.

To study the effect of privatization on job nature in Communication Center two-variable Kai 2 independence test is used. Results of this test are presented in table 7.

Table 7: Table of agreement between two variables of privatization and job nature

Privatization	Privatization					Kai2 statistic s	Freedom degree	p-value
	Completel y disagreed	Disagree d	Almost agreed	Agreed	Completel y agreed			
Completely disagreed	6	3	4	2	0	66/240	16	<0/0001 *
Disagreed	9	7	6	0	2			
Almost agreed	6	13	22	16	2			
Agreed	10	13	22	34	15			
Completely agreed	2	6	20	20	22			

In 0.05 significance level (p<0.05)

Based on the results of two-variable Kai2 independency, as significance level is less than 0.05 (Kai2 statistics=66.240; p-value< 0.05), so zero hypothesis is rejected and opposite hypothesis that is privatization affects supervision style in Communication Center is accepted. Also according to abundances, increasing privatization of communication Center job nature will be better.

## 5. Discussion and conclusion:

In this research the effect of privatization on employees' job satisfaction in communication center (a case study in Kerman province) is studied. Research findings show that there is a direct and meaningful relationship between two variables. These findings and results of several researches are analyzed as following:

Burtolooti et al (2000), study financial and operational function of 31 Communication Centers in 25 developed countries through 1981-1998 in 7-year periods. Studying measures include proficiency, operational efficiency and investing through three years before and after privatization. Results of the research show improving all mentioned parameters in private firms. One of important finding in this research explains that improving proficiency is more resulted from high prices decrease than increase and increasing proficiency is resulted from improving employees' motivation and productivity.

Michael (1999): in a research about job satisfaction of American workers shows that more than %89 of people believe that the most important factor is considering job opportunities, wage and salary. In this research %50 believe that their wage is low and just %4 believe that they receive unsuitable salary.

Maginson et al (1996), in a research study financial and operational function of 61 firms in 18 countries (6 developing countries and 12 developed countries) and in 32 privatized industries. Results of the research show high increasing of proficiency, investment and decreasing financial leverage.

Tahoori (2006): conducted a research aiming to determine employees' job satisfaction employed in "processing management" of Iran Islamic Republic national Library. Results of analyzing data show that satisfaction of employees in this part of national library such as other employees in other libraries is in low level about entertainment, educational facilities, management policies and job security and their satisfaction is in almost high level about human relationship available in organization and social confidence.

Barbriz et al (1996) study function changes in 452 privatized Russian firms and find that changing management and ownership style causes to maximize value. Technical abilities of supervisors and some considerations which advisors show for employees' interests affect job satisfaction. Supervision as an important job dimension relates to two dimensions of interpersonal support and technical support as well supervisor's behavior (Hooman, 52:2003).

## 6. Research suggestions:

Based on above conclusions, following suggestions are advised:

1- Privatization affects employees' job satisfaction in Communication Center of Kerman province. So, increasing privatization in governmental organizations is necessary; however managers are suggested to provide conditions of complete privatization in organizations.

2-Privatization affects employees' wage and salary in Kerman Communication Center. So, mangers are suggested to concentrate on helping their employees increasingly. They should pay attention to following points in presenting services to their employees:

Wages should be paid fairly.

Payments should be proportional to employees' right.

Wages and salary should be paid regularly and delaying payments should be prevented.

3-Privatization affects employees' promotions in Kerman Communication Center. So, mangers are suggested to emphasize on employees' merit to increase their motivation and create an opportunity for them to develop.

4-Privatization affects colleagues' relationship in Kerman Communication Center. So, managers are suggested to persuade group work spirit between employees, constancy and integration, conformity, goals and missions by concentrating on innovation, risk, action aggressive strategy based on competition and freedom, effective behavior and also permanent communications with employees.

5-Privatization affects supervision style in Kerman Communication Center. So, educational terms should be designed and executed for supervisors in order to increase people's information level and knowledge.

6-Privatization affects job nature of Kerman Communication center. So, managers are suggested to provide suitable motivations and an attractive environment for employees' constancy in which employees don't feel tired of routine affairs; so offices' efficiency will be raised.

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