

Spatial analysis of job satisfaction and organizational commitment among employees of Tehran Municipality (District 5)

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Abstract

Market orientation is sometimes defined as the positive sentiment that people have towards their job. The purpose of this recent research is to study spatial analysis of job satisfaction and organizational commitment among employees of Tehran Municipality (District 5). The research method is a descriptive – survey, depending on the practical purpose and nature of the subject. The statistical population consists of the employees of Tehran District 5 municipality. Data gathering tools were questionnaires that its stability was specified using Cronbach alpha. 198 questionnaires were distributed among the companies which were in the population and 100% of them were filled and sent back to us for analyzing. In this article, the section regarding analysis and statistical tests in order to determine the Demographic characteristics if the population was performed through Descriptive statistics. Structural Equation along by SPSS 19 applications were used to test Research hypotheses and the relationship between variables. In the final results, all hypotheses were confirmed.

Keywords: job satisfaction, Organizational Commitment, Spatial analysis, dimensions of the job satisfaction

1. INTRODUCTION

With the growth and spread of urbanization and complexity of social systems we've observed the presence and the formation of organizations to meet the needs of the communities. Today organizations are functioning in different communities and have an important role in the social, economic and cultural life and administration of the community, hence today's society considers the performance of organizations as important and valuable, because today's society without efficient and dynamic

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organizations will not be able to achieve its goals. Increasing the efficiency of the organizations and their improvement are dependent on coordinating the factors that interact with the system, together they give meaning to the organization.

An agent's role is much more pronounced and more prominent than the other factors and this important factor is nothing but human resources. Human resources is as the most valuable resource of any organization and without a doubt keeping this valuable resource and providing favorable conditions at work, increase the rate of productivity of the organization. A favorable conditions at work helps increase the customers satisfaction, and the organizations in order to maintain their legitimacy and to stay in competition and progress. In customers satisfaction. The organizations philosophy including the municipality focuses on customer-orientation bases, and this is not possible without a pleasing, efficient and responsible human resources. Therefore, the main question in this research is: to what extent are the job satisfaction and organizational commitment of employees of the municipal areas of the region 5 and which one of the dimensions of job satisfaction play role over the formation of the organizational commitment of the regional staff?

2. LITERATURE REVIEW AND ASSUMPTIONS

Organizational commitment

Organizational commitment can be sensed in a person's participation in the Organization, and a sense of belonging to the Organization, the job and a sense of identity. These commitment and belonging sense of the person will increase depend on a group and cause cooperation behavior as well as defining organizational commitment as an attitude or orientation that relates or depends a person's identity to the organization (Meyer and Herscovitch, 2001)

Steers and Porter (1974) define the Organizational commitment as accepting values of the organization and involvement in that organization and they know its measurement criteria as motivation, the desire to continue to work and acceptance of the values of the organization.

Chatman and Oreille (1968) define Organizational commitment as supporting and emotional relevance with the goals and values of an organization because of the Organization itself and away from Instrumental values "a means to achieve other goals."

Job satisfaction

Greenberg and Baron (1997) define job satisfaction as the positive sentiment that people have towards their job. A person's job satisfaction means that he likes his job and has managed his needs through it and has a positive emotion to it.

Shiuan et al., (2003) defined the job satisfaction as the extent of positive feelings and attitudes that people have towards their jobs. It also includes every attempt to better managing the human beings, requires discovering the basic needs of human beings, understanding the behavior incentives and reaction of different groups. The actuator should be used for this purpose for increasing functionality and enhancing their effectiveness is job satisfaction.

The dimensions of the job satisfaction

Steers (1987) define that five dimensions of the job satisfaction show outstanding characteristics of the career listed as below:

1 .The satisfaction of working: The work itself plays an important role in determining the level of job satisfaction. Job content is ambivalent. One is the range of responsibility of the job, that is work practices and feedback, which as much as much these factors are wider will increase job scope and it will also in turn provides job satisfaction.

The second aspect is the diversity of the work. Research shows that the average diversity of work done is effective because career, gives its employees, partly autonomous in carrying out the work and how to do it and that causes high job satisfaction, On the contrary, control on the management of work practices, led to a high degree of job satisfaction as well.

2 .The satisfaction from superiors: The technical and managerial capabilities of managers and the considerations that show employees ' interests about them.

3 .The satisfaction of the cooperating: The amount of friendships and technical and supportive competence that the colleagues show of themselves. The satisfaction of the colleagues is based on their communication.

4 .The satisfaction of the promotion: Access to real opportunities for progress among the staffs.

5 .The satisfaction of the salary: That is the amount of receiving salaries, mutual understanding about the salaries and payment methods.

3. HISTORY OF RESEARCH

Researches about the relationship between organizational commitment and job satisfaction that have been conducted in the past years have been very influential.

Cramer (1996) showed as a result that, job satisfaction has positive effects. Professional conflict and the conflict role has negative effects on the organizational commitment. They believe that people, more than environmental factors compared to

the personal and individual factors are committed to Organization. The results of their study is that the structure the perceptions of organization and process, has influence over predicting organizational commitment, of course, the effect of job satisfaction on the organizational commitment compared to other environmental variables is more.

Siepre (1999) has grasped that there is correlation between the job satisfaction and organizational commitment and the above correlation for the workers is stronger than employees. In the above research job satisfaction had been considered as one of the preconditions of organizational commitment.

Tessay and Wang (2004) in the research entitled "study of the role of confounding variable of payment satisfaction", considered on the relation between the professional and organizational commitment. The most important findings of this study are positive and negative relationship between the professional and organizational commitment, so that the amount of the obtained correlation between the professional and organizational commitment in this study has been 19/4%.

Greenberg and Baron (2000) concluded of the articles in the field that there is a close relationship between staff's interests and their job satisfaction and satisfaction of clients of services. There must be a service organization for improving the staff's commitment. Having committed employees will be leading to increased job satisfaction. The enjoyment of committed and loyal employees is the most important factor for the success of any institution. The main priority of the Organization should be to attract and retain committed personnel. Not being able to realizing of this affair, make the sense of a loss of efficiency, lack of growth and loss of business. The success is for the organizations that having committed and loyal employees is their largest properties.

In a study that was conducted in the US by Togia et al., (2004) on employees of Jang from Lablan city in 2004 about the job satisfaction, age, sex variables, having a personal home and education has the effect on staff satisfaction.

Mirfakhraei (1991) defines job satisfaction as a sense of job satisfaction and person's satisfaction in his job in that organization that has relation with appropriate work with his talent, the location on the job, determining the needs of talent progression, career prosperity, successful experiences and organizational situation.

Based on conducted studies and the theoretical premises and related literature, subject and linked hypotheses are as below:

1. It seems that there is a significant relationship between job satisfaction and organizational commitment of employees.
2. It seems that there is a significant relationship between the consent of the administrator and increasing organizational commitment.

3. It seems there is a significant relationship between the satisfaction of the nature of the work among the staffs and in their organizational commitment.
4. It seems there is a significant relationship between Employee payment satisfaction and organizational commitment.
5. It seems to be significant relationship between Satisfaction of the staff of their colleagues and their organizational commitment.
6. It seems to be significant relationship between satisfactions of the staff from their career promotion and their organizational commitment.

4. RESEARCH METHODOLOGY

The research is about the analysis of spatial dimensions of job satisfaction and organizational commitment among staff of the municipal areas of Tehran's District 5. So, the aim of the present research is based on functional and the nature of descriptive research. Research is applied in the way that is in an effort to respond to a problem and a practical problem that are in the real world and present status, shall be evaluated, identified and describe

In this study, the researcher determined the statistical society then proceeded to select a random sample method. With Sampling, measurement and questionnaire of market orientation and the performance of the Organization then has been collected and then as it comes in the next chapter would be analyzed.

4.1. Research Sample

Statistical population in this study includes the staff of municipal area of Tehran district 5.

In this research the method for random sampling has been used. In the selection of the organizations in this case no criterion has been proposed and all of the ones mentioned conditions have an equal chance of selection, respectively.

Since the comprehensive statistical is limited, the required sample size was determined by Morgan table. The total number of respondent's population has been 417 people and based on the Morgan's table the required sample size have been the 198 people. Method of sampling is also classified sampling method with proportional allocation that is randomly selected based on the number of areas under the community, reviewing the required sample size of each group as described below.

Table1

Area	Population	Sample
1	53	25
2	48	23

3	64	30
4	75	36
5	61	29
6	72	34
7	44	21
Total	417	198

4.2 Questionnaire

After reviewing the theoretical literature and formulate hypotheses and conceptual models, statistical sampling, identification and formulation of administrative method of research, it is time to select data collection tools. Data collection come from raw data (such as view, interview, Professor and organizational documents, facts and figures), or through the distribution of questionnaires among the respondents or the members of the statistical sampling.

Questionnaire design includes 3 parts. The first part explores the component of the demographic respondents such as gender, level of education, field of study, service history, marital status, type of contract of housing situation. In the second part, we will examine factors such as job satisfaction, which contains 38 questions which each parts of the questionnaire was to survey part of the required content. In the first questionnaire that questions 1 to 10 are proposed to review the amount of satisfaction from the nature of the work among the staffs. In part (b), a questionnaire that has been raised for the 7 questions we examine the satisfaction of the staff from their supervisor. In part (c) of the questionnaire 10 questions has been proposed to examine the satisfaction of the colleagues of their work environment. In part (d) of the questionnaire, 5 questions been raised to review the amount satisfaction of the ways of job promotion. In part (e), 6 questions is raised to consider the amount of payment satisfaction. In the third part the level of respondent's organizational commitment has been examined.

In this research, to gather data about job satisfaction and organizational commitment the questionnaire instruments has been used. In this a questionnaire, all indexes have respondents spectrum of 5(1 = totally opposed and five = totally agree) and respondents were asked to comment their feelings and opinions about each options, in the column against the specified options.

For the measurement of organizational commitment, organizational commitment questionnaire has been used (Mowday., 1998) and tools to assess job satisfaction job satisfaction index Wysocki and Kromm (1994) that the validity of these questionnaires is questionnaire already been approved.

4.3 The Analysis of the Variables

The analysis of the proposed research assumptions has been done in 3 steps. In the first phase of the validity and reliability of independent variable scales measured by Cronbach's alpha and factor analysis. After calculating the validity and reliability, the qualitative descriptive statistics used to show the status of each of the main variables

and also demographic factors. To test the hypothesis of the study of multivariate statistics inferential statistics will be used. The analysis of covariance structures and analysis mean using structural equation modeling is the main basis of a hypothesis test. Estimation of parameters and hypothesis test with the advantage of using SPSS 19 will be carried out.

4.4 Reliability

In reliability response to these questions is that whether the repeated measurements in similar situations achieved consistent results or not? There are various methods for assessing reliability. In this study, in order to measure the validity of the questionnaire, calculations has been done by Cronbach's alpha and using the software SPSS 19. Correlation coefficient of Cronbach's alpha is a number between zero and one. A questionnaire is reliable when the value of Cronbach's alpha is larger than the value of 0.70 and the higher the amount is closer to 1, the questionnaire will be reliable.

According to the table (2), the alpha value in the questionnaire for each dimension is higher than 0.70, which marks the higher reliability of the questionnaire.

Table 2

Factor	Number of Questions	Alpha Crunbach
Job Satisfaction	38	0.894
Current Job Satisfaction	10	0.851
satisfaction of the administrator	7	0.651
payment satisfaction	10	0.856
satisfaction of colleagues	5	0.843
satisfaction of career promotion	6	0.883
Organizational Commitment	15	0.753

4.5 Validity

The purpose of the validity is that content of the tool or the questions stated in the instrument, precisely study the subject and variables. Using unrelated tool cause irrelevant scientific information and destroys the discipline and order of the stages of the research and the results data. The questionnaire used in this survey are organizational commitment questionnaire (Muday, Stirs and Ports) and tools of job satisfaction questionnaire of satisfaction measurement are JDI (Viuski and Crum) that the validity of these questionnaires have already been approved.

5. FINDINGS

5.1 Demographic characteristics of the sample

The sample of this study is included 198 people of the staffs of the Tehran Septet district municipality which were randomly selected, the results is shown in table 3.

Table 3

		Abundance	Frequency
Sex	Male	111	56%
	Female	87	44%
Age	U25	25	13%
	25to35	68	34%
	36to45	42	21%
	Above45	37	19%
	NA	26	13%
Education	Diploma	46	24%
	Advanced Diploma	41	21%
	Bsc.	89	46%
	Msc.	16	8%
Experience	U5years	83	42%
	5to15years	48	16%
	Above 15 Years	31	24%
	NA	162	55%

5.2 Inferential statistics

As the table shows the amount of correlation coefficient (R) is 0.576 that expresses this point that organizational commitment and job satisfaction has a strong relationship with each other. The coefficient of determination of regression equation is 0.332 and this shows the point that approximately 33.2% of the variable changes dependent to the organizational commitment of employees is explained by the independent variables, which is a big amount.

Here we will consider the significant relationship in between these two variables. In fact, we are looking to prove one of the following hypotheses.

H0: job satisfaction is not effective on organizational commitment.

H1: job satisfaction is effective on organizational commitment.

Table 4

	sum of squares	Degree of freedom	Mean square	F	Significance level
Regression	2162.032	1	2162.32	97.286	0.000
The remaining	4355.786	196	22.223		
Sum	6517.818	197			

Statistics level of F is 97.286 and a significant level rate is equal to 0.000. The significant level is smaller than the amount of the first type of error and is in the 0.05 level, so the first assumption confirmed 95% confidence. Therefore, between the independent variable of job satisfaction and dependent variable of organizational commitment, there is a significant relationship. Regression equation of the following form shall be specified as:

$$y = 32.282 + 0.144x$$

X: Job satisfaction variables

Independent variable coefficient of regression equation in job satisfaction is positive, therefore shows that by increasing the level of organizational commitment, job satisfaction increases too.

In the next section, we will consider the relation between the dimensions of job satisfaction with organizational commitment.

Table 5

Dimension	The correlation coefficient	Significance level
satisfaction of the administrator	0.458	0.000
of satisfaction from the nature of the work	0.477	0.000
payment satisfaction	0.321	0.000
satisfaction of colleagues	0.450	0.000
satisfaction of career promotion	0.440	0.000

6. Explaining and Interpreting Research Hypothesis

Results hypothesis Test of the research represents a significant and positive relationship between organizational commitment and job satisfaction and its dimensions. The interpretation of these factors has been considered below:

4-10-1- The relationship between job satisfaction and organizational commitment

The results of the hypothesis test study showed that the significant and positive relationship exists between job satisfaction and organizational commitment.

4-10-2-The relationship between organizational commitment and satisfaction of the administrator

The results of the hypothesis test study showed that the significant and positive relationship exists between satisfaction of administrator and organizational commitment.

4-10-3 the relationship between the amount of satisfaction from the nature of the work and organizational commitment.

The results of the hypothesis test study showed that the significant and positive relationship exists between satisfaction of the nature of the work and organizational commitment.

4-10-4- The relationship between payment satisfaction and organizational commitment

The results of the hypothesis test study showed that the significant and positive relationship exists between the payment satisfaction and organizational commitment.

4-10-5- The relationship between the level of satisfaction of colleagues and organizational commitment

The results of the hypothesis test study showed that the significant and positive relationship exists between satisfaction of colleagues and organizational commitment.

4-10-6- The relationship between satisfaction of career promotion and organizational commitment

The results of the hypothesis test study showed that the significant and positive relationship exists between satisfaction of career promotion and organizational commitment.

7. The limitations of the research

1-To collect information on this research, a questionnaire has been used that if it is possible to use other methods such as interviews and view, the given results will be more accurate.

2-The number of employees does not consider their search seriously and in some cases they were not accurate in completing a questionnaire, and even some worried about the impact of it on their job status and evaluation.

3- The statistical community of this study is limited to the employees and managers of the municipal areas of the region 5. Extending this research to the whole municipality society should be performed cautiously.

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