



## **Analytical Study on Work Satisfaction of the University Faculty Members in Kurdistan Region**

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### **ABSTRACT**

There are four factors for production which is (Land, labour, capital and organisation). Financial capital is considered as the backbone of economic growth of any nation. It has been spontaneously propagated to enhance the flow of capital to boost the level of economic growth in developing countries to address the problems of the low standard of living, poverty and unemployment. The main objective for the study is to assess the level of work satisfaction of the university faculty members in Kurdistan Region. The proposed research is descriptive in nature. The research endeavors to describe the personal characteristics of faculty members surveyed and assess their level of satisfaction with their work and the working environment. This research is based purely on primary data, collected using the survey method. Sample size for this study shall be 309 respondents. The Simple Random sampling technique was used to select the faculty members comprising of Lecturers, Professors, Assistant Lecturers and Assistant Professors from 30 Private and 28 Government Universities in Kurdistan. The results reveal that faculty members display a reasonable level of satisfaction towards interpersonal relationships prevalent in the University as the overall mean hover around the 3.6 mark in five point scale which is above average. The faculty members have a

good level of satisfaction towards relationships with supervisors, The Work, Environment, Competency, Recognition and Salary are quite moderate.

## **1. Introduction**

Many studies were conducted to explain the influence of different factors such as financial capital, physical labour in terms of man-hours, education, etc. On economic growth and outcome of such studies exposed the significant contribution of education to economic growth. Professor Solow, who conducted a study on the US economy during the four decade-period of 1909-1949, found that education, developing human capital and technology contributed to almost 57.5 % growth in production. A similar study conducted in US by Denison during the period of 1929-1982 during which the economy grew at an annual rate of 2.9 %, exposed that almost 68 % of this growth was contributed by a boost in employee productivity. Of this, 28% was due to technological advancements, 19% was contributed by financial capital, 14% by educating workers and the balance 9% was contributed by economies of large scale dealings. Hence, it can be said that education coupled with technological advancements contributed to 42% of the nation's economy. Keeping in view the complexities associated with the nature of work discharged by the faculty members and complicating work environment, the researcher felt that it will be apt to conduct a study on assessing the level of job satisfaction derived by the faculty members regarding different aspects of their job and the overall satisfaction with their work. Economic development of any country largely depends on the quality of education available in the country (Sharifi & Sultan, 2021). Faculty members play a decisive role in providing quality education to students, only contented faculty members will be able to discharge their duties judiciously. Only if faculty members devote their heart and soul in the teaching process, students can be well shaped. Only then, they can contribute to the development of the nation. Hence, it is indispensable to ensure that faculty members put in their best of performance for which it is imperative to keep them fully satisfied at work.

## **2. Literature review**

Management philosophies have been practiced by human beings ever since the stone age when there were only a handful of human groups to deal with. Management thoughts evolutionalised with time and has assumed significant part in the livelihood of humankind (Al-Khateeb, 2017). Management assists human beings accomplish their objectives and targets in the backdrop of their own potentials, social standing, perception about the world and livelihood and their manifestation while responding to susceptible matters under differing scenarios. Hence, management thoughts and philosophies varied depending on human perception about these matters (Bataineh, 2014).

Universities, representing the organizations imparting higher education, constitute the topmost position in the education pyramid (Abdullah and Othman, 2021). Their functioning is considerably influenced by different Management principles and philosophies. Universities formulate and pursue set of rules and regulations which have to be complied with by all stakeholders. However, it is imperative for the Universities to ensure that their management provides for the safety and welfare of all faculty members and caters to all their needs (Yaba, Ahmed, Hamad, 2021; Wanous et al., 1997; Al-Smadi et a., 2015). Faculty members entrusted with the noble cause of imparting higher education to the society, obviously occupy an important position in the society as he is the one who imparts quality in the society through higher education as per the updated academic requirements and requirements and necessities of the society. Faculty members are vital as they constitute the focal point of all academic, research and scientific activities of the University (Valentine, 2001; Prabhu & Madanmohan, 2014; Snell, et al., 2015). Most importantly, it is the faculty members who develop and shapes the academic, intellectual and ethical character of students. Faculty members are considered as the pillars of Universities as it is they who provides needed services for the students. They are engaged in the noble cause of transforming knowhow to students and performs the important functions of guiding and evaluating students and asserting, developing and disseminating knowhow to them and also are engaged

in providing extension services to the community whereby the additional burden of providing for development of the University as well as the nation is shouldered by them (Townsend & Rosser, 2007; Khan and Abdullah., 2019). It is essential to ensure that faculty members who discharge such invaluable services are kept contented with their work at the most. Recognizing the importance of job satisfaction, innumerable studies have been conducted on the subject. Scarpello & Campbell (1983) point out that trends in studies on job satisfaction are multiplying at a rapid pace. There were about 3,300 research studies on job satisfaction as on 1976 while this numbered galloped to more than 12,400 as of 1994. The subtle nature of the concept of job satisfaction also contributed to the unprecedented growth in studies involving job satisfaction (Tnash, 1990; Ahmed, Hadi & Ahmed, 2020).

### **3. Objective**

The main objective of the research is to assess the level of work satisfaction of the university faculty members in Kurdistan Region.

### **4. Methodology**

The proposed research is descriptive in nature. The research endeavors to describe the personal characteristics of faculty members surveyed and assess their level of satisfaction with their work and the working environment. This research is based purely on primary data, collected using the survey method. Kurdistan region is a sample frame for this research and Universities in the region constitute the sample media from which desired sample units are to be drawn from this research. Faculty members employed in both private and government owned Universities in Kurdistan constitutes the study population for this research. Sample size for this study shall be 309. The Simple Random sampling technique was used to select the faculty members comprising of Lecturers, Professors, Assistant Lecturers and Assistant Professors from 30 Private and 28 Government Universities in Kurdistan.

## 5. Analysis

### 5.1 Profile of Faculty Members Studied

The characteristics of faculty members studied such as their gender, age, College in which they are working, nationality, marital status, job title, education level, the nature of service, teaching experience and academic title has been explored using frequency analysis and the results are discussed in the forthcoming paragraphs.

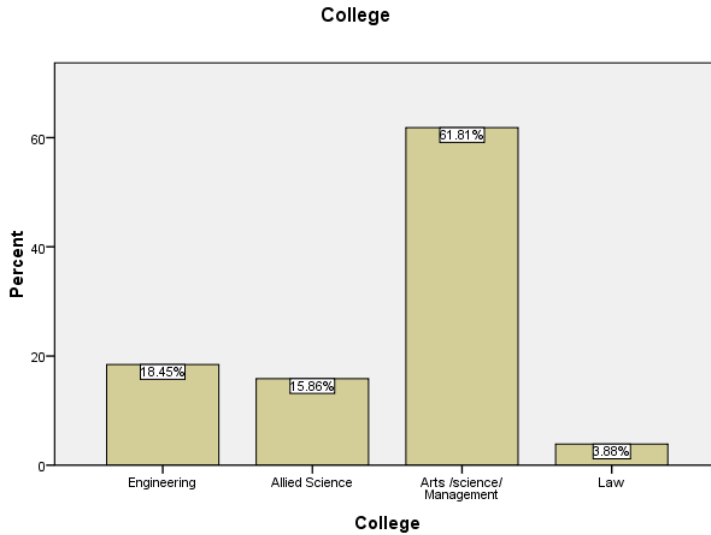
### 5.2 Colleges to which the Faculty Members Belong

The faculty members of Kurdistan University belong to different Colleges such as Engineering, Allied Science, Arts /science/ Management and Law. Details about the College to which the respondents are affiliated to is displayed in table 1 and figure 1.

**Table 1: College to which the Faculty Members Belong**

College	Frequency	Percent
Engineering	57	18.4
Allied Science	49	15.9
Arts /science/ Management	191	61.8
Law	12	3.9
Total	309	100.0

**Source:** Survey Data



**Source: Survey Data**

**Fig 1: College to which the Faculty Members Belong**

Table 1 and figure 1 highlights that the majority of the faculty members surveyed belong to the Arts /science/ Management College (61.8%) while very few of them belong to the Law College (3.9%). Little above one-third of the respondents belong to the Engineering and Allied Science Colleges (18.4 and 15.9% respectively).

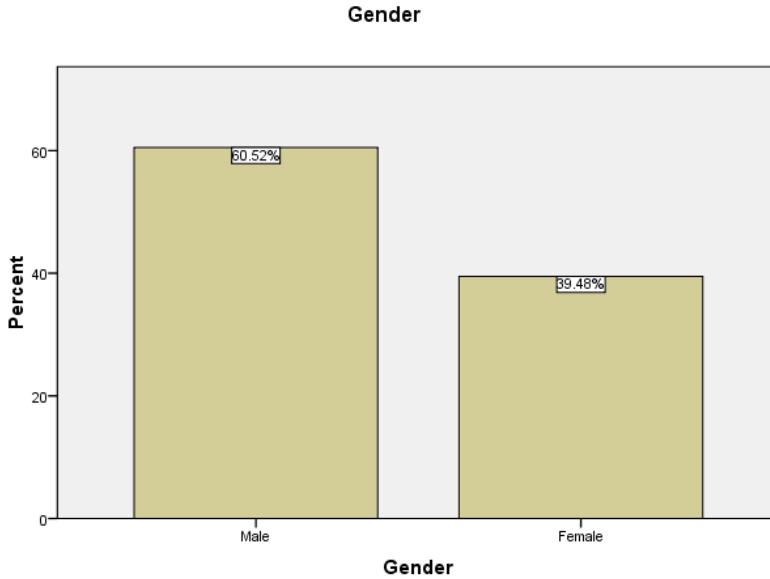
### 5.3 Gender of Respondents

The distribution of respondents selected for this study among male and female faculty members is showcased in table 2 and figure 2.

**Table 2: Gender of Respondents**

Gender	Frequency	Percent
Male	187	60.5
Female	122	39.5
Total	309	100.0

**Source: Survey Data**



**Source:** Survey Data

**Fig 2: Gender of Respondents**

The majority of the faculty members (60.5%) are males while a shade under four-tenth of them (39.5%) are female faculty members of the University.

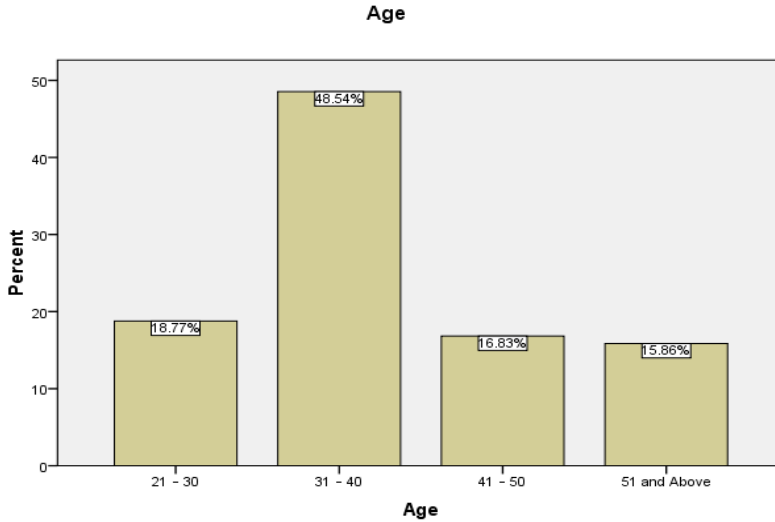
### 5.4 Age of the Respondents

The age group to which the faculty members belong to is represented in table 3 and figure 3.

**Table 3: Age of Respondents**

Age	Frequency	Percent
21 – 30	58	18.8
31 – 40	150	48.5
41 – 50	52	16.8
51 and Above	49	15.9
Total	309	100.0

**Source:** Survey Data



**Source:** Survey Data  
**Fig 3: Age of Respondents**

Table 3 and figure 3 highlights that just a little half of the respondents surveyed (48.5%) are aged 31-40 years, while the faculty members with the other age group of 21-30 years, 41-50 years and 51 and above do not differ by much.

### 5.5 Marital Status of Respondents

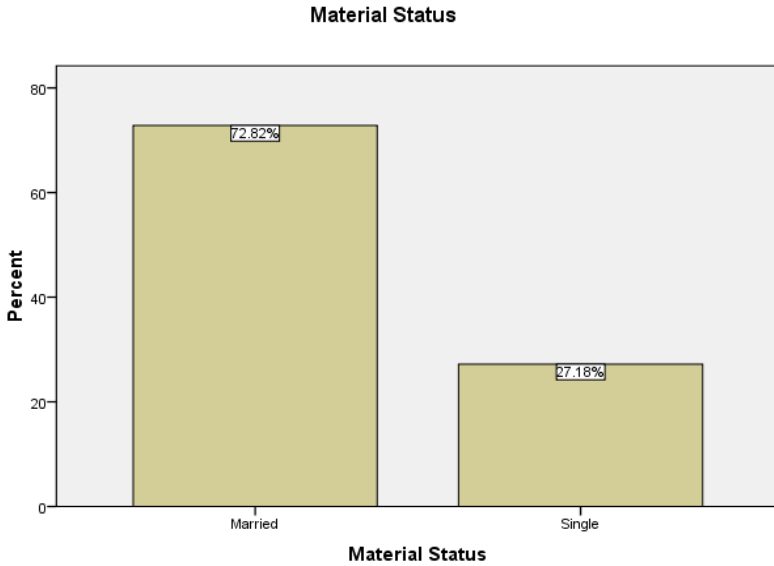
The marital status of faculty members is displayed in table 4 and figure 4.

**Table 4: Marital Status of Respondents**

Marital Status	Frequency	Percent	Valid Percent
Married	225	72.8	72.8
Single	84	27.2	27.2
Total	309	100.0	100.0

**Source:** Survey Data





**Source:** Survey Data

**Fig 4: Marital Status of Respondents**

Table 4 and figure 4 suggests that a clear majority of the faculty members surveyed (72.8%) are married while the minority proportion of them are single.

### 5.6 Educational Qualifications of the Respondents

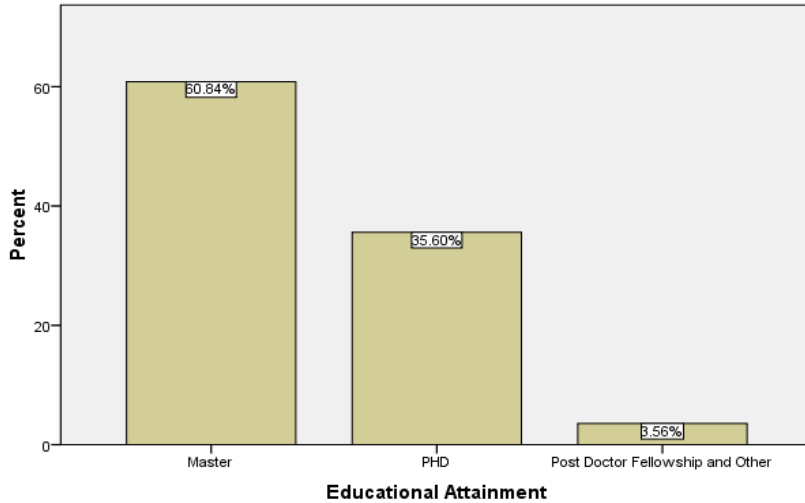
The educational qualifications of faculty members' studies are displayed in table 5 and figure 5.

**Table 5: Educational Qualifications of the Respondents**

Educational Attainment	Frequency	Percent
Master	188	60.8
PHD	110	35.6
Post Doctor Fellowship and Other	11	3.6
Total	309	100.0

**Source:** Survey Data

**Educational Attainment**



**Source: Survey Data**

**Fig 5: Educational Qualifications of the Respondents**

Table 5 and figure 5 highlights that the majority of the faculty members studied (60.8%) are holding a masters degree as their maximum educational qualifications, while little more than one-third of them (35.6%) are Ph.D. holders. Very few of the faculty members (3.6%) possess educational qualifications for the post-doctoral level.

### 5.7 Academic Title of the Respondents

The academic title of faculty members studied is displayed in table 6 and figure 6.

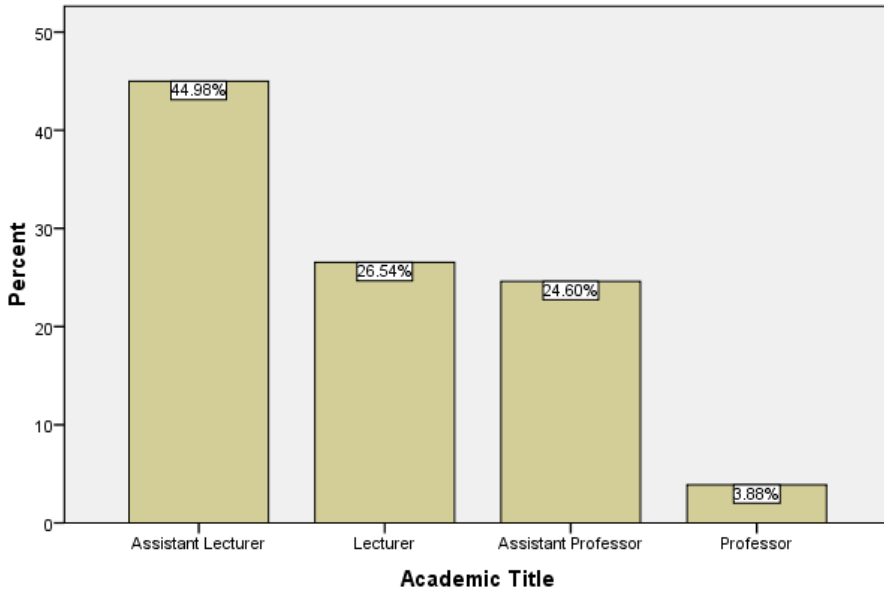
**Table 6: Academic Title of Respondents**

Academic Title	Frequency	Percent
Assistant Lecturer	139	45.0
Lecturer	82	26.5
Assistant Professor	76	24.6

Professor	12	3.9
Total	309	100.0

**Source: Survey Data**

**Academic Title**



**Source: Survey Data**

**Fig 6: Academic Title of Respondents**

Table 6 and figure 6 shows that the majority of the faculty members surveyed (45.0%) are Assistant Lecturers, while little more than one-quarter of them (26.5%) are Lecturers and a shade less than one-quarter of them (24.6%) are Assistant Professors. Very few of the faculty members surveyed (3.9%) are Professors.

### **5.8 Job Position of the Respondents**

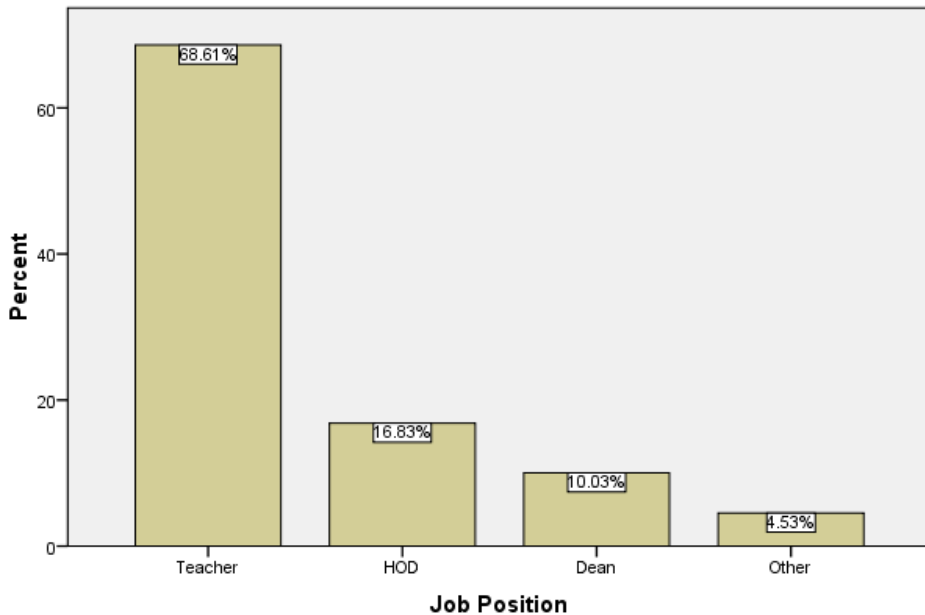
Job position of the faculty members surveyed is highlighted in table 7 and figure 7.

**Table 7: Job Position of the Respondents**

Job Position	Frequency	Percent
Teacher	212	68.6
HOD	52	16.8
Dean	31	10.0
Other	14	4.6
Total	309	100.0

**Source: Survey Data**

**Job Position**



**Source: Survey Data**

**Fig 7: Job Position of the Respondents**

Table 7 and figure 7 suggest that the majority of the faculty members surveyed (68.6%) are teachers, while almost one-sixth of them (16.8%) are Head of departments and one-tenth of them (10.0%) are Deans. Very few of the faculty members (4.6%) belong to other job positions.

### 5.9 Period of Teaching Experience of the Respondents

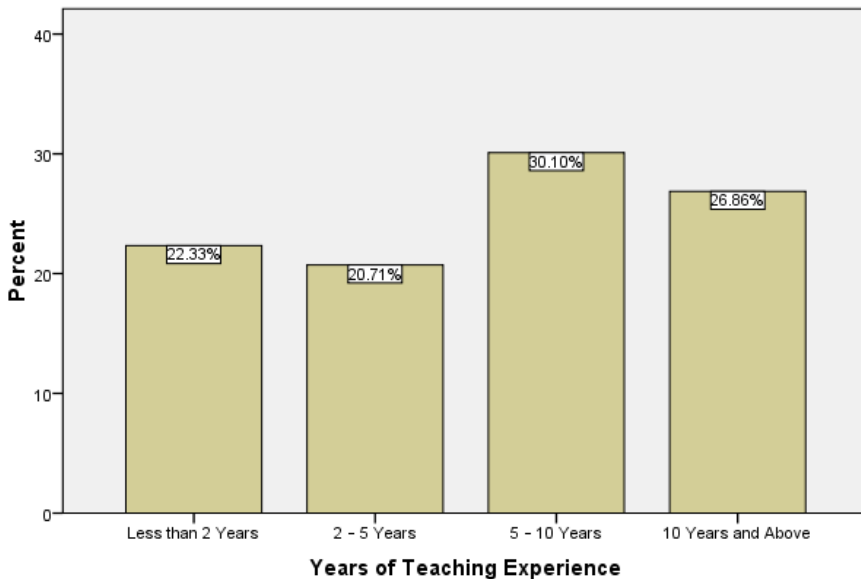
The period of teaching experience for the faculty members surveyed is portrayed in table 7 and figure 7.

**Table 7: Period of Teaching Experience of the Respondents**

Teaching Experience	Frequency	Percentage	
Less than 2 Years	69	22.3	22.3
2-5 Years	64	20.7	20.7
5-10 Years	93	30.1	30.1
10 Years and Above	83	26.9	26.9
Total	309	100.0	100.0

**Source:** Survey Data

**Years of Teaching Experience**



**Source:** Survey Data

**Fig 7: Period of Teaching Experience of the Respondents**

Table 7 and figure 7 suggest that a little more than one-fifth of the faculty members surveyed (22.3%) has lesser teaching experience of less than 2 years while around one-fifth of them (20.7%) have teaching experience of 2-5 years. Around three-tenth of the faculty members (30.1%) has teaching experience of 5-10 years and a little over one-quarter of them (26.9%) have experience of 10 years and more.

### 5.10 Occupational Association of the Respondents

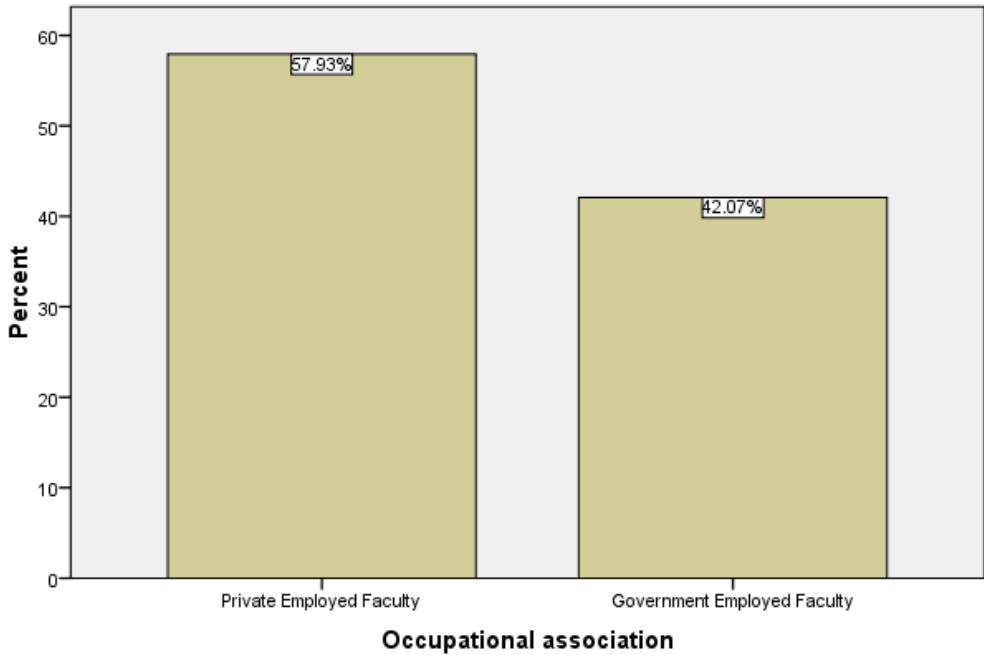
Occupational association of faculty members surveyed is displayed in table 9 and figure 9.

**Table 9: Occupational Association of the Respondents**

Occupational association	Frequency	Percent
Private Employed Faculty	179	57.9
Government Employed Faculty	130	42.1
Total	309	100.0

**Source:** Survey Data

**Occupational association**



**Source:** Survey Data

**Fig 9: Occupational Pattern of the Respondents**

Table 9 and figure 9 shows that simple majority of the faculty members surveyed (57.9%) are private jobholders while 42.1% are government jobholders.

**5.11 Nationality of the Respondents**

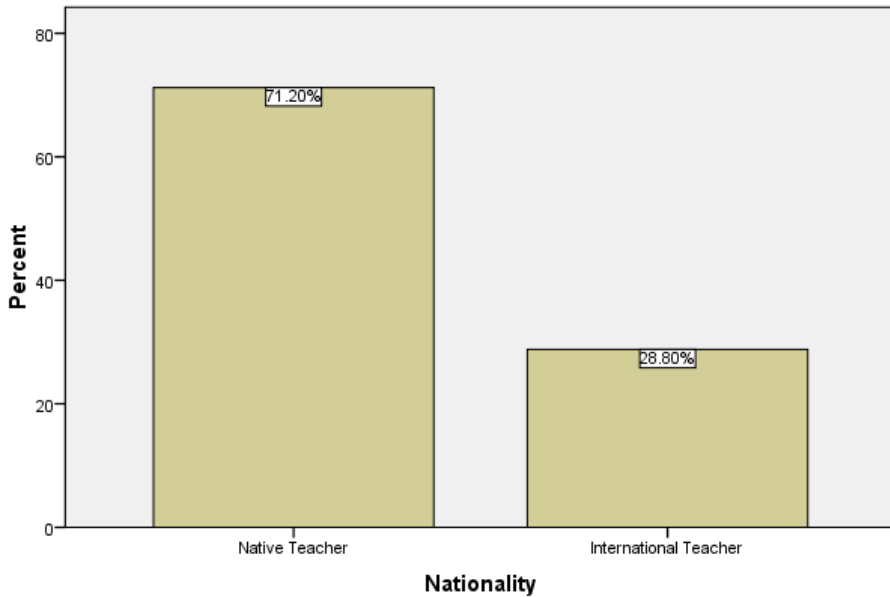
The Nationality of the faculty members surveyed is depicted in table 10 and figure 10.

**Table 10: Nationality of Respondents**

Nationality	Frequency	Percent
Native Teacher	220	71.2

International Teacher	89	28.8
Total	309	100.0

**Source: Survey Data**  
**Nationality**



**Source: Survey Data**  
**Fig 10: Nationality of the Respondents**

Table 10 and figure 10 suggest that clear majority of the faculty members surveyed (71.2%) are local residents, while more than one-quarter of them (28.8%) belong to other countries.

### 5.12 The level of satisfaction of faculty members

The level of satisfaction of faculty members towards their core competencies and responsibilities getting utilised in their work has been obtained in Likert's five point scale and the outcome is portrayed in table 11.



**Table 11: The level of satisfaction of faculty members**

Particulars	Mean	Std. Deviation	Rank
Recognition	3.0723	.75530	6
Competency	3.2330	.76753	5
The Work	3.2843	.75115	3
Interpersonal	3.6348	.82045	1
Salary	2.9202	.89052	7
Supervision	3.4356	.93484	2
Environment	3.2772	.84146	4

**Source:** Survey Data

Table 11 highlights that the faculty members display a reasonable level of satisfaction towards interpersonal relationships prevalent in the University as the overall mean hover around the 3.6 mark in five point scale which is above average. The faculty members have a good level of satisfaction towards relationships with supervisors, The Work, Environment, Competency, Recognition and Salary are quite moderate.

## 6. Conclusion

This chapter has given a detailed description about the profile of faculty members selected for the study and their satisfaction about different work-related environmental conditions such as recognition, competency and responsibility, salary, supervision, Interpersonal relationships, safety of environment and Organizational policy has been explored.

- 61.8% of the faculty members surveyed belong to the Arts /science/ Management College, 3.9% belong to Law College, 18.4% belong to the Engineering College and 15.9% belong to Allied Science Colleges;
- 60.5% are males and 39.5% are females;
- 48.5% are aged 31-40 years while 18.8% are aged 21-30, 16.8% are aged 41-50 years and 15.9% are aged 51 years and above;



- 72.8% are married while 27.2% are single; 60.8% are holding masters degree as their maximum educational qualifications while 35.6% are Ph.D. holders and 3.6% possess educational qualifications at the post-doctoral level;
- 45.0% are Assistant Lecturers while 26.5% are Lecturers, 24.6% are Assistant Professors and 3.9% are Professors; 68.6% are teachers while 16.8% are Head of departments, 10.0% are Deans and 4.6% belong to other job positions;
- 22.3% have teaching experience of less than 2 years while 20.7% have experience of 2-5 years, 30.1% have experience of 5-10 years and 26.9% have experience of 10 years and more; 57.9% are private job-holders while 42.1% are government job-holders; 71.2% are local residents while 28.8% belong to other countries.

Job satisfaction is a vital and complex process which can be accomplished through easy means failing which consequences shall be disastrous for the firm. Contrarily, well rewarded and motivated employees will happily discharge even heavier workload happily.

Hence, the concept of job satisfaction assumes huge significance for ensuring efficacy of firms as well as their competitiveness. If organisations take care of their employees, the employees will take care of the organisation. Organisations taken care of by their employees will be the most successful ones in the market. The analysis reveals that faculty members display a reasonable level of satisfaction towards interpersonal relationships prevalent in the University as the overall mean hover around the 3.6 mark in five point scale which is above average. The faculty members have a good level of satisfaction towards relationships with supervisors, The Work, Environment, Competency, Recognition and Salary are quite moderate.

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**Appendices**

**Analytical Study on Work Satisfaction of the University Faculty Members in Kurdistan Region**

**I. Demographic Profile**

- 1- College: a. Engineering ( ) b. Allied Science ( )  
c. Arts /science/ Management ( ) d. Law ( )
- 2- Gender: a. Male ( ) b. Female ( )
- 3- Age: a. 21 – 30 ( ) b. 31 – 40 ( ) c. 41 – 50 ( ) d. 51 and Above ( )
- 4- Marital Status: a. Married ( ) b. Single ( )
- 5- Educational Attainment: a. Masters ( ) b. PHD ( ) c. PDF and others( )
- 6- Academic Title: a. Assit Lecturer( ) b. Lecturer ( ) c. Assit Professor ( ) d. Professor ( )
- 7- Job Position: a. HOD ( ) b. Dean ( ) c. Others ( )
- 8- Years of Teaching Experience: a. Less than 2 years ( ) b. 2 – 5 Years ( )  
c. 5 – 10 Years ( ) d. 10 Years and Above
- 9- Occupational association:  
a. Private employed faculty ( ) b. Government employed faculty( )
- 10- Nationality: a. Native Teacher ( ) b. International Teacher ( )

**II. Indicate your level of Job Satisfaction using five point scale of**

1-Highly Dissatisfied; 2- Dissatisfied; 3-Neutral; 4-Satisfied;5-Highly Satisfied.

Sl.no	Statement	1	2	3	4	5
1	Recognition					
2	Competency					
3	The Work					
4	Interpersonal					
5	Salary					
6	Supervision					
7	Environment					
8	Recognition					

## ملخص

هناك أربعة عوامل للإنتاج وهي (الأرض والعمل ورأس المال والتنظيم). يعتبر رأس المال المالي العمود الفقري للنمو الاقتصادي لأي دولة. لقد تم نشره بشكل عفوي لتعزيز تدفق رأس المال لتعزيز مستوى النمو الاقتصادي في البلدان النامية لمعالجة مشاكل انخفاض مستوى المعيشة والفقر والبطالة. الهدف الرئيسي من الدراسة هو تقييم مستوى الرضا عن العمل لأعضاء هيئة التدريس بالجامعة في إقليم كردستان. البحث المقترح وصفي بطبيعته. يسعى البحث إلى وصف الخصائص الشخصية لأعضاء هيئة التدريس الذين شملهم الاستطلاع وتقييم مستوى رضاهم عن عملهم وبيئة العمل. يعتمد هذا البحث بشكل بحت على البيانات الأولية التي تم جمعها باستخدام طريقة المسح. يجب أن يكون حجم العينة لهذه الدراسة 309 مستجيبة. تم استخدام أسلوب أخذ العينات العشوائية البسيط لاختيار أعضاء هيئة التدريس من محاضرين وأساتذة ومحاضرين مساعدين وأساتذة مساعدين من 30 جامعة خاصة و 28 جامعة حكومية في كردستان. تظهر النتائج أن أعضاء هيئة التدريس يظهرون مستوى معقولاً من الرضا تجاه العلاقات الشخصية السائدة في الجامعة حيث يحوم المتوسط العام حول علامة 3,6 في مقياس من خمس نقاط وهو أعلى من المتوسط. يتمتع أعضاء هيئة التدريس بمستوى جيد من الرضا تجاه العلاقات مع المشرفين ، والعمل ، والبيئة ، والكفاءة ، والتقدير ، والراتب معتدلون تماماً

## پوخته

چوار هۆکار ههیه بۆ بهرهمهێنان که بریتین له (زهوی، کار، پایتهخت و ریکخراو). سهرمایه دارایی به برپهیه گهشه ئابووری هه نه ته وهیه که داده نه ئه به شیوهیه که خۆرپسک پروپاگه نه کراوه بۆ بهرزکردنه وهی لێشاوی سهرمایه بۆ بهرزکردنه وهی ئاستی گهشه ئابووری له ولاته گه شه سه ندوو هه کان بۆ چاره سه رکردنی کیشه کانی ئاستی نزمی ژیان و هه ژاری و بیکاری ئامانجی سه ره که توێژینه وه که هه لسه نگانندی ئاستی کاری ئه ندامانی فاکه لته زانکویه له هه ریمێ کوردستان توێژینه وه ییشنیا رکاروه که وه سفی سروشته. هه ول و کۆششی توێژینه وه که بۆ باسکردنی تایبه ته ندییه شه خسییه کانی ئه ندامانی فاکه لته لیکۆلینه وه و هه لسه نگانندی ئاستی پازیبوو نیان به کاره که یان و ژینگه ی کارکردن ئه م توێژینه وه یه به ته واوی له سه ر داتا سه ره تاییه کان دامه زراوه، به به کاره یانی شیوازی لیکۆلینه وه کۆکراوه ته وه. قه باره ی نموونه بۆ ئه م توێژینه وه یه 309 وه لامده ره وه ده بیته. ته کنیکی نموونه یی ساده ی هه په مه که به کاره ات بۆ دیاریکردنی ئه ندامانی فاکه لته که پیکدیت له مامۆستایان و پرۆفیسۆر و یاریده ده ری وانه بیژان و پرۆفیسۆری یاریده ده ره له 30 زانکوی ئه هلی و 28 زانکوی حکومی کوردستان ئه نجامه کان



ئەو دەردەخەن کە ئەندامانی فاکەلت ئاستیکی گونجاوی پازیبوون نیشان دەدەن بەرامبەر پەییوەندیە نیوان کەسیەکان کە لە زانکۆدا بلاوێ وەک تیکرای گشتی لە دەوری نیشانهی 3.6 لە پیوهری پینچ خال کە لە سەرۆی مامناوەندەوێه. ئەندامانی فاکەلتی ئاستیکی باشیان هەیه بۆ پەییوەندی لەگەڵ چاودیئران، کار، ژینگە، لیھاتوویی، ناسینەوێ و مووچە زۆر مامناوەندن.