

Studying Priorities on Job Satisfaction of Headquarters of Municipality in Iran

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Abstract: The present study aimed to studying priorities on job satisfaction of headquarters of municipality in Iran (case study Islamshahr city). The applied research method was descriptive-correlational. This research with respect to objective is regarded as applied research. The population of the study was all employees of headquarters of Islamshahr municipality. Furthermore, the sampling procedure used in this research study was satisfied random sampling (n = 175). Results of comparing relationship between organizational commitment and employees empowerment index reveal that there is significant relationship between decision making of employees at headquarters of Islamshahr municipality for partnership and organizational commitment. Coefficient of change at educational indices in relation to priority of educational indices reveal that completed courses are practical and are compatible with job requirements and education received at university, so that employees believe it leads to improving empowerment and job satisfaction.

Key words: Priorities, job satisfaction, municipality, organizational commitment, improving empowerment

INTRODUCTION

Benefiting from potential abilities of human workforces is regarded as great competitive advantage of each society. Empowerment is a modern method for survival of pioneer organization within highly competitive environment and assists employees to improve their self-confidence. The empowerment concept leads to improving inner motivation (David and Cameron, 2007). Empowerment is encouraging persons to increase their partnership for making decisions effective on their activities for obtaining opportunity for obtain their ideal objectives (John, 2000). Increasing competitiveness, sudden change, requirement for high quality service, limited resources may influence current activities of organizations. Upon obtaining many years experience, it is obvious that if an organization intends to be pioneer in the field of economics and related affairs and to be successful in the field of competition, it is required to benefit from skilful, expert, creative and highly motivated human workforces. Therefore, it is concluded that human workforce is among real wealth of each organization (Hajizadeh *et al.*, 2010). Monavarian and Niazi have studied effective factors on employees empowerment of Management and Planning Organization and findings of their research reveal that empowerment establishes potentials for improving abilities of human capital. Organization leadership benefits from this tool for promoting productivity of employees and organizational objectives. Mojtaba and Mohammadi (2010) studied

effectiveness of educational system of municipality employees of Karaj with empowerment approach and results of this research revealed that based on 4 levels model of Kerk Patrick effectiveness of educational course in Karaj municipality from view point of managers and learners with respect to behavior and appropriate results and level of learning is at medium level. Gill *et al.* (2010) believed that amending empowerment reveals belief of person toward his abilities and transferring power and responsibility to employees, so that they may be able to offer best services to their customers. They believe that, non-autocrat management style leads to enabling. Dafi in a research referred to impediments of employees empowerment including: lack of commitment of management, reluctance to change, refusal of delegating power of decision making to employees, poor communication between employees and managers, negligence for understanding this issue in short term that all reduce empowerment and performance of employees.

MATERIALS AND METHODS

The applied research method was descriptive correlational. This research with respect to objective is regarded as applied research. The population of the study was all employees of headquarters of Islamshahr municipality. Furthermore, the sampling procedure used in this research study was satisfied random sampling (n = 175). Results of comparing relationship between organizational commitment and employees empowerment

index reveal that there is significant relationship between decision making of employees at headquarters of Islamshahr municipality for partnership and organizational commitment. Level of Cronbach alpha in this study is 0.90. In this study in order to perform theoretical and qualitative studies, it was benefit from documentary method and for quantitative stage, it was benefit from field method. In the field method, it was benefit from questionnaire and for analyzing descriptive and inferential statistics, it was benefit from SPSS Software.

RESULTS AND DISCUSSION

Descriptive statistics: Coefficient of change at job satisfaction, organizational commitment and employees empowerment (Table 1 and 2).

Results of prioritizing job satisfaction indices showed that variable of job motivation with change coefficient of 0.217 from view point of employees is regarded as the most important issue for employees empowerment and increasing job satisfaction and the aspect of recreation with change coefficient of 0.512 has the lowest importance.

Results of prioritizing indices of organizational commitment showed that attempt for meeting organizational objectives with change coefficient of 0.141 with highest importance from view point of employees is regarded as most important issue for employees empowerment and organizational commitment and continue working at municipality with change coefficient of 0.347 has less importance (Table 3).

Results of prioritizing indices of employees empowerment showed that variable of being informed of subsidiary tasks of organization with change coefficient

of 0.184 from view point of employees is regarded as the most important problem in the field of employees empowerment and level of financial bonus for successful completion of tasks with change coefficient of 0.404 has less importance.

Inferential statistics

Estimation of regression model: In order to describe level of change and specifying estimate equation of empowerment with variables of partnership of employees, motivation, organizational commitment, it was benefit from multi regression analysis that Table 4 and 5 show the related information. According to Table 5, it is observed that in column B the non-standard amount of variable of motivation is 0.395 that not only due to zero sig it has significant relationship with enabling, but also it has highest influence, i.e., through one unit increase at variable of motivation, total amount of 0.395 units are added to the variable of enabling. In addition, according to the B column, it is observed that as one unit increase at standard deviation, total amount of 0.365 units are increased at standard deviation of variable of enabling. According to Table 4, it is observed that the first variable entered to this plan is “compatibility of educational course with requirements” and the second variable is “applicable educational courses and preference for continue”. Results of variance analysis show that Sig. level <0.05 the zero hypothesis is rejected and β_1 is opposite zero and by observing Table 5, it shows that value of 0.420 belongs to R column and variable of empowerment by variance of 42% is described by independent variable.

In order to estimate equation and in compliance with obtained information and significant final model of multi

Table 1: Calculated coefficient based on index of job satisfaction

Question's code	Variables	Coefficient	Priority
D8	I as an expert am high motivated in my job	0.217	1
D5	I feel that I am more successful in my job than others	0.285	2
D2	Certainly it is so interesting for me	0.297	3
D6	Certainly I am satisfied	0.298	4
D4	I don't believe there is any other more interesting job than my own job	0.330	5
D7	I had many promotions in my job and my personal life	0.331	6
D3	I often don't get tired of my job	0.385	7
D1	My job is like recreation for me	0.512	8

Table 2: Calculated coefficient for criterions of organizational commitment

Question's code	Variables	Coefficient	Priority
E3	I am Seriously preferred for meeting requirements of organizational objectives in this municipality	0.141	1
E2	I strongly accept the objectives and values of municipality	0.149	2
E1	I feel loyalty to this municipality	0.161	3
E4	I am very interested in continuing my job in municipality	0.209	4
E5	I enjoy working in municipality	0.246	5
E6	It is my great honor to recommend others for working at this municipality	0.264	6
E7	I believe that my individual values is similar to the values of municipality	0.289	7
E8	In case of any change in present condition, I won't leave municipality	0.347	8

Table 3: Calculating coefficient of criterions for employees empowerment

Question's code	Variables	Coefficient	Priority
F4	What is level of your knowledge about subsidiary affairs and main affairs?	0.184	1
F3	Up to which level your experiences assist you for being successful?	0.187	2
F13	Up to which level it is clarified who should make order for you and who is responsible for receiving your report?	0.194	3
F5	Up to which level the stages, method and time of each duties is clarified for you?	0.213	4
F9	Up to which level you have enough skill for fulfilling your affairs?	0.234	5
F17	Up to which level there is arrangement between different activities of organization?	0.239	6
F12	Up to which level the economic condition of society influences on quality of your work?	0.242	7
F11	Up to which level your job is regularly supervised and evaluated?	0.259	8
F1	Up to which level your job is compatible with your talents	0.289	9
F6	Up to which level there are suitable and healthy equipment for you to fulfill your duties?	0.299	10
F16	Do you receive enough salary and benefits in comparison to other similar organizations?	0.333	11
F14	Up to which level you are benefit from welfare facilities of organization?	0.335	12
F15	Up to which level you have partnership on making decisions of your company?	0.336	13
F10	Up to which level you have enough opportunity for promotion?	0.348	14
F7	Up to which level you receive necessary requirements of administrative units for fulfilling your affairs?	0.349	15
F2	Up to which level you receive required education for improving quality of your job?	0.352	16
F8	Up to which level you receive bonus for successful completion of tasks	0.404	17

Table 4: Coefficients

Models	Substandard coefficients (B)	SE	Substandard coefficients (β)	t-values	Sig.
Constant	0.329	0.600		0.548	0.585
Adaptability of course with requirements	0.169	0.188	0.172	0.862	0.390
Applicable courses	-0.416	0.246	-0.343	-1.688	0.094
Preference for work	0.339	0.070	0.386	4.865	0.000
Motivation	0.395	0.093	0.365	4.227	0.000
Loyalty to municipality	0.096	0.170	0.067	0.566	0.572
Being informed of affairs	-0.018	0.132	-0.013	-0.133	0.897
Partnership at decision making	0.251	0.072	0.306	3.468	0.001

Table 5: Model summary

Models	R	R ²	Adjusted R ²	SE of the estimate
1	0.648	0.420	0.384	0.74087

regression in this study, by using following equation, it is possible to estimate effective factors on employees empowerment including:

$$Y = 0.329 + 0.162 \times 1 - 0.416 \times 1 + 399 \times 1 + 0.3954 + 0.096 \times 5 - 0.018 \times 6 + 0.251 \times 7$$

Constant: Predictors, partnership at decision making, high motivation, adaptability of educational course with requirements, not boring and tiresome courses, being informed of subsidiary affairs, loyalty to municipality.

CONCLUSION

Results of prioritizing indices of job satisfaction showed that having high motivation in job with change coefficient of 0.217 from view point of employees is regarded as most important problem in the field of employees empowerment and improving job satisfaction and variable of recreation with change coefficient of 0.512 has the minimum importance. Studying comments and researches carried out by Gill *et al.* (2010) showed that motivation and interest in profession has priority with respect to empowerment and the present research confirms this issue.

Results of prioritizing indices of organizational commitment showed that variable of prefer for meeting organizational objectives with change coefficient of 0.141 from view point of employees is regarded as most important issue in the field of empowerment and variable of organizational commitment and continue working at municipality with change coefficient of 0.347 has the minimum importance.

Results of prioritizing indices of employees empowerment showed that variable of being informed of subsidiary affairs of organization with change coefficient of 0.184 from view point of employees is regarded as most important problem in the field of employees empowerment and amount of financial bonus for successful completion of affairs with change coefficient of 0.404 has minimum importance. In addition, studies by Mojtaba and Mohammadi (2010) and showed that prefer to meeting organizational objectives is among strong points of organizational commitment and the present research confirms this issue.

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