English teachers’ job satisfaction: Assessing contributions of the iranian school organizational climate in a mixed methods study

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Abstract: This study sought out to explore the contributions of the Iranian school organizational climate to English Foreign Language (EFL) teachers' job satisfaction in a mixed methods approach in a broad scope in Iran. To accomplish the objectives, using stratified random sampling, a total of 440 male and female teachers from state schools and private language schools in Tehran, Markazi, and Lorestan Provinces were selected. The quantitative data were gathered by means of a modified version of Horowitz and Zak's (1979) School Organizational Climate Questionnaire and Spector's (1985) Job Satisfaction Questionnaire. The qualitative data were also collected by administering interviews with 40 EFL teachers selected using stratified random sampling. Then, the data were analyzed through Pearson correlation, multiple regression analysis, and content analysis. Results revealed that there exists a significant positive correlation between the school organizational climate and the EFL teachers’ job satisfaction. In addition, it was found that the job satisfaction is mostly affected by teaching load, principal leadership, autonomy and decision making, and intimacy and warmth factors. Besides, the findings disclosed that the school organizational climate is neither favorable nor positive such that it has negatively affected the Iranian EFL teachers’ job satisfaction. In the end, the pedagogical and managerial implications of the findings are discussed in-depth.

Key Words: School organizational climate, Job satisfaction, Iranian school, EFL teachers

1. Introduction

The feat of every society, in general, depends on the education system that is run in that nation. Education can be fruitful and efficient if teachers do play their crucial roles in guaranteeing the educational achievements that are persuaded by the education system (Fives & Gill, 2015). Teaching profession, as Bishay (1996) put it, ranks high on the success list of a society. Teachers are considered as builders of a nation since they are the cornerstones of any education system to raise and educate new generations. In fact, teachers are recognized as backbone of a healthy and happy nation since they are only teachers who are able to devotedly shoulder the onerous task of nation building (Spector, 2008). To achieve this valuable aim, teachers should perform their career duties well. And if the aim is to set the scene so that teachers can act well, some factors like teachers’ job satisfaction should be given enough attention on the part of education officials.

One factor that might affect teachers’ job satisfaction is school organizational climate (Spector, 2008). It appears that school organizational may be one of the key factors in making the teachers feel satisfied and, accordingly, make their job performance more productive, functional, and desirable. Indeed, to help teachers feel satisfied with their job, the required steps should be taken to construct a favorable organizational climate at schools (Zahoor, 2011). Overall, organizational climate is a cardinal dimension of any organization that growing research and rigorous investigations have contributed to its conceptualization and meaning in management in general, and in educational management, in particular (Adeymi, 2008; Schneider & Barbara, 2014). In the following section, a brief review on the literature will be presented.

2. Literature Review

In the literature, a mass of definitions have been presented. In one of the most cited definitions, Schneider and Barbera (2014) define organizational climate as employees’ perceptions concerning policies, practices, procedures,
and making of decisions in work environment. Organizational climate is the core circle of human environment in the boundaries of which employees of an organization work (Schneider & Barbera, 2014). Climate can influence every activity in an organization directly or indirectly and is affected by almost everything taking place in that organization. In fact, the survival and growth of any organization is directly proportional to the favorable climate in it. Employees in an organization have to be well-conversant with rites, rituals, policies, etc. (Schneider, Ehrhart, & Macey, 2013). Thus, organizational climate refers to employees’ conscious perceptions and descriptions of their work environment (Kuenzi & Schminke, 2009). These perceptions are, in principle, affected by the individual characteristics, the organization’s structures, the organization’s standards, the exchange of employees’ descriptions of organizational events with others within the organization, and the organization’s culture. According to Härtel and Ashkanasy (2011), an organization is said to enjoy a positive work environment when the social and physical settings within which individuals fulfill their work help employees flourish to the best of their potential.

It is safe to argue that organizational climate has a major influence on human performance through its impact on employees’ job motivation and job satisfaction. Individuals in the organization have certain expectations and fulfillment of these expectations depends upon their perception as to how the organizational climate suits to the satisfaction of their needs. Organizational climate, therefore, provides a type of work setting in which people feel satisfied or dissatisfied. Prasad (2014) is of the opinion that since satisfaction of an individual determines his efficiency, organizational climate can be said to be directly linked with his/her organizational performance in the work setting. Arguing on the same line, Griffin and Moorhead (2014) state that sound climate is a long-term proposition. Managers need to take a bonus approach to climate, sensing that they take the long-run eyeshot of climate as an organizational strong point.

Now, time is ripe to link the above words with education and present a brief overview on school climate. Members of the National School Climate Center (NSCC) define school climate as “the quality and character of school life” (NSCC, 2015, para. 3). In addition, they add that school climate is based on patterns of students’, parents’, and school personnel’s experience of school life. School climate reflects norms, goals, values, interpersonal relationships, teaching and learning practices, and organizational structures. A sustainable and positive school climate fosters teachers and students’ development and learning which are necessary for a productive, contributing, and satisfying life in a democratic society (Spector, 2008). This climate, according to NSCC (2015, p. 12), includes:

- Norms, values, and expectations that support people feeling socially, emotionally, and physically safe.
- People are engaged and respected.
- Students, families, and educators work together to develop, live, and contribute to a shared school vision.
- Educators model and nurture attitudes that emphasize the benefits and satisfaction gained from learning.
- Each person contributes to the operations of the school and the care of the physical environment.

Based on the words of Adeymi (2008), it can be said that school climate mirrors the physical and psychological perspectives of the school that are more susceptible to change. It provides the preconditions necessary for teaching and learning to take place. School climate, in brief, is evident in the feelings and attitudes about a school expressed by students, teachers, staff, and parents. It is the way students and teachers feel about being at school each day (DeWitt & Slade, 2014). School climate is a significant element in improving academic performance and making some new forms in the behavior of teachers and students. It refers to the feel of a school and can vary from school to school within the same district (Bishay, 1996).

Several aspects comprise school climate. They, according to Zahoor (2011) and Piscatelli and Chiqueena (2011), include physical environment aspect that is welcoming and conducive to learning, a social environment dimension that promotes communication and interaction, an affective environment facet that promotes a sense of belonging and self-esteem, and an academic environment factor that encourages learning and self-fulfillment. In sum, it is obvious that school climate encompasses how engaged students are in their learning process, and how teachers use different strategies of instruction, and how events happening during the school year (DeWitt & Slade, 2014).
Another variable investigated in current study was teachers’ job satisfaction. After reviewing numerous studies on job satisfaction run prior to 1933, Hoppock (1935) figured out that job satisfaction is a blend of psychological, physiological, and environmental factors making an individual say, “I am satisfied with my job”. In addition, Camp (1994) believes that job satisfaction can be defined with reference to the needs and values of individuals and the extent to which these needs and values are satisfied in the workplace. According to Berry (1997), job satisfaction is derived as “an individual’s reaction to the job experience” (p. 32).

According to Krayer and Westbrook (1986), some factors may affect employees’ job satisfaction, including environmental, individual, and psychological factors. Factors that relate to the environment factor consist of communication and employee recognition (Weiss & Cropanzano, 1996), the factors that are germane to the individual dimension include emotions, genetics, and personality (Cote & Morgan, 2002), and the factors that are concerned with psychological facet in nature comprise one’s life, family, and community (Wright & Cropanzano, 2000). These factors are postulated to influence employees’ opinion of how interesting the work is and how much they enjoy doing it. After reviewing the literature, Abdullah (2011) came to the opinion that two kinds of broad factors influence job satisfaction, including biographic factors such as age, gender, education level, and marital status and environmental factors such as salary, benefits, promotion, nature of work and supervision. It is, however, worth noting that these factors may vary widely in different countries and in various communities.

In educational contexts, teachers’ job satisfaction can be regarded as a predictor of teachers’ retention, a determinant of teachers’ commitment and, in turn, a contributor to school effectiveness (Shan, 1998). Buitendach and de Witte (2005) opines that job satisfaction is germane to teachers’ perceptions and evaluations of their job and this perception, in turn, can have remarkable impact on their expectations and performance in the education system. Teachers, therefore, evaluate their jobs according to the factors which they regard as being important to them. Essentially, job satisfaction can be viewed as a teacher’s feeling and view toward his/her occupation. Like any other attitude, it represents a complex assemblage of cognition (beliefs or knowledge), emotions (feelings or evaluations) and behavioral tendencies (Spector, 2008). A teacher with a high level of job satisfaction holds very positive attitudes toward the workplace and, conversely, a teacher dissatisfied with his/her job embraces negative attitudes toward the job environment. Accordingly, this attitude either positive or negative may impact teachers’ behavior at school. Thus, job satisfaction refers to an individual’s overall attitude toward his/her job. It is a positive or negative state resulting from the appraisal of one’s job experience.

In the context of the current study, the concept of job satisfaction is used to simply refer to the Iranian language teachers’ attitudes, perceptions, and feelings that they have toward their job and related aspects such as supervision, colleagues and communication, working conditions and operating procedures, pay and benefits, work itself, advancement/promotion, and contingent rewards (Spector, 1985). Teacher job satisfaction, therefore, refers to if the Iranian language teachers feel happy with their job. Put it in other words, if the EFL teachers have positive attitudes or good feelings about their job, these qualities are taken to describe a satisfaction dimension. Similarly, if the EFL teachers have negative attitudes toward their occupation, they are then considered dissatisfied with their job.

Research on the topic of job satisfaction has been actively conducted across a wide range of fields, including industry, business, and education (Schneider & Barbara, 2014). The main reason why job satisfaction has drawn so much attention is that workers’ attitudes and feelings toward their job have a great impact on individuals’ behavior and performance within the organizations in many ways. In fact, in the educational context, job satisfaction is related to productivity and absenteeism of teachers (. Therefore, it is necessary to examine the school organizational climate to see if they are healthy and favorable from the perspectives of the school’s stakeholders. Accordingly, based on the empirical findings practical steps can be taken to remove the causes leading to the destructive and demoralized workplace.

2.1. Related Studies in the Literature

In the following part, a number of related studies will be critically reviewed. In an early study, Pope and Stremmel (1992) explored the relationship between measures of organizational climate of school and job satisfaction among child care teachers in the United States. The study sample was composed of 94 teachers from 27 licensed child care centers. Results of both correlational and factor analysis revealed that organizational climate and job satisfaction represent operationally distinct yet related constructs. It was also found that the constructs of organizational climate
and job satisfaction provide different sources of information about the work environment. However, one of the limitations with the study was the small number of participants making generalization of the findings difficult.

In a more similar study, Abu-Saad and Hendrix (1995) carried out an exploratory study on the relationship between job satisfaction and organizational climate in the elementary schools of Bedouin Arab community in southern Israel. Respondents were 373 teachers from 29 schools. Their results revealed that teachers’ satisfaction with work itself is the dominant job satisfaction factor and principal leadership is the dominant organizational climate factor. Additionally, the findings of the multiple regression analysis showed that the organizational climate factors of principal leadership and autonomy on the job were significantly related to teachers’ satisfaction with work itself, and the interaction between principal leadership and teachers’ intimacy was significantly related to job satisfaction factors. However, one of the drawbacks of the study was that it could not reveal in which ways school organizational climate and its sub-factors influence the job satisfaction of the participating teachers.

Bailey (2002) carried out a study to explore the linkage between organizational climate and job satisfaction as reported by branch campus executive officers in multi-campus community college systems. A survey measuring the variables of interest was distributed to all the campus executive officers of multi-campus community colleges listed in the Higher Education Directory in Florida. Results indicated that the organizational climate variables of regard for personal concerns and evaluation were the most strongly related to job satisfaction. Further, internal communication was the greatest predictor of overall satisfaction, followed by regard for personal concerns, professional development opportunities, and low levels of political climate. Like the above studies, this study could have taken advantage of qualitative data to unravel the reasons behind the results obtained.

In another study, Arani and Abasi (2004) investigated secondary school teachers’ job satisfaction in relation to school organizational climate in Iran and India. The sample included 512 teachers selected in both countries. The results indicated that there is a significant correlation between school organizational climate and job satisfaction in the two countries. It was also found that school organizational climate influences more the Indian teachers’ job satisfaction compared to the Iranian teachers. However, the problem of the study was that it is not reasonable to compare the school organization climate of two different countries. Since the climate of schools varies hugely from country to country.

A study concerned with the impact of organization climate on job satisfaction of elementary teachers conducted by Rani and Rani (2014). The sample of the study consisted of 100 elementary school teachers selected randomly and out of which 50 male teachers were from state schools and 50 female teachers from private ones. Findings of their study indicated that organizational climate of elementary schools is insignificantly correlated with job satisfaction meaning that job satisfaction of the teachers is not influenced by the organizational climate. They also reached the conclusion that there is no any significant difference between male and female in terms of their job satisfaction in elementary schools. To get more comprehensive insights into the contributions of the organizational climate of elementary schools, they could have taken advantage of qualitative aspects of the issue by inviting some of the participants to take part in short interviews to express their perspective regarding the topic in more detail. This has been one of the big shortcomings of the past studies which the present study aimed to remove.

In the Iranian setting, Ghanbari and Eskandari (2013) carried out a study to examine the relationship between organizational climate with job motivation and organizational citizenship behavior at Bu-Ali Sina University, Hamedan, Iran. A total of 250 participants of the staff were selected. The findings indicated that there was a significant positive correlation between organizational climate and job motivation, and organizational citizenship behavior. Results of the multiple regression analysis also showed that the dimensions of reward satisfaction, role clearness, and agreement were most effective in predicting job motivation and the factor of aim clearness and agreement had the highest impact prediction of organizational citizenship behavior. Further, investigating the relationship between organizational climate and job involvement among teachers of high schools in Delijan city of Iran, Ebrahimim and Mohamadkhani (2014) found that there was no significant relationship between job involvement and organizational climate dimensions of spirit, hindrance, intimacy and consideration. However, there was a significant relationship between job involvement and aloofness as well as production emphasis. It should be noted that the findings of these studies could not turn out the howness aspects of the issue and they were not related to job satisfaction of the participants.

2.2. Problem Statement
The English language teaching literature has almost exhausted the individual element in its quest for finding workable solutions to the numerous problems of this field. Expectedly, in so doing, the results which have been achieved are not proportionate to the efforts which have been expended. In the area of EFL teachers, researchers have investigated numerous individual teacher factors including, but never limited to, teacher beliefs, teacher cognition, teacher pedagogic content knowledge, teacher assessment literacy, teacher language awareness, etc (Fives & Gill, 2015). Nevertheless, blind eyes have been turned to the surrounding environments in which teachers find themselves trapped. On the other hand, outside the English language education, the larger educational environments, which subsume individuals, have been demonstrated to exert considerable influences on employees and their productivity (Schneider & Barbara, 2014). An obvious corollary of such findings for the English language education is that no matter how best language teachers are trained, the school climate has the power to offset all efforts and resources that have gone into teacher education. Conversely, optimal school climates would likely compensate for many individual teacher factors. Organizational climate, however, in educational institutions is very different from the organizational climate in other areas such as business and industry (Hall & Yip, 2014). Thus, studies of the relationship between organizational climate and job satisfaction conducted in a setting other than an educational institution may not reflect the nature of the relationship for EFL teachers. Indeed, the emphasis placed on teaching, learning, and student outcomes in educational institutions is very different from the focus on fiduciary concerns present in business and industry. To put it simply, findings from studies on business organizations cannot be transferred to language education organizations lock, stock, and barrel. Hence, it seems necessary to delve into the issue in the setting of second language education. Results of such as studies can provide a clear picture of the organization school climate and which factors can affect the language teachers’ job satisfaction in the Iranian EFL context. However, taking a glance at the studies reviewed above reveals that there is a paucity of a study exploring the contributions of school organizational climate on the EFL teachers’ job satisfaction in Iran. The present study, therefore, was aimed at shedding light on the contributions of the Iranian school organizational climate to the job satisfaction of EFL teachers by answering the following research questions:

1. Is there any significant relationship between the Iranian school organizational climate and EFL teachers’ job satisfaction?
2. Which factors of the Iranian school organizational climate determine job satisfaction of EFL teachers?
3. In which ways can the Iranian school organizational climate affect job satisfaction from EFL teachers’ perspectives?

3. Method

3.1. Research Design

Since the required data were collected by means of questionnaires and semi-structured interviews, the current study in terms of design can be considered as a mixed methods approach. Using both quantitative and qualitative research could help the researchers obtain the breadth and depth of understanding about the research topic (Mackey & Gass 2016). One of the distinguishing features of the study, indeed, was triangulation which assisted the researchers to identify various aspects of the phenomenon more accurately by approaching it from different aspects using different methods and techniques.

3.2. Participants

Participants were chosen from state schools and private language schools of Tehran, Markazi, and Lorestan Provinces. The rational to select the participants from these provinces was that they include the different socioeconomic statuses in Iran. The sample was comprised of a total of 440 EFL teachers, 196 male and 244 female teachers, selected using stratified random sampling method. It is worth noting that the schools that are called private are run by some private agency of governing body and state schools are those which are run by the government agencies. For the qualitative section, 40 male and female EFL teachers selected using stratified random sampling among the participants of the quantitative part. The participating teachers’ age, qualification, seniority, and years of experience were not controlled because of the logistics associated with recruiting a homogeneous sample in terms of these factors. It is noteworthy when running the pilot study to measure reliability and validity, the questionnaires were administered to 60 respondents, among whom 30 teachers were from state schools and 30 teachers were from
private language schools. The participation was voluntary, the participating teachers’ identity was remained anonymous, and they were kept informed about the final findings.

3.3. Instruments

To gather the required data, the modified School Organizational Climate Questionnaire, designed and developed by Horowitz and Zak (1979), was used to measure the climate of the schools. The questionnaire includes 54 descriptive items of the various conditions under which teachers are working, describing typical behaviors or how well a teacher feels the statement describes his/her school climate. Each item was measured on a five-point Likert-type scale ranging from rarely occurs (1) to very frequently occurs (5). The questionnaire, in fact, takes some factors into account, including principal leadership, teaching load, autonomy and decision-making, intimacy and warmth, and school facilities and services. In addition, the EFL teachers’ job satisfaction was gauged by using Job Satisfaction Questionnaire developed and validated by Spector (1985). It contains 36 statements regarding job satisfaction dimensions that may affect teachers’ job satisfaction in the workplace. In actuality, it covers up some dimensions, namely supervision, colleagues and communication, working conditions and operating procedures, pay and benefits, work itself, advancement/promotion, and contingent rewards. For answers to the statements of the survey, a Likert-type scale, that is, expressions with five intervals was used. It was categorized as: (1) Highly Dissatisfied, (2) Dissatisfied, (3) Undecided, (4) Satisfied, and (5) Highly Satisfied.

Prior to running the main study, the school organizational climate questionnaire and the job satisfaction questionnaire were given to 60 EFL teachers. The data gathered in the pilot study were mainly used to check out reliability and validity of the instruments. It should be noted that at the beginning of the pilot study, the questionnaires were translated into Persian by two translation experts to make sure that no misunderstanding would occur on the part of the participants. Internal consistency of the instruments was assessed by calculation of reliability coefficients (Cronbach’s alpha). Internal consistency for the school organizational climate questionnaire and the job satisfaction questionnaire were 0.79 and 0.85, respectively. Regarding the validity of the questionnaires, it was measured via two steps. First, face and content validity of the questionnaires were assessed by two well-experienced university professors in psychology and two well-experienced university professors in applied linguistics. They assessed the face and content-relatedness of the instruments, made constructive comments, and checked out the translation of the items into Persian. According to their comments, required modifications were made and some items were revised. Second, to generate evidence to construct validity of the instruments, Confirmatory Factor Analysis (CFA) was used. Prior to doing a factor analysis, two steps have to be taken to make sure that the data collected lend themselves to factorial analysis of variance. First, Kaiser-Meyer-Olkin (KMO) measure (between 0 and 1) must be checked to assure the sampling adequacy (near 1 at least 6 %). Second, using Bartlett’s test, homogeneity of variances (equal variances across sample) should be tested. Based on the statistical rationale underpinning the KMO measure and Bartlett’s test, the data were fit for factor analysis (0.721 & 0.699, p <0.001) since the results were significant (See Appendix B). Given the nature of the data and the conceptual relatedness of factors in the questionnaires, Principal Component Analysis with Varimax rotation and Kaiser Normalization were used. As a result of the Varimax rotation, factor analysis produced five factors on the school organizational climate questionnaire, including principal leadership, teaching load, autonomy and decision-making, intimacy and warmth, and school facilities and seven factors on the job satisfaction scale, including supervision, colleagues and communication, working conditions and operating procedures, pay and benefit, work itself, advancement/promotion, and contingent rewards.

For the qualitative part, personal face to face semi-structured interviews were held with 40 EFL male and female teachers. In fact, the participants were invited to take part in the interviews to opine their views regarding the effects of school organizational climate and its sub-components on their job performance. The reason to choose semi-structured interviews was to get more in-depth insights regarding the issues though it should be noted that the disadvantage of personal face to face interview was that it required much more time and energy. An interview guide was utilized to assure that same data were gathered from the all teachers. It consisted of some open-ended questions to guide the interview. But when needed, the interviewer also explored, probed, and asked additional questions to clarify and expand on a particular topic. The open-ended questions were framed in a way so that the participants could represent their perspectives in their own words, in addition to taking the questions in any direction that they chose (Patton, 1990). Before an interview began, the interviewee was informed about the research topics and he/she was assured that his/her responses would remain confidential. Each interview lasted approximately a half hour in length and was revolved around the following questions:
In general, how has school organizational climate affected your job satisfaction?
- How has principal leadership dimension influenced your job satisfaction?
- How has salary system and benefits dimension impacted your job satisfaction?
- How has teaching load factor affected your job satisfaction?
- How has autonomy and decision making facet influenced your job satisfaction?
- How has warmth and intimacy with schools’ staff factor impacted your job satisfaction?
- How has school facilities and services dimension affected your job satisfaction?
- Is there something else that you would like to add?

It should be noted that the interviews were run in Persian so that the EFL teachers can express their ideas with ease. The participants’ responses were carefully recorded by a voice recorder to be meticulously analyzed and transcribed later. It is worth mentioning that the consistency of the semi-interviews was assured using inter-rater reliability (Cronbach alpha, 0.75). The accuracy and internal validity of the interviews were done using member checking and respondent validation. As Lincoln and Guba (1985) put it, using member checking is a crucial technique for establishing credibility. This technique gave the respondents an opportunity to assess their intentions, correct errors, and volunteer additional information.

3.4. Data Collection Procedures

The following steps were taken to run the study. First, as stated earlier, a pilot study of the questionnaires was conducted to examine the adequacy and reliability of the instruments in wording, content, question sequencing and bias. Then, the instruments were given to four university professors to check out their face and content validities. To gauge the construct validity of the questionnaires, factor analysis was run. In fact, the aims were to provide ideas and to test the relevance of the instruments to the setting wherein the language teachers are employed. Second, some semi-structured interviews were conducted with several language teachers to ascertain that all the questions of the questionnaires are easy to comprehend. The next stage was the administration of the adapted questionnaires to the selected sample. The school organizational climate questionnaire and job satisfaction questionnaire were given to the participants and they were asked to fill out the items as accurately as possible. The participants were given enough time to answer the items in a relaxed climate. Finally, in order to not jeopardize the study’s findings by exclusive reliance on one single type of data, 40 teachers were invited to take part in semi-structured interviews. Some questions accompanying the questionnaires’ items were quested to the participants and the voices of the respondents were recorded by a voice recorder.

3.5. Data Analysis Procedures

Since both quantitative and qualitative data were gathered, the data analysis was also governed by the two approaches. In the quantitative part, to provide answers to the research questions, in addition to common descriptive statistics, the inferential statistical methods, including Pearson correlation test and Multiple Regression analysis were used. Indeed, to inspect into the correlation between the school organizational climate and the EFL teachers’ job satisfaction, Pearson correlation test was used. Multiple Regression analysis was also used to find out how much of the variance in the EFL teachers’ job satisfaction can be explained by the sub-components of the school organizational climate. For the qualitative data analysis, the inductive qualitative approach was employed to reduce the data in a meaningful way to fewer themes. This approach is a systematic process based on content analysis in which the content of data are analyzed in order to make sense of the content of the communication (Mackey & Gass, 2016). It is considered as a detailed and systematic description of the manifest content of communication to identify pattern or themes (Creswell, 2009). In fact, three steps were taken, in order. First, the transcripts were read several times so that the researchers could familiarize and make sense of them. Second, the researchers tried to detect the major themes. Third, the extracted themes were categorized in relation to the dimensions.

4. Results

In this part, the results of the data analysis are reported in detail. First, the results of normality of the data are reported. Next, the results for each research question are separately presented.

4.1. Normality of the Data Examined
The normality assumption was checked out using Kolmogorov-Smirnov test to examine whether the data meet the requirement of parametric tests (See Appendix A). The results of the normality of the school organizational climate questionnaire reported that since the calculated p (0.18) was more than the significance level (0.05), it was concluded that the data gathered are normal. Regarding the sub-factors, principal leadership \((p = 0.43)\), teaching load \((p = 0.06)\), autonomy and decision making \((p = 0.17)\), warmth and intimacy \((p = 0.38)\), and school facilities \((p = 0.34)\), as the calculated ps were more than the significance level (0.05), the data were considered normal. Concerning the normality of the collected data from the job satisfaction scale, since the calculated p (0.62) was more than the significance level (0.05), it was deduced that the data on the job satisfaction scale are normal. With regard to the sub-components of the job satisfaction scale, supervision \((p = 0.58)\), pay and benefits \((p = 0.50)\), promotion and advancement \((p = 0.64)\), contingent rewards \((p = 0.31)\), colleagues and communication \((p = 0.14)\), work itself \((p = 0.39)\), work conditions and operating procedures \((p = 0.64)\), it could be concluded that they have the required normality.

### 4.2. Results for the First Research Question

The first research question examined if there was any significant relationship between organizational climate of schools and the EFL teachers’ job satisfaction. As can be seen in Table 1 where the descriptive statistics are presented, Mean (M) (125.62) and Standard Deviation (SD) (19.41) for the organizational climate of schools and M (79.90) and SD (15.54) for the EFL teachers’ job satisfaction were calculated, respectively.

| Table 1. Descriptive statistics of the school organizational climate and job satisfaction |
|---------------------------------|-----------------|-----------------|
|                                | N   | M      | SD   |
| School organizational climate  | 440 | 125.62 | 19.41 |
| Job Satisfaction               | 440 | 79.90  | 15.54 |

In order to determine the kind of correlation between the two variables, Pearson correlation analysis was run. Table 2 reports the relationship between school organizational climate and the Iranian English teachers’ job satisfaction.

| Table 2. The Correlations between school organizational climate and EFL teachers’ job satisfaction |
|---------------------------------|-----------------|-----------------|
|                                | Job Satisfaction |
|                                | Pearson Correlation | .712** |
| School organizational climate  | Sig. (2-tailed)  | .000 |
|                                | N               | 440 |

\(^{**}\) Correlation is significant at the 0.01 level (2-tailed).
As can be seen, the results of the Pearson correlation test indicate that there is a significant positive relationship between the organizational climate of schools and the English teachers’ job satisfaction with the coefficient of 71.2% (r = 0.712, Sig < 0.01, N = 440). Put it other words, the school organizational climate shows a statistically significant correlation with the EFL teachers’ job satisfaction in the context of Iran.

4.3. Results for the Second Research Question

The second research question was concerned with how much of the variation in the EFL teachers’ job satisfaction could be accounted for by the factors constituting the school organizational climate scale. In actuality, the multiple regression analysis was employed to examine if the school organizational climate factors have any impact on the participants’ job satisfaction.

Table 3. Multiple regression analysis for verifying the effects of school organizational climate dimensions on job satisfaction

| Model          | Sum of Squares | df | Mean Square | F    | Sig. | R²   | R²  |
|----------------|----------------|----|-------------|------|------|------|-----|
| Regression     | 55361.897      | 4  | 13840.474   | 118.630 | 0.000 | 0.32 | 0.31|
| Residual       | 50751.294      | 435| 116.670     |       |      |      |     |
| Total          | 106113.191     | 439|             |       |      |      |     |

As seen in Table 3, the examination of meaningfulness based on ANOVA analysis reveals that the regression analysis for this question is meaningful (F = 118.630, Sig = 0.000). In the current analysis since the value of R² (0.32) is significant, it can be concluded that the dimensions of the school organizational climate have meaningful impact on the EFL teachers’ job satisfaction. Now, the next step was to determine which factors have more influence on job satisfaction among the EFL teachers.

Table 4. Multiple regression analysis for school organizational climate dimensions

| Dimensions          | Unstandardized Coefficients | Standardized Coefficients | t   | Sig. |
|---------------------|-----------------------------|---------------------------|-----|------|
| (Constant)          | 8.486                       | 3.394                     | 2.500 | .013 |
| Teaching load       | .780                        | .125                      | .283 | 6.251 | .000 |
| Principal leadership| .883                        | .159                      | .237 | 5.543 | .000 |
| Autonomy/decision making | 1.059                     | .195                      | .228 | 5.443 | .000 |
Table 4 shows how school organizational climate factors can influence the English teachers’ job satisfaction. As the $R^2$ coefficient displays, more than half (52%) of the variance in the teachers’ job satisfaction can be illustrated by the school organizational climate dimensions. The regression model indicates that the impact of the school organizational climate factors on job satisfaction is valid (with $F=8.486; p=3.394$). According to beta values, the EFL teachers’ job satisfaction is mostly affected by teaching load ($\beta = 0.283, p = 0.125$), principal leadership ($\beta = 0.237, p = 0.159$), autonomy and decision making ($\beta = 0.298, p=0.195$), and intimacy and warmth ($\beta = 0.155, p=0.242$). That is, teaching load, principal leadership, autonomy and decision making, and intimacy and warmth have the highest impact on job satisfaction, in order. It should be noted that school facilities dimension did not have a remarkable effect on the participants’ job satisfaction.

4.4. Results for the Third Research Question

Finally, it was investigated in which ways school organizational climate can affect the EFL teachers’ job satisfaction from their perspectives. The interpretations of the interviews were thematized into following categories and accounts.

**Principal Leadership Plays a Key Role in School Organizational Climate**

One of the major theme extracted from the interviews was that principal leadership plays a crucial role in creating school organizational climate. Regarding this theme, Maryam, a female teacher in a state school, opines that:

“The manager of my school is not able to manage the affairs well. Actually, she has been selected according to nepotism and not scientific criteria. She is deaf toward hearing the ideas given by the teachers. She tries her best to follow the curricula than to look at the realities present in the school. Regarding my job satisfaction, it can be improved if the leadership set the scene for me. For example, she and the vices can let me apply my views so that I can teach based on the needs of the students and the realities present in the context”.

There were also other teachers who viewed leadership dimension as the cornerstone of a school climate. Amir who has been teaching at state schools made these remarks about the facet of leadership:

“As far as I know, the school principal has multiple duties and the most important one is to help the school’s teachers use their managerial techniques to run the class efficiently. Truthfully speaking, in the school where I teach, the principal has created an unpleasant atmosphere which has negatively affected the school context. She does not appreciate our efforts and jobs appropriately. Besides, she does not know how to apply managerial techniques throughout school setting. Consequently, she has lost respect among my colleagues”.

Samira with 12 years of experience opines that:

“In my personal opinion, the principal leadership is the heart and driving force of a school. She can make changes in school by applying proper strategies and techniques. I think that there exists some major problems with the principal leadership at my school. First, the school manager is not aware of recent technological leadership techniques to manage and organize the school environment appropriately. Second, according to the rules, a teacher can make judgments and decisions to influence the school climate. There are held monthly sessions to share our understanding regarding different issues and aspects of the school. However, we feel it is futile to participate in such sessions”.
Thus, from the above remarks, it is safe to conclude that the principal leadership is a central factor which affects the school climate. However, it seems that the Iranian principals are not acting well in creating a warm and healthy climate at schools.

**Salary System and Benefits Are Not Fair and Inequitable**

Another major theme that was emerged from the qualitative data was related to salary system and benefits. This facet was considered from the participant’s perspectives as vital as the principal leadership. There were instances that the EFL teachers had a very negative attitude toward the payment system offered by the Ministry of Education in Iran. From a pretty moral perspective, Parsa, a male teacher in state schools, commented the following words about the payment system:

“What can be said fairly is that our salary system is not operating efficiently; indeed, the salary system doesn’t work fairly. I have 15 years of work experience making insufficient income compared to other employees working in other ministries such as the Ministry of Health, Treatment, and Medical Training, the Ministry of Justice, the Ministry of Economy and Finance, and so on”.

He added more that:

“Honestly speaking, having been teaching English at schools for 15 years, at the moment I don’t have a proper house and car for my family. To compensate the financial problems, I have to get a second job. This has affected negatively not only my professional performance but also my personal life”.

Having interviewed with teachers teaching in language private institutions, it was uncovered that they do not feel satisfied with the payment system either. For example; Sara, an experienced female teacher, noted that:

“It is more than five years I have been instructing English at this language school. I do my best to perform my work well due to my interest to English Teaching. Well, I am in fond of teaching, however, I do earn little money to make ends meet. I conduct my classes eagerly and properly, but the school owner takes away most of the tuition fees paid by the learners. The payment in most of the private institutes is really unfair. It is clear-cut that there is an accurate, direct, and positive linkage between salary and job satisfaction. That is to say, the more money you earn, the more satisfied you are with your career”.

She continued that:

“I think the language school founders around Iran are following commercial goals than the pedagogical purposes. Most of them like to make more money at any cost instead of improving the quality of language education. I wholeheartedly believe that the language institutes should be supervised by the government so that it can be assured that they follow educational aims.”

As can be inferred from these excerpts, the dysfunctional salary system is a major force in fueling dissatisfaction among the Iranian language teachers.

**Teaching Load Is Very High for EFL Teachers**

Going through the words of the participants revealed that the teaching load is heavy on the shoulders of the EFL teachers in Iran. To confirm this theme, Abas, a male teacher in a state school, said that:

“The teaching load in my job is truly high. Since learning English as a foreign language is time-consuming, students need to have more classes during a week. However, they learn English three hours a week in school which is not really sufficient. Since I am pressed for time and the suggested materials are a lot, honestly speaking, sometimes I have to skip some pages. Most of the times there is not enough time to explain the concepts in detail, to practice the structures and vocabulary well, and to assess the students’ learning.”
He added further that:

“If we want to teach English in an effective way, the time of English lesson in the schools’ schedule should increase so that we can cover all issues in detail and soothe the students’ learning problems”.

To confirm that the teaching load is very high for EFL teachers, Atefeh who has been employed at private language school named ILI noted that:

“In ILI the workload is very exhausting. I have to run large classes with more than twenty students, cover a couple of textbooks at the same time, and keep learners focused for 105 minutes. In fact, I have to work for the final exam administered at the end of the semester. As lots of materials will be assessed and I have to make ready the learners to get a good mark on the test. I think this boring climate has made me feel dissatisfied and perform poor in my career duties”.

She put it in a nutshell:

“If the aim is to provide a setting in which both teachers and learners enjoy studying English, the allotted time should be expanded, the number of students in class must be reduced, and the coursebooks must contain materials which are teachable for instructors and learnable for the students.”

According to the extracts presented above, it can be inferred that the workload in the Iranian EFL context is so high where the language teachers are obliged to cover a couple of materials in a short time.

The EFL Teachers’ Organizational Performance Is Affected by Autonomy and Decision-making

According to the views of the interviewees, it seems that autonomy and decision-making at schools are affecting the EFL teachers’ job satisfaction. To confirm this, Iada who has read some texts on sociology look at this factor from broad and interesting perspectives. In her exact words:

“One of the basic rights in an organization is freedom of expression. All employees should be allowed to express their ideas about the working conditions, the problems they are involved in, and constructive or destructive affairs facilitating or blocking working performance. I think that if we want to overcome the current limitations in our education system, in general, and in the English language education, in particular, the teachers’ voices should be given enough attention, the teachers’ views should receive values by policy makers and principals, and their ideas to improve the quality should be put into practice.”

She further commented that:

“When teachers have the freedom of expression and their voices be welcomed by principals, I think that the social trust would be created in school, the teacher feel of belonging to school, and the teachers feel that they are in charge of the schools’ problems. Therefore, they do their best to improve the school performance in diverse ways”.

Concerning the effects of autonomy and decision making on the job satisfaction, Fardin, an ILI school teacher with 5 years of experience believed that:

“In ILI, we cannot make decisions and perform in line with our ideas. We are not allowed to apply our own teaching methods, materials, and techniques. Indeed, we all have to follow one approach of language teaching, PPP methodology, which has been selected and imposed on us by the policy makers of ILI.”

She put more that:

“That we, teachers, follow a specific kind of language teaching is both advantageous and disadvantageous. It is beneficial since there is solidarity and unification. However, it is very disadvantageous because during the teaching processes you need to make new decisions. You need to use and apply other approaches to
meet the need of the learners. You need to bring a novel material to classroom based on your students’ needs. In a word, when you cannot express and apply your ideas freely, your creativity freezes, your motivation loses, and accordingly, your satisfaction fall down gradually”.

From the above quotations, it can be deduced that autonomy and decision-making is a vital factor in creating a favorable climate in schools and, accordingly, in cultivating the EFL teachers’ job satisfaction.

**School Teachers Seem to Be Warm and Intimate with Their Colleagues**

Another category found in the words of the participants was that the Iranian English teachers have a close and warm relationship with their colleagues in the work environment. Take an example, Marjan, a teacher in a private language school, noted that:

“The school in which I teach, there is a pleasant and warm atmosphere among teachers. There is no conflict between us, and there is a sense of belonging among the teachers. We rely on each other and we also feel committed to our colleagues. I feel that when you are working with teachers who are friendly and respectful, your motivation and satisfaction are affected in a positive way”.

Another male teacher, Arash teaching in a state school, possessed a different view as stated in the following quotation marks:

“In this year, a new school principal manages the school and he disrupted the relationship between himself and students, especially problematic ones. My colleagues oftentimes tell him that this school climate is different from that you managed before but he does not listen to colleagues’ opinions which differ from his own ones. He acts in accordance with his own ideas. It can be said that he has created tension among teachers and students”.

Therefore, based on the extracts presented here, it can be claimed that the creation of enhanced interpersonal relationships within schools and among teachers can result in more job satisfaction.

**School Facilities Are not Satisfactory**

The final themes extracted from the words of the EFL teachers was germane to the facilities and equipment of the Iranian schools. Regarding school facilities at private schools, Simin asserted that:

“It is clear that when an institute is equipped with good equipment, a teacher can do his job well. For example, in the institute where I teach the facilities are not satisfactory. The school owner doesn’t give enough attention to equip the classroom with new technologies such as the Internet.”

It can be inferred that if the aim is to rise the EFL teachers’ job satisfaction, the schools should be equipped with high qualified facilities. In sum, as can be inferred from the excerpts presented above, the school climate is not so favorable and it has negatively influenced the job satisfaction of the Iranian EFL teachers.

5. Discussion

In this section, an attempt will be made to discuss the findings of each research question in detail.

5.1. Discussion on the First Research Question

The first research question investigated if there is any significant relationship between school organizational climate and EFL teachers’ job satisfaction. Pearson correlational analysis findings revealed there is a significant positive relationship between the Iranian school organizational climate and the teachers’ job satisfaction. It might, in principle, be argued that if the climate of schools is healthy and favorable, it can make the EFL teachers’ job satisfaction get improved in an effective way.
It seems reasonable to argue that, according to the results, there is a direct linkage between the workplace and the job satisfaction of teachers. That is, the more positive, pleasant, and favorable the school climate is, the more satisfied the EFL teachers are with their occupation. In order to construct such a positive climate, the education officials should take into some crucial factors into account. One of the important factor playing a key role in creating the climate of schools is principal leadership. According to Morris (2004), the quality of teacher-administrator relationship generates higher level of teachers’ job satisfaction and greater level teachers’ participation in decision making contributes to job satisfaction. In other words, when the principals create a friendly, respectful, and cooperative relations with teachers and make the climate supportive, the teachers probably feel more satisfied with their job. Another factor that may affect the workplace of the teachers, and, accordingly, influence their job satisfaction is work itself. When English teaching is mentally challenging so that teachers can successfully accomplish it, they feel satisfied with their job (Spector, 2008). In fact, in the available literature, it has been demonstrated that employees prefer jobs that provide them with opportunities to use their skills and abilities in a variety of tasks (Robbins, 1998). Another suggested reason for the findings is germane to intimacy and warm factor which may have a clear link with the EFL teachers’ job satisfaction. In fact, social relations constitute an important part of the social climate within the workplace and provide a setting within which teachers can experience meaning and identity (DeWitt & Slade, 2014).

The results of this research question are in line with Arani and Abasi’s (2004) findings revealing there is a significant relationship between school organizational climate and job satisfaction among teachers. The results of this research question are in line with Abu-Saad and Hendrix (1995). Their findings related to teachers’ satisfaction with their work occupation. However, in the current study, along with the principal leadership and autonomy and decision-making factors, it was found that teaching load and intimacy and warmth are significantly related to the EFL teachers’ job satisfaction. Further, this study lends supports to Chinthala’s (2014) findings where it was unraveled that the relationship between school organizational climate and job satisfaction among teachers is positive. In accordance with the results in the current study, Razavipour and Yusefi (2017) found that there exists a significant positive relationship between school organizational climate and teachers’ job satisfaction. In fact, they found that in schools where there is a favorable school organizational climate, the teachers’ satisfaction is higher. In sum, it can be argued that to cultivate job satisfaction in teachers, the organizational climate of schools should be revolved around motivators such as a high payment which play a vital role in contributing to the satisfaction of teachers and be deprived of hygiene factors such as lack of facilities making the teachers feel dissatisfied.

5.2. Discussion on the Second Research Question

The second research question aimed to unravel which school organizational climate factors have the most explanatory power to account for variations in EFL teachers’ job satisfaction. According to the findings of the multiple regression analysis, it was indicated that the EFL teachers’ job satisfaction is mostly affected by teaching load, principal leadership, autonomy and decision making, and intimacy and warmth. However, it was found that school facilities dimension did not have a remarkable effect on the EFL teachers’ job satisfaction.

Teaching load is one of the dimensions that received the highest importance for the participants in the schools’ climate. Interesting job and comfortable working conditions are ranked important factors that influence the EFL teachers’ job satisfaction. Put it briefly, the better the working condition, the less will be fatigue, and the more will be job satisfaction (Hall & Yip, 2014). Another dimension called principal leadership might also contribute to the high job satisfaction level as their job satisfaction is generally satisfied with the supervision they receive in their job. Relationship with the principal as well as perceived competencies and fairness of the supervisor at managerial task could affect the satisfaction of the teachers (Rani & Rani, 2014). Another factor that influenced the EFL teachers’ job satisfaction is autonomy and decision making. It may be argued that when the teachers feel free to express their ideas, participate in decision making processes in schools, and apply their views in English classroom, they will have more positive view toward the workplace. The next school climate dimension that the respondents demonstrated a high level of satisfaction with was the warmth and intimacy with co-workers. According to Gu and Siu (2009), encouragement, guidance, help, and support from co-workers are important to promote a harmonious working culture that is needed to enhance employees’ satisfaction.

The results of this research question are in line with those of Abu-Saad and Hendrix (1995). Their findings unveiled that the school organizational climate factors, including principal leadership and autonomy were significantly related to teachers’ satisfaction with their work occupation. However, in the current study, along with the principal leadership and autonomy and decision-making factors, it was found that teaching load and intimacy and warmth are significantly related to the EFL teachers’ job satisfaction. Furthermore, the findings lend partially support to the study conducted by Razavipour and Yusefi (2017). Their results uncovered that the principal leadership and
reward system dimensions were significantly linked to the job satisfaction of teachers. In sum, according to the findings, it can be argued that the school organizational climate is a complex phenomenon affected by diverse factors. To make a favorable climate leading to higher job satisfaction, teaching load must not be so heavy, principal must manage well, autonomy to make decisions must be given to teachers, and intimacy among teachers and school staff should be cultivated.

5.3. Discussion on the Third Research Question

The next research question explored how school organizational climate can affect job satisfaction from the EFL teacher’s perspectives. Generally, according to the results obtained from the interviews, it could be inferred that the Iranian organizational climate is neither favorable nor positive and it has negatively affected the EFL teachers’ job satisfaction. Based on the teachers’ comments, it can be deduced that the climate of the Iranian schools is not functioning well. This dysfunctional climate, indeed, has led to the dissatisfaction of the EFL teachers.

Based on the responses of the participants, it was found that principal leadership has immensely affected the EFL teacher’s job satisfaction. If fact, it can be argued that the school principals are not acting well to make up a constructive climate. Creating a pleasant climate under which teachers can accomplish school organizational objectives is the responsibility of the school principals and the education officials. We construe school principals as “feeders”, meaning that a school principal should feedback on teachers’ words and behaviors, develop leadership throughout the school, and inspire teachers to use their best potential. The school principal should generate motivation and support and encourage innovation within school (Zahoor, 2011). In addition, it was revealed that the job satisfaction of the EFL teachers has been heavily affected by the payment and benefits. The results extracted from the interviews unveiled that most of the EFL teachers are not satisfied with their job because they perceived the salary system completely unfair. It fact, the main reason for dissatisfaction lies in the financial problems imposed on the teachers through the salary system. These findings are in line with Lambert, Hogan, Barton, and Lubbock (2001) results in which they found that financial affairs have a significant impact on job satisfaction of employees in any organization. Such findings are largely consistent with the idea that the higher financial state, the more satisfied the teachers are with their career and, accordingly, the more improved performance they have in school.

The next factor which received importance from the perspectives of the EFL teachers was teaching load. According to the teachers’ words, it can be argued that since the workload is so heavy, it has negatively affected the EFL teachers’ job satisfaction around the country. The solution for this problem is that the teaching load should be designed and dictated in accordance with the realities of context, potential of teachers, allotted time, school facilities, and students’ needs. As Sharma and Bhaskar (1991) postulated, the single most important influence on an individual’s job satisfaction experience comes from the nature and load of the work assigned to him/her by the organization. Hence, the workload of English teaching assigned to language teachers should not be too heavy and boring. In general, to construct a conducive climate, the views of the teachers as the heart of school should be given enough attention.

6. Conclusion and Implications

Education aims at changing society to get happiness. To this aim, school climate, as the heart of school, is a powerful factor which must be fully given consideration while planning for the education, since it can hugely affect the stakeholders such as teachers, students, and parents. Organizational studies offer valuable insights for identifying and implementing needed changes in the education system. In fact, information about school organizational climate makes it possible for education officials to determine if schools are running well. Every educational organization has a unique climate that distinguishes it from other schools and influences behaviors and feelings of teachers and students (Kohli & Deb, 2008). Clearly, climate represents a composite of mediating variables that intervene between the structure of an organization and teachers’ job satisfaction.

In the present study, an attempt was made to investigate the Iranian EFL teachers’ concerns about their school organizational environment. In sum, the results revealed that there is a significant positive relationship between the organizational climate of schools and EFL teachers’ job satisfaction. In addition, it was found that the EFL teachers’ job satisfaction is mostly affected by teaching load, principal leadership, autonomy and decision making, and intimacy and warmth factors. Finally, the qualitative results unraveled that the organizational climate of
the Iranian schools is neither favorable nor constructive such that it has negatively affected the job satisfaction of the EFL teachers from their perspectives.

In line with the findings, some implications are suggested. The most basic implication of the study is that the Ministry of Education should care about the climate of state schools and private language institutes in Iran by taking steps to assess the climate of schools and identify the dimensions which are critical for the health of schools. And if those dimensions are negatively impacting the school climate itself, teachers, and students, necessary steps should be taken to remove them. Moreover, the Ministry of Education should hold programs to teach managerial strategies to school principals so that they can create a pleasant climate in schools. The next implication is related to the salary system. As the lack of an explicit, equitable, and fair reward system has led to serious threats to the organizational satisfaction of the teachers, it is recommended a fair salary system to be established by the government. Finally, another implication is that the existing policies should be modified to provide permanent solutions to problems teachers face with and make them feel valued and their rights protected. In this way, the education officials can strengthen teachers’ job motivation and job commitment to achieve a high quality education.

In accordance with the current study, some suggestions for further research are recommended. It is suggested that the link between reward system and organizational commitment and motivation among public and private school teachers with regard to their organizational climate be examined. Another significant opportunity for future research is to explore the effects of forms of leadership (e.g., transactional and transformational) on within the school climate. Since the current study focused only on school organizational climate and job satisfaction of EFL teachers, further research, should consider the effect of organizational climate on language learner’s satisfaction, motivation, and performance. In addition, it is recommended to scrutinize how the variables of current study transform with the cross of time by running a longitudinal study in the EFL context of Iran. Finally, in light of the correlation between school organizational climate and EFL teachers’ job satisfaction, future studies should determine the role of demographic variables in influencing teachers’ job satisfaction, job performance, and job commitment.

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Appendix A

In this section the normality of the data is reported.

Kolmogorov–Smirnov test for the Normality of the School Organizational Climate and its Sub-components
Kolmogorov–Smirnov test for the Normality of the Job Satisfaction and its Sub-components

|               | Job Satisfaction | Supervision | Pay and Benefits | Promotion and advancement | Contingent Rewards | Colleagues and Communication | Work itself | Work conditions and operating procedures | N  |
|---------------|------------------|-------------|-----------------|----------------------------|-------------------|-------------------------------|-------------|-------------------------------------------|-----|
| N             | 74.05            | 440         | 440             | 440                        | 440               | 440                           | 440         | 440                                       |     |
| Mean          | 14.159           | 9.64        | 8.71            | 13.133                     | 8.800             | 11.12                         | 16.6        | 13.133                                    |     |
| St. D         | .116             | 2.721       | 2.717           | 4.79385                    | 6.178             | 3.255                         | 4.36        | 4.79385                                   |     |
| Absolute      | .116             | .120        | .128            | .192                       | .248              | .178                          | .139        | .192                                      |     |
| Positive      | -.92             | .120        | .128            | .143                       | .248              | .159                          | .139        | .143                                      |     |
| Negative      | .752             | -.090       | .087            | -.192                      | -.133             | -.178                         | -.124       | -.192                                     |     |

|               | N  |
|---------------|-----|
| Normal        | 440 |
|               | 116.86 | 42.57 | 24.64 | 17.12 | 21.19 | 11.33 |
| Normal        | 440 |
|               | 16.925 | 7.082 | 4.962 | 1.903 | 3.965 | 2.386 |
| Most Extreme  | .170   | .135  | .206  | .172  | .140  | .146  |
| Differences   | .120   | .126  | .151  | .114  | .140  | .146  |
| Kolmogorov-Smirnov Z | 1.100 | .872  | 1.338 | 1.114 | 9.10  | .943  |
| Asymp. Sig. (2-tailed) | .178 | .433  | .056  | .167  | .379  | .336  |

a. Test distribution is normal.

b. Calculated from data.
Kolmogorov-Smirnov Z

|        | .624 | .778 | .826 | .743 | .961 | 1.154 | .901 | .743 |
|--------|------|------|------|------|------|-------|------|------|
| Asymp. Sig. (2-tailed) | .624 | .581 | .502 | .640 | .314 | .139  | .392 | .640 |

a. Test distribution is normal.
b. Calculated from data.

Appendix B

In this part, the results of the factor analysis are presented.

**KMO and Bartlett's Test of School Organizational Climate Questionnaire**

|                 |                           |       |
|-----------------|---------------------------|-------|
| Kaiser-Meyer-Okkin Measure of Sampling Adequacy | .721  |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 1019.453 |
| Df               | 435                       |
| Sig.             | .000                      |

**KMO and Bartlett's Test of Job Satisfaction Scale**

|                 |                           |       |
|-----------------|---------------------------|-------|
| Kaiser-Meyer-Okkin Measure of Sampling Adequacy | .699  |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 834.091 |
| Df               | 190                       |
| Sig.             | .000                      |
Public interest statement

Every educational organization has a unique climate influencing behavior and feeling of its teachers. It seems that there is a linkage between school organizational climate and teachers’ satisfaction. In this study, the contributions of the Iranian school organizational climate to the EFL teachers’ job satisfaction was investigated. Results revealed that there is a significant positive relationship between the school organizational climate and the Iranian English teachers’ job satisfaction. Further, it was unraveled that the teachers’ job satisfaction is mostly affected by some factors, including teaching load, principal leadership, autonomy and decision making, and intimacy and warmth factors. Finally, the qualitative findings indicated that the climate of schools is neither favorable nor positive so that it has negatively affected job satisfaction of the participants. The results have the significant implication for the Iranian education officials that they have to construct a charming and favorable climate in schools.
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